



# TRAINING AND EVENT

C A T A L O G

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## GREETINGS FROM NWPPA'S DIRECTOR OF EDUCATION & WORKFORCE DEVELOPMENT!

Welcome to NWPPA's 2019 Training and Event Catalog. As you will see throughout, we are focused on helping you build your skill sets, connect to others, and explore new learning opportunities that support individual, team, and utility development. With retirements increasing and new challenges facing us on the technology, customer, and operations fronts, this is a great time to really focus on what you as an individual can do to meet these challenges (and opportunities!) head on.

We are happy to provide a wide variety of options for training, workshops, conferences, webinars, and interest and working groups to support you in your learning journey. Please look for the personal development and event planner at the end of this catalog. This will help you track your development goals and actions/training/events for the year.

In 2017, we introduced Learning on Demand. This is an online program that provides eLearning modules and short micro-learning videos to support just-in-time learning needs, which are updated regularly. Please visit the [Learning on Demand home page](#) for more information. Check with your utility manager or HR professional about how your organization can access Learning on Demand.

More and more, our members are looking to bring classes in house. Training at the utility level provides a shared learning experience throughout the organization, department, or workgroup. Nearly all of our classes are available for in-house learning. We even have a way to help you invite your neighboring utilities and reduce your costs at the same time. Simply contact me or the training manager responsible for the particular area of focus, and we'll gladly help you sort out the right options.

Your training team (Dale Mayuiers, Jenny Keeseey, Taryn Johnson, Nicole Farabee) and the entire staff at NWPPA work together to bring high-quality, affordable educational opportunities to our membership. We appreciate the opportunity to serve you and look forward to a positive and productive year.

With warm regards,



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### NOTE:

The NWPPA event catalog is updated regularly. For the most current event information, for more information, or to register for an event, please visit [www.nwppa.org](http://www.nwppa.org).

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# 2019 CALENDAR

## CONFERENCES, MEETINGS, AND EVENTS

<b>JANUARY</b>	<b>8</b> Environmental Task Force Meeting <i>Portland, Ore.</i>			
<b>FEBRUARY</b>	<b>7-8</b> LERG Member Meeting <i>Boise, Idaho</i>			
<b>APRIL</b>	<b>7-8</b> Environmental Task Force Meeting <i>Coeur d'Alene, Idaho</i>	<b>9-11</b> Engineering & Operations Conference and Trade Show <i>Spokane, Wash.</i>	<b>24-26</b> IT Conference <i>Bend, Ore.</i>	
<b>MAY</b>	<b>19-22</b> NWPPA Annual Conference and Membership Meeting <i>Sacramento, Calif.</i>			
<b>JUNE</b>	<b>10-11</b> Labor and Employee Relations Group Member Meeting <i>Everett, Wash.</i>	<b>19-20</b> Accounting & Finance Conference <i>Spokane, Wash.</i>		
<b>JULY</b>	<b>17-18</b> Avian Protection Plan Workshop <i>Spokane, Wash.</i>			
<b>SEPTEMBER</b>	<b>10</b> Environmental Task Force Meeting <i>Bend, Ore.</i>	<b>10-11</b> Supply Chain Workshop <i>Vancouver, Wash.</i>	<b>16-18</b> Northwest Communications & Energy Innovations Conference <i>Tulalip, Wash.</i>	<b>19-20</b> Administrative Professionals Workshop <i>Boise, Idaho</i>
	<b>19-20</b> NW Engineering Roundtable <i>Eugene, Ore.</i>	<b>26-27</b> Montana Engineering Roundtable <i>Red Lodge, Mont.</i>		
<b>OCTOBER</b>	<b>9-11</b> LERG Annual Meeting <i>Portland, Ore.</i>	<b>22-24</b> 3 Cs Conference <i>Coeur d'Alene, Idaho</i>		
<b>NOVEMBER</b>	<b>6-7</b> Women in Public Power Conference <i>Portland, Ore.</i>	<b>20-21</b> Alaska Electric Utility Conference <i>Anchorage, Alaska</i>		

# CONFERENCES AND WORKSHOPS

## **3 Cs CONFERENCE: CUSTOMER SERVICE, CREDIT, AND COLLECTIONS**

### **Who Should Attend:**

Customer service, credit, and collections managers, supervisors, and employees.

### **Dates and Locations:**

[October 22-24, 2019 - Coeur d'Alene, Idaho](#)

### **Conference Overview:**

Throughout the conference you will hear subject matter experts and utility members share their knowledge and experience on current key issues in the customer service and credit/collections arenas. In 2019 we will gather in Coeur d'Alene, Idaho, where you will build relations with others in your field and have fun at the evening networking reception and optional dinner outing. There will also be a half-day post-conference workshop on bankruptcy and collections held on October 24 in the afternoon. Separate registration will be required (lunch included). Please check back for further details as the agenda and program are developed.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda, pre-session classes, and additional information, or contact Taryn Johnson at [taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446.

### **Post-Conference Class:**

[Working in Collections and Managing Difficult Situations, October 24, 2019](#)

## **ACCOUNTING & FINANCE CONFERENCE**

### **Who Should Attend:**

CFOs, general managers, all levels of accounting staff; and utility employees who work closely with the accounting department.

### **Dates and Locations:**

[June 19-20, 2019 - Spokane, Wash.](#)

### **Conference Overview:**

This conference will consist of three general sessions and two concurrent tracks – one focused on the basics of accounting and finance and the other focusing on senior management. Roundtable session will be included. Scheduled topics include; a deep dive into fraud, strategic board management, communication strategies for accounting personnel, the importance of teams, a regional update from Scott Corwin, Public Power Council Executive Director, and a panel discussion with State Association directors.

