

PALMER MORREL-SAMUELS

Email: palmer@umich.edu Cellphone: 734-368-3348
Office at EMPA, 210 Park St., Chelsea, MI 48118

ACADEMIC TRAINING

Northwestern University School of Law, Chicago, IL (2015-2017: **MSL** expected in 2017)
Area of Specialization: Workplace Discrimination, the role of statistical evidence in court
Columbia University, Department of Psychology, NYC, NY (1982-1989) **M.Phil, Ph.D.**
Area of Specialization: experimental social psychology
University of Chicago, Division of Social Sciences, Chicago, IL (1979-1980) **M.A.**
Area of Specialization: research methodology in behavioral science
Goddard College, Plainfield VT, credits transferred from Dickinson College (1974-1976) B.A.
Major: creative arts psychotherapy

MAJOR WORK EXPERIENCE

CEO & Principal Consultant
Employee Motivation & Performance Assessment, Inc. (EMPA) Chelsea, MI (4/98-present)
Instructor (teaching classes on survey design, statistics, and research methodology)
Institute for Social Research, Survey Research Ctr., Summer Institute, University of Michigan (7/09-present)
Lecturer (teaching classes on survey design, statistics, and research methodology)
School of Public Health, University of Michigan (9/08-4/14) [intermittent teaching on Recall Status until 2016]
Expert Witness
Employee discrimination, surveys & assessments, contract disputes requiring statistical analysis (9/03-present)

ADDITIONAL WORK EXPERIENCE

Team Director & Senior Consultant
Hewlett-Packard, formerly EDS-Survey Services (8/91-11/96)
Assistant Research Scientist
Cognitive Science & Machine Intelligence Lab, University of Michigan, Ann Arbor, (3/93-12/99)
Adjunct Research Scientist
National Quality Research Center, University of Michigan Business School, Ann Arbor (6/97-6/98)
Research Assistant
Computer Science Department, Watson Research Center, IBM, Yorktown, NY (8/86-4/87)
Research Assistant
Psychology Department, Yale University, New Haven, CT (12/81-9/82)

PROFESSIONAL MEMBERSHIPS

American Psychology-Law Society	Society for Empirical Legal Studies
Society of Industrial/Organizational Psychologists (SIOP)	Society for Public Health Education
Association for Psychological Science (Charter Member)	Amer. Assn. for Public Opinion Research

HONORS

Who's Who in Science and Engineering (second edition, 1994-1995)
Faculty Fellowship, Department of Psychology, Columbia University (1982-1987)
Scholarship, French Ministry of Education & Université de la Source, Orleans, France (1967)

SAMPLE of SUPPLEMENTARY EXPERIENCE

Served as consultant (~30 years) designed & analyzed assessments for more than 7 million employees in over 70 countries
Held managerial positions (~20 years) in academic, industrial, and research settings
Lectured at Columbia University on experimental psychology, social psychology, and statistics
Wrote and patented four web-based assessments and surveys for the workplace
Provided survey services for corporations (e.g., Disney, FedEx, Mars, Credit Suisse, Coke, GM, UPS, Ford, Duke Energy)
Provided survey services for non-profits & government agencies (e.g., US Department of Justice, Blue Cross Blue Shield)
Provided survey services for healthcare industry (e.g., Harvard Pilgrim HC, Pfizer, Novo Nordisk, Univ. of Michigan HS,)
Conducted a statistical analysis of utilization rates among psychiatric patients for Billings Hospital, University of Chicago
Interviewed by Forbes Magazine on EMPA's National Benchmark Study™ and Benchmarks™; Forbes.Com (08/24/09)
Testified to Congress on DOJ study examining the relation between working conditions, motivation, and job performance

