

LANCE SEBERHAGEN, PH.D.

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MAJOR AREAS OF SPECIALIZATION

Adverse Impact Analysis
Compensation
EEO Compliance
Employee Selection - Entry and Promotional
Expert Witness – Employment Litigation
Job Analysis
Job Evaluation – Pay Grades
Organizational Research

Performance Appraisal
Position Classification – Job Classes
Psychological Measurement
Statistical Analysis
Survey Research
Test Administration
Test Development & Validation
Training and Development

EDUCATION

Ph.D., University of Minnesota, Minneapolis, MN, 1979. Major: industrial and organizational psychology. Minor: industrial relations. Dissertation: *Sex discrimination in salaries within a state government*. Advisor: Dr. Thomas J. Bouchard.

M.A., Southern Methodist University, Dallas, TX, 1968. Major: industrial and organizational psychology. Minor: business administration. Thesis: *Herzberg's two-factor theory of motivation in a municipal government*. Advisor: Dr. Charles L. Hughes.

B.A., Brown University, Providence, RI, 1966. Major: psychology. Minor: sociology.

EMPLOYMENT HISTORY

Director, Seberhagen & Associates, Vienna, VA, 12/76 to present.

Senior Associate, Planning Research Corporation, McLean, VA, 10/73 to 12/76.

Test Research & Development Manager, State of Minnesota, Personnel Department, 5/69 to 10/73.

Management Consultant, Seberhagen Consulting, Minneapolis, MN, 9/68 to 5/69.

Personnel Analyst, City of Dallas, TX, Civil Service Department, 5/67 to 9/68.

WORK EXPERIENCE

Employee Selection. Developed selection procedures for hourly production jobs at American Video Glass, Corning Inc., Honda of America Manufacturing, and Tyson Foods. Conducted validation study of literacy test for hourly production jobs at Champion International and Georgia-Pacific. Developed performance appraisal procedure as basis for layoff of non-union employees at Texaco refinery. Designed test administration program for electric utility industry through Edison Electric Institute. Planned implementation of EEI tests at Public Service Electric and Gas and Virginia Electric Power. Evaluated selection procedures for Power Plant Operator at Pennsylvania Power and Light. Evaluated employee selection procedures at Westinghouse Savannah River Site (nuclear plant). Developed selection procedures for onboard service jobs at Amtrak. Evaluated selection procedures for restaurant employees and managers at Boston Market, The Cheesecake Factory, Darden Restaurants, Red Robin Gourmet Burgers, and Steak and Ale. Developed weighted application blank to reduce clerical turnover at Prudential Insurance Co. Conducted validation study of tests for Multi-Skilled Technician at George Washington University Hospital.

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Served on expert panel for National Skills Standards Board to provide technical guidance to industry groups in establishing national certification standards and assessment procedures for key occupations. Assisted U.S. Employment Service in briefing National Academy of Sciences about General Aptitude Test Battery (GATB) and validity generalization. Developed professional certification procedures (used in promotional selection process) for Logistics jobs at Defense Department. Served as technical advisor to U.S. Postal Service on development of new entry-level Postal Worker exam. Evaluated validity of tests for Contact Center Agent at Freddie Mac. Developed minimum qualifications for Library of Congress and Legal Services Corp. Developed performance appraisal procedures for Federal Aviation Administration. Wrote and evaluated test items for ASPPB Psychologist Licensing Exam.

Developed training exams for Health Insurance Navigators at the Maryland Health Benefit Exchange. Evaluated test development process used by Metro Water Reclamation District of Greater Chicago. Developed selection procedures for Toll Collector, Toll Collection Supervisors, and Tunnel Emergency Worker (tow truck operator) at Maryland Transportation Authority. Developed general examining procedure for senior-level jobs in District of Columbia. Developed selection procedures for wide variety of jobs in State of Minnesota; City of Dallas, TX; and Territory of Virgin Islands. Developed minimum qualifications for all jobs in State of Ohio. Designed job-testing standards for State of New Jersey. Designed prerelease assessment process to evaluate employability of inmates at Maryland Correctional System.

