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## Education

### Doctor of Philosophy (May 1997)

The University of Tennessee, Knoxville, Tennessee

Major: Industrial/Organizational Psychology. GPA: 3.94/4.0

### Master of Arts (May 1988)

The University of Nebraska, Lincoln, Nebraska

Major: Educational Psychology with an emphasis in counseling. GPA: 4.0/4.0

### Bachelor of Science (August 1984)

Taylor University, Upland, Indiana

Major: Social Work. GPA: 3.45/4.0

### Associate of Arts (August 1982)

Hesston College, Hesston, Kansas

Major: Social Work. GPA: 3.7/4.0

## Professional Experience

### The Tennessee Valley Authority (TVA)

February 1997 - present

#### Program Manager

- Present during organization-wide televised broadcasts on human resource topics
- Design and implement large-scale organization change workshops and HR processes
- Serve on numerous HR strategic planning teams
- Evaluate, redesign, and manage the company-wide 360-Degree Feedback program
- Facilitate numerous training sessions
- Develop and manage all performance appraisal processes
- Design and write training materials and technical reports
- Coordinate activities with all levels of employees throughout the company
- Consult on career development and succession planning programs
- Design and implement employee selection systems

### General Teaching

(periodic assignments) January 1986 - present

#### Instructor

- Invited to serve as guest lecturer for various college level courses
- Present workshops on issues pertaining to management and human resource development
- Taught a Graduate Record Examination (GRE) test preparation course
- Counseled students concerning vocational interests

TVA Exh. 101

FB 000001

Template = SECY-028

SECY-02

CLEAR REGULATORY COMMISSION

Case No. 50-390 CIVP Official Ex. No. TVA 101

In the matter of TVA

Staff	_____	IDENTIFIED	<u>✓</u>
Applicant	<u>✓</u>	RECEIVED	<u>✓</u>
Intervenor	_____	REJECTED	_____
Other	_____	WITHDRAWN	_____
DATE	<u>6/20/02</u>	Witness	_____
Clerk	<u>BHM</u>		

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OFFICE OF THE SECRETARY  
RULEMAKINGS AND  
ADJUDICATIONS STAFF

**L. M. Berry & Company**  
***Trainer***

**May 1995 - July 1996**

- Conducted training sessions for managers and employees on issues surrounding their transition to a team-based organization
- Researched, wrote, and edited training modules on topics such as mentoring, time management, team development, giving and receiving feedback, leadership, and individual development
- Participated on a consulting team to deliver services to the organization
- Discussed organizational issues and problems with the company's management

**Tennessee Assessment Center**  
***Assessor***

**(periodic projects)**

**July 1994 - October 1995**

- Served as an assessment center rater for managerial and executive job candidates
- Wrote feedback reports for participants
- Received extensive training in assessment center behavioral dimensions and rating procedures
- Participated in consensus team meetings to finalize evaluations

**Personnel Assessment Systems**  
***Assessor***

**(periodic projects)**

**June 1994 - February 1995**

- Assessed the performance of government employees via assessment center exercises
- Wrote developmental feedback reports for participants
- Attended extensive training workshops on assessment center procedures
- Participated in consensus team meetings to finalize participant ratings

**Wallace Hardware**  
***Organizational Consultant***

**August 1993 - March 1995**

- Proposed and acquired a contract to assess 175 employees
- Consulted with the President and vice-presidents of the company to design and implement a developmental employee assessment program
- Conducted individual assessments consisting of personality, vocational interest, and cognitive ability measures and two structured interviews
- Wrote extensive developmental feedback reports on all employees assessed
- Designed and presented numerous feedback workshops for company employees
- Generated numerous additional requests for services (e.g., additional developmental assessments, performance appraisal system design, sales training, team building, and organizational climate feedback)

**University of Tennessee Statistics Laboratory**  
***Graduate Teaching Assistant***

**August 1993 - May 1994**

- Taught weekly laboratory sections for two different graduate statistics courses
- Explained the material to students and reviewed homework with them
- Provided tutoring assistance outside of regular class hours
- Graded all tests and assigned course grades

**Tennessee Government  
Executive Institute**  
***Trainer and Group Facilitator***

**(periodic projects)**

**July 1993 - January 1997**

- Supervised colleagues selected to help conduct training sessions
- Instructed executives regarding team dynamics, work performance, and individual personality issues
- Lead group discussions concerning team development and interpersonal interaction
- Observed, evaluated, and offered feedback to individuals and teams regarding their job-related behaviors

**Management Development Center (periodic projects)**  
***Trainer and Group Facilitator***

**January 1993 - January 1997**

- Conducted training workshops
- Facilitated group discussions concerning team processes, group problem-solving, and interpersonal relationships
- Interpreted personality profiles
- Provided feedback on team performance and individual personality variables

**National Institute of Mental  
Health Research Grant**  
***Graduate Research Assistant***

**September 1992 - January 1997**

- Served on a federally funded grant designed to examine the organizational climate and culture of government agencies
- Worked on a cross-discipline organizational development team focused on conceptualizing and implementing an "ideal" organizational culture
- Developed and administered organizational climate and culture surveys for various social service agencies
- Collected data through extensive personal contacts with subjects in the field
- Analyzed data and made written and oral presentations of the research findings