SAMPLE of LITIGATION EXPERIENCE

- 1) Burns v. Interstate Brands Corporation (AKA Hostess Bakeries); expert witness for D (settled ~ 5/9/04)
Ran statistical analysis of job assignments for evidence of disparate impact (DI) and/or disparate treatment (DT).
- 2) Tower Automotive Products v. Lamb Technicon; expert witness for D (settled ~ 8/31/05)
Ran statistical tests of 4 million datapoints tracking assembly-line failures in breach of contract suit.
- 3) [Corp. A] v. [Corp. B] expert witness for D testified to ICC's International Court of Arbitration in The Hague (settled ~ 2/10/12)
Analyzed psychometric properties of assessment P used to compute monetary damages in breach of contract suit.
- 4) Scott v. City of Indianapolis; expert witness on behalf of the Ps (settled ~ 7/19/12)
Ran statistical analysis of data from Human Resources Information System (HRIS) to evaluate Ps' claim of DI based on race.
Withstood Daubert challenge: 3-25-2010 US District Court, S.D. IN, Indianapolis Division.
- 5) American Postal Workers Union, AFL-CIO v. United States Postal Service; expert witness for P (settled ~ 3/7/13)
Ran statistical analysis of 111 postal workers who did or did not receive letter of intent regarding job relocation, for DI analysis
- 6) EEOC v. Bass Pro Inc.; expert witness for P and the EEOC (settled ~ 3/4/2014)
Designed a cross-validated assessment for verifying race of several hundred job applicants to remediate exclusion of P's expert
- 7) Sweeney v. Washington Board of Pilotage; expert witness for P (settled ~ 10/1/14)
Ran statistical tests of 1.03 million datapoints from pilot's licensing test for evidence of sex discrimination
- 8) Cardelle et al. v. Miami Fraternal Order of Police; expert witness for P (settled ~ 11/25/2015)
Ran statistical tests of 221K datapoints from pension payments & HRIS for evidence of age discrimination
- 9) Grevera v. Microsoft Inc.; expert witness for P (settled ~ 8/29/14)
Ran statistical tests of 4.9 million datapoints from job evaluations & HRIS for evidence of sex discrimination
Withstood Daubert Challenge (details sealed).
- 10) EEOC v. FAPS; expert witness for P and the Equal Employment Opportunity Commission (still in litigation)
Designed and implemented a cross-validated assessment for determining race of 900 job applicants by mail, for DI analysis
Withstood Daubert challenge: 9-26-14 US District Court, District of NJ
- 11) US v. City of Jacksonville [FL]; expert witness for D (still in litigation)
Ran statistical tests of 179 million datapoints from promotion exams & HRIS for evidence of disparate impact
Withstood 3 Daubert challenges (one written by Asst. AG of US): 6-9-15 US Dist. Ct., M.D. FL, Jacksonville Div

SAMPLE of PRESENTATIONS and PUBLICATIONS

- 1) Morrel-Samuels, P. (1990). John Bulwer's 1644 treatise on gesture. *Semiotica*, 79, 341-353.
- 2) Morrel-Samuels, P., & Krauss, R. (1992). Word familiarity predicts temporal asynchrony between gesture and speech. *Journal of Experimental Psychology: Learning, Memory & Cognition*, 18, (3) 615-622.
- 3) Morrel-Samuels, P., (4/1/96) U.S. Patent No. 5,743,742 "System for Measuring Leadership Effectiveness."
- 4) Morrel-Samuels, P., (8/18/98) U.S. Patent No. 5,795,155 "Leadership Assessment Tool and Method."
- 5) Morrel-Samuels, P., (12/28/99) U.S. Patent No. 6,007,340 "Method and System for Measuring Leadership Effectiveness."
- 6) Morrel-Samuels, P., (10/24/01) U.S. Patent No. 6,034,249 & 7,593,861 "Employee Assessment Tool"
- 7) Morrel-Samuels, P. An objective measure of performance linked to employee motivation. In M. Cronin (Chair) Intex: A system for evaluating performance at INS. Briefing to staff and elected officials of US Congress, Wash. DC (6/30/98).
- 8) Morrel-Samuels, P. (2002) Getting the truth into workplace surveys. *Harvard Business Review*, 80 (2) 111-118.
- 9) Morrel-Samuels, P. (2003) Web surveys' hidden hazards. *Harvard Business Review*, 81 (7) 16-17.
- 10) Morrel-Samuels, P. & Goldman, E., (2007) Who, what, and where: Guidelines for the statistical analysis of disparate impact in EEO litigation, *Docket*, 25, (2), pp. 54-74.
- 11) Morrel-Samuels, P., & Jacobson, P. J. (2008, March). Using statistical evidence to prove causality to non-statisticians. Paper presented at the meeting of the American Psychology-Law Society, Jacksonville, FL.
- 12) Morrel-Samuels, P., Francis, E., & Shucard, S. (2009) Merged datasets: An analytic tool for evidence-based management, *California Management Review*, 52 (1), pp.120-139.
- 13) Morrel-Samuels, P., (2010, March) Distinguishing reverse discrimination from overcorrection: Statistical methods for clarifying this neglected distinction and why it matters. Paper for American Psychology-Law Society, Vancouver, Canada.
- 14) Fritz, C., Curtin, J., Poitevineau, J., Tao, F., & Morrel-Samuels, P. (2012). Player preferences among new and old violins. *Proceedings of the National Academy of Sciences*, 109 (3) 760-763.
- 15) Morrel-Samuels, P. & Goldman, E., (2014) Workplace assessments: Thirteen ways to invite litigation and thirteen ways to avoid it. Presented at the Annual Conference of the American Psychological Association, Washington DC.
- 16) Morrel-Samuels, P. (2014) Using graphs in business, law, and public health to facilitate analysis of trends, impacts, and linkages. Presented at the Annual Conference of the American Psychological Association, Washington DC.
- 17) Morrel-Samuels, P (2015) True or False: The Ricci Decision was Illogical and Problematic. Paper to be presented at the annual conference of the European Association of Psychology and Law, Nuremburg, 8/4/15.

• • •