



focus on
social
responsibility

Another way organizations can avoid some of the problems with drug testing is to replace those tests with impairment testing of employees, also called *fitness-for-duty testing*. These testing programs measure whether a worker is alert and mentally able to perform critical tasks at the time of the test. The test does not investigate the cause of any impairment—whether the employee scores poorly because of illegal drugs, alcohol, prescription drugs, over-the-counter medicines, or simple fatigue. For example, Bowles-Langley Technology has developed a test that measures alertness by presenting employees with exercises that involve interacting with graphics, much like playing a video game. The test measures various responses including reaction time and hand-eye coordination. For a cost of about \$5 or \$10 per worker per month, companies can verify that employees such as pilots and truck drivers are able to fly or drive safely. Because the tests can be accessed online, they are available to workers in a variety of situations.³⁹

Medical Examinations

Especially for physically demanding jobs, organizations may wish to conduct medical examinations to see that the applicant can meet the job's requirements. Employers may also wish to establish an employee's physical condition at the beginning of employment, so that there is a basis for measuring whether the employee has suffered a work-related disability later on. At the same time, as described in Chapter 3, organizations may not discriminate against individuals with disabilities who could perform a job with reasonable accommodations. Likewise, they may not use a measure of size or strength that discriminates against women, unless those requirements are valid in predicting the ability to perform a job. Furthermore, to protect candidates' privacy, medical exams must be related to job requirements and may not be given until the candidate has received a job offer. Therefore, organizations must be careful in how they use medical examinations. Many organizations make selection decisions first and then conduct the exams to confirm that the employee can handle the job, with any reasonable accommodations required. Limiting the use of medical exams in this way also holds down the cost of what tends to be an expensive process.

Interviews

Supervisors and team members most often get involved in the selection process at the stage of employment interviews. These interviews bring together job applicants and representatives of the employer to obtain information and evaluate the applicant's qualifications; The "Did You Know?" box shows some of the ways job applicants create unfavorable impressions with interviewers. While the applicant is providing information, he or she is also forming opinions about what it is like to work for the organization. Most organizations use interviewing as part of the selection process. In fact, this method is used more than any other.

Interviewing Techniques

Interview techniques include choices about the type of questions to ask and the number of people who conduct the interview. Several question types are possible:

- In a **nondirective interview**, the interviewer has great discretion in choosing questions. The candidate's reply to one question may suggest other questions to ask. Nondirective interviews typically include open-ended questions about the

LO6 Discuss how to conduct effective interviews.

Nondirective Interview

A selection interview in which the interviewer has great discretion in choosing questions to ask each candidate.