**Pilot Oil Management Chair of  
Excellence Research Team  
*Research Team Member***

**August 1992 - May 1995**

- Participated in the development of a new technique called "conditional reasoning" designed to measure achievement motivation, human reliability, and aggression
- Attended weekly meetings to examine the role of personality variables in work behavior
- Discussed improved methods of gaining insight into individual personality

**Texas Christian University (TCU)  
*Assistant Director of Admission and Field Representative***

**March 1989 - August 1995**

- Served as Assistant Director of Admission until beginning doctoral work in 1992
- Supervised and refined the administration of over two million dollars in academic scholarships
- Managed approximately 20 student assistants
- Recruited students via individual interviews and follow-up contacts with prospective students and their families
- Gave informational presentations to groups of prospective students and their families
- Evaluated applications and worked on a committee to make admission decisions

**University of Nebraska  
*Admission Counselor***

**July 1988 - March 1989**

- Performed public relations work for the Office of Admission
- Conducted over 150 presentations for prospective students and their families
- Initiated and completed a study on the campus visitation program

## **Graduate Courses**

### **Master of Arts**

- College Student Development
- College Student Personnel
- Counseling Practicum
- Counseling Theories & Interventions
- Educational & Psychological Measurement
- Field Placement (applied counseling position)
- Human Cognition & Instruction
- Occupational & Vocational Psychology
- Physiological Psychology
- Social & Group Psychology
- Statistical Methods
- Statistics Computer Lab

### **Doctor of Philosophy**

- Ethics for Psychology
- Industrial Psychology
- Leadership
- Linear Structural Equations (LISREL)
  - Multivariate Statistics
- Organizational Psychology
- Performance Appraisal
- Personality
- Personnel Selection
- Psychometrics
- Research Methods
- Teams
- Univariate Statistics

## **Honors and Activities**

- Social Science Research Institute dissertation grant (\$5,000)
- National Association for College Admission Counseling grant (\$2,140)
- Graduate College Travel Grant (\$650)
- American Psychological Society dissertation grant (\$250)
- "Outstanding Newcomer, 1991" Texas Association for College Admission Counseling
- Mensa
- Honor roll in college
- Student government
- President and emcee of church class
- Big Brothers/Big Sisters
- Adjunct faculty at Tusculum College

## **Professional Affiliations**

- Academy of Management
- American Psychological Association
- Society for Human Resource Management
- Society for Industrial and Organizational Psychology

## Research

Martin, L. M., Peters, C. L., Bailey, J. W., & Glisson, C. G. (1996). The role of psychosocial functioning in case management recommendations for children entering state custody. National Institute of Mental Health grant report.

Martin, L. M., Peters, C. L., & Glisson, C. (1998). Factors affecting case management recommendations for children entering state custody. Social Service Review, December 1998, 521-544.

Peters, C. L. (1990). Tips for an effective campus visitation day program. Journal of College Admissions, 129, 25-29.

Peters, C. L. (1993). Goal setting theory: A direct test of the moderating effects of expectancy and commitment. Paper presented at the annual meeting of the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, Toronto, Ontario, Canada.

Peters, C. L. (1995). Motivational distortion scales: An examination of their use (and potential misuse). Paper presented during a poster session at the annual meeting of the Academy of Management, Vancouver, British Columbia, Canada.

Peters, C. L. (1997). Human resource practices in college admission offices. (National Association for College Admission Counseling Monograph Series). Alexandria, VA.

Peters, C. L. (1997). Motivation for group membership: Three perspectives. Paper accepted for a poster session at the annual meeting of the Academy of Management, Boston, MA.

Peters, C. L. (1997). Psychologically oriented human resource practices and organizational effectiveness. Paper accepted for a poster session at the annual meeting of the American Psychological Association, Chicago, IL.

Peters, C. L. (1999). Human resource practices and organizational effectiveness: A test of three perspectives on strengthening the relationship. Submitted for publication.

Peters, C. L. (1999). 360-Degree Feedback: Keys for Implementing a Successful Program. Proposal accepted for presentation at the annual meeting of the Society for Human Resource Management, June 25-28, 2000, Las Vegas, NV.

Peters, C. L., & Brown, R. G. (1991). The relationship of high school involvement, high school population size, and gender to college students' self-efficacy beliefs. College Student Journal, 25, 473-481.

Peters, C. L., Maetzke, S. M., Adams, D. M., & Bryant, S. B. (1998). The optimal number of response options: A neglected consideration in questionnaire design. Best Paper Proceedings at the annual meeting for the Academy of Management, San Diego, CA.

Peters, C. L., Maetzke, S. M., Adams, D. M., & Bryant, S. B. (1999). The optimal number of response options: A neglected consideration in questionnaire design. Conditionally accepted by Psychological Methods.

Peters, C. L., Maetzke, S. B., & Baugous, A. M. (1999). How many response options in questionnaire design: 5, 7, or 9? Paper submitted for presentation at the annual meeting of the American Psychological Association, August 4-8, 2000, Washington, D.C.

Peters, C. L., Yates, J. L., & Glisson, C. G. (1997). The influence of organizational culture on job satisfaction and burnout. Paper presented during a poster session at the annual meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.

Peters, C. L., Yates, J. L., & Glisson, C. G. (1997). The influence of organizational culture on job satisfaction and burnout. National Institute of Mental Health grant report.