Drafted chapter on police selection standards for law enforcement agency accreditation program through National Organization of Black Law Enforcement Executives. Conducted statewide job analysis of Police Officer to serve as basis for police selection and training standards in Maryland. Developed selection procedures for Deputy Sheriff in 28 counties of West Virginia. Developed selection procedures for Minnesota Highway Patrol Officer. Developed promotional selection procedures for police jobs in Colorado Springs, CO; Fresno, CA; Indianapolis, IN; Memphis, TN; Montgomery County, MD; Orlando, FL; and U.S. Virgin Islands. Served as assessor in promotional assessment center for police jobs in District of Columbia. Developed performance appraisal system for Fresno Police Department. Wrote manual for setting test cutoff scores for New York Police Foundation. Developed selection procedures for entry-level Firefighter in Minneapolis.

Classification and Compensation. Analyzed and evaluated factory and office jobs in lawsuit by International Union of Electrical Workers against General Electric. Analyzed and evaluated professional jobs to resolve employee grievances in National Education Association. Analyzed and evaluated job of Social Services Representative to resolve employee grievance in DC Government. Analyzed and evaluated job of Probation Counselor to resolve employee grievance against Fairfax County, VA. Evaluated classification and pay procedures of United Mine Workers Welfare and Retirement Fund. Analyzed merit increases at IRS and SEC for National Treasury Employees Union. Analyzed performance ratings, salary increases, and bonuses at DOD and TSA for American Federation of Government Employees.

Conducted classification and pay studies for State of Ohio; State of Maine; State of Minnesota; State of Wyoming; City of Dallas, TX; Maryland-National Capital Park and Planning Commission; U.S. Virgin Islands; University of the Virgin Islands; Legal Services Corp.; Planning Research Corp; and International Criminal Investigative Training Assistance Program at U.S. Department of Justice.

Analyzed, classified, and evaluated sworn and nonsworn police jobs in Colorado Springs, CO; Indianapolis, IN; Montgomery County, MD; and Orlando, FL. Identified sworn positions that could be performed by nonsworn employees. Evaluated police compensation and retirement practices in Baltimore County, MD, and Montgomery County, MD.

Litigation. Evaluated EEOC's procedures for prioritizing charges. Served as expert witness or technical advisor in over 100 cases (court, arbitration, administrative), regarding employee selection, position classification, compensation, and other matters. Evaluated test validation reports for DOL/OFCCP. Evaluated work of other experts as they developed new employee selection procedures under consent agreements with DOJ.

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EEO/Affirmative Action. Analyzed workforce utilization, evaluated personnel practices, and recommended remedial action to establish first affirmative action program for State of Minnesota. Evaluated statewide EEO program of State of Wyoming and recommended improved policies and procedures. Developed affirmative action programs for Montgomery County, MD; District of Columbia; Territory of Virgin Islands; and MVM Corp. Developed regression models to analyze sex-based wage disparities in a state government. Wrote book on legal aspects of personnel selection in public service under grant from U.S. Civil Service Commission. Wrote chapter on Federal EEO requirements under grant from Minneapolis Civil Service Commission. Wrote handbook on nondiscrimination for Equal Employment Opportunity Commission and Office of Revenue Sharing.

Personnel Rules and Regulations. Drafted personnel rules on recruitment, selection, classification, EEO, labor relations, and other topics for City of Falls Church, VA; District of Columbia; and Territory of Virgin Islands. Drafted employee manual for Legal Services Corp.

Organization Development. Analyzed records and conducted surveys to investigate turnover of Investigators and recommend improved personnel practices in Agriculture Department. Conducted surveys, redesigned jobs, and revised personnel policies to establish career development programs for police departments in Colorado Springs, CO; Fresno, CA; Indianapolis, IN; Montgomery County, MD; and Orlando, FL. Developed organizational effectiveness criteria and analyzed employee performance and satisfaction data to evaluate OD interventions (e.g., team building, job enrichment) at U.S. Army bases in Europe as part of All-Volunteer Army Program. Designed survey instruments to diagnose organizational problems in U.S. Army Air Defense Command in Europe. Conducted employee attitude surveys and other analyses to improve personnel management at Metro Business Forms, American Geophysical Union, and Service Employees International Union. Conducted survey of employees in City of Dallas, TX, to test Herzberg's theory of motivation. Collected and analyzed employee attitude data as part of OD study for Hennepin County, MN.

Training. Investigated feasibility of voluntary certification as incentive to encourage construction supervisors to learn more about occupational safety and health for OSHA. Conducted training on test administration for electric utility industry, Amtrak, Corning, and Honda of America Mfg. Conducted training on federal EEO requirements for Library of Congress; NASA; Montgomery County, MD; IPMA; MAPAC; and Batrus Hollweg, Inc. Organized EEO workshops for Society of Industrial and Organizational Psychology and Personnel Testing Council of Metropolitan Washington. Conducted numerous training programs on personnel topics to implement development projects. Taught one course and assisted professors in teaching two other courses at Southern Methodist University.

Human Resource Planning. Designed computerized employee information system for State of Minnesota to match employees to jobs, estimate impact of personnel policies, forecast staffing needs, and compile statistical reports. Defined human resource planning needs for Planning Research Corp. Conducted labor force availability studies for many clients.

Market Research. Surveyed Baltimore-area residents for Shelter Corp. to identify types of persons interested in living in Baltimore Inner Harbor and type of housing and related features that would be most attractive to this group. Analyzed interview data from leading citizens of Charles County, MD, to assess attitudes towards proposed residential/recreation development and to recommend best way to inform community about this project. Designed survey to analyze safety criteria used by military officials and civilian authorities to evaluate waterfront sites for handling dangerous cargo.

Human Factors. Interviewed machine operators and conducted speed tests to determine best use of automated letter sorting machines in U.S. Postal Service.

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PROFESSIONAL AFFILIATIONS (Current Memberships)

American Psychological Association (APA)

1. APA Division 5 (Evaluation, Measurement, and Statistics).
2. APA Division 14 (Industrial and Organizational Psychology).

American Statistical Association

Personnel Testing Council of Metropolitan Washington (PTCMW)

1. Founding member, 1977.
2. Founding officer, 1977-1978.
3. Elected officer, 1987-1991.
4. President, 1989-1990.
5. Bemis Award Committee, 1987-1991, 1997.
6. Professional Calendar, 1982-2016.
7. PTCMW mentor, 2014.
8. Website Committee, 1998-2002.
9. Workshop Committee, 1982.

Society for Industrial and Organizational Psychology (SIOP)

1. Awards Committee, 1991-1992, 1997-2000, 2014-2016.
2. Professional Practice Committee, 1995-1998.
3. Program Committee, 1996-2016.
4. SIOP mentor, 1999, 2013.
5. Workshop Committee, 1989-1991.

PROFESSIONAL RECOGNITION & SPECIAL ACHIEVEMENTS

1. Dreyfus Memorial Fellowship, Southern Methodist University, 1967.
2. James Philander Kirkham Award, University of Minnesota, 1971.
3. Designed logo for Great Lakes Assessment Council (GLAC), 1971.
4. Designed logo for IPMA Assessment Council (IPMAAC), 1977.
5. Consulting Editor, *Forensic Reports*, 1989-1994.
6. Designed and created (with Susan Myers) the *M. Scott Myers Award for Applied Research in the Workplace*, Society for Industrial and Organizational Psychology, 1997.
7. Designed wordle for Personnel Testing Council of Metropolitan Washington (PTCMW), 2011.
8. Alumnus of Noble Achievement, University of Minnesota, 2013.
9. Distinguished Service Award, Personnel Testing Council of Metropolitan Washington, 2014.