Please visit [www.nwppa.org](http://www.nwppa.org) for agenda and additional information as it develops, or contact Jenny Keeseey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448.

## **ADMINISTRATIVE PROFESSIONALS WORKSHOP**

### **Who Should Attend:**

Administrative assistants, executive assistants, and clerks to the board.

### **Dates and Locations:**

[September 19-20, 2019 - Boise, Idaho](#)

### **Workshop Overview:**

Throughout the workshop, which is made up of hands-on sessions, attendees will hear from a wide range of presenters on creating opportunities; mentors and coaches; safety and ergonomics; a computer lab featuring Neal Otto's "greatest hits;" stress management at work and at home; and more.

Please visit [www.nwppa.org](http://www.nwppa.org) for agenda and additional information as it develops, or contact Jenny Keeseey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448.

# CONFERENCES AND WORKSHOPS

## AVIAN PROTECTION PLAN WORKSHOP

### Who Should Attend:

Managers and staff responsible for or assisting in the development and maintenance of avian protection plans.

### Dates and Locations:

[July 17-18, 2019 - Spokane, Wash.](#)

### Workshop Overview:

This one-and-a-half-day workshop will provide instruction and lead you in the development or updating of the avian protection plan for your electric utility. The main focus of the workshop will be to cover each topic below with time after each topic for attendees to work on a draft of their own utility's plan. In addition to having time to work on individual plans, the class will discuss each section of the plan for any best practices.

Please visit [www.nwppa.org](http://www.nwppa.org) for additional details, or contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448.

## ENGINEERING & OPERATIONS CONFERENCE AND TRADE SHOW

### Who Should Attend:

Electric utility engineering and operations personnel, as well as those in information technology, safety, purchasing, environmental, accounting, communications, or any area where a more in-depth knowledge of engineering and operations would be beneficial.

### Dates and Locations:

April 9-11, 2019 - Spokane, Wash.  
April 9-11, 2020 - Reno, Nev.

### Conference Overview:

The NWPPA Engineering and Operations Conference & Trade Show is our largest annual event, and the largest regional event in the West, with over 1,000 attendees, over 30 speakers, and multiple roundtables. In addition, the E&O has a trade show with over 200 exhibit booths staffed by top electric utility industry suppliers and service providers. As the electric utility industry continues to change, attending this event is even more important in developing and maintaining your utility and vendor contacts and staying on top of the latest best practices, products, and services in order to meet your utility customers' needs.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Dale Mayuiers at [dale@nwppa.org](mailto:dale@nwppa.org) or (360) 816-1448.

## IT CONFERENCE

### Who Should Attend:

IT professionals and others who are responsible for information technology programs, as well as operations and engineering employees who would like to build a stronger relationship with IT.

### Dates and Locations:

[April 24-26, 2019 - Bend, Ore.](#)

### Conference Overview:

Join your peers at this annual event where subject matter experts will present on the latest issues of concern to IT professionals. Topics being considered for the 2019 conference include: risk assessments on limited resources, benchmarking, incident response, enterprise content management and records retention, drones, roundtable discussions, and more. This year's keynote speaker is The Bald Futurist, Steve Brown, who will present on "Going Digital and Smart Automation."

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda, pre-session classes, and additional information, or contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448.

### Pre-conference Class:

[Lean and Mean Cyber Risk Management, April 23, 2019](#)

# CONFERENCES AND WORKSHOPS

## LABOR AND EMPLOYEE RELATIONS GROUP ANNUAL MEETING

### Who Should Attend:

Members of the NWPPA Labor and Employee Relations Group which includes general managers, operations managers, and labor relations and human resources professionals. Non-members may attend if they are part of a utility and are members of NWPPA.

### Dates and Locations:

[October 9-11, 2019 - Portland, Ore.](#)

### Meeting Overview:

The annual meeting will bring together labor relations leaders to share their experiences, recommendations, and lessons learned about key labor relations and human resource issues. This year's meeting will be held in Portland, Ore., where you will build your relationships with others in your field, and have fun at the evening networking reception and optional dinner outing. Please check back for further details as the agenda and program are developed.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Taryn Johnson at [taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446.



This program is valid for 16 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

## NORTHWEST COMMUNICATIONS & ENERGY INNOVATIONS CONFERENCE

### Who Should Attend:

Marketing, public relations, communications, energy services, and renewable energy employees, as well as any employee and board member with an interest in these areas.

### Dates and Locations:

[September 16-18, 2019 - Tulalip, Wash.](#)

### Conference Overview:

The Northwest Communication and Energy Innovations Conference (NIC) is designed with communicators and energy efficiency professionals in mind. We have keynote speakers who will inspire you and challenge your thinking about how we should communicate and innovate in this transforming electric utility industry. Breakout sessions will allow us to dig deeper into key topic areas; roundtable sessions, by subjects and utility size, will provide a perfect opportunity to share ideas and innovative solutions. Vote for your favorite photo at the People's Choice reception and celebrate Excellence in Communications winners at the award ceremony and banquet.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Elaine Dixon at [elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445.

### Post-Conference Classes:

[Using Body Language and Improvisation to Get What You Need, September 18, 2019](#)

## NWPPA ANNUAL CONFERENCE & MEMBERSHIP MEETING

### Who Should Attend:

Utility general managers, CEOs, assistant managers, and other senior utility leaders; utility board directors, commissioners, and council members; associate members; and trade association heads.

### Dates and Locations:

May 19-22, 2019 – Sacramento, Calif.

### Conference Overview:

NWPPA will host its 79th annual conference and membership meeting in Sacramento, California. Shifts happen, and they are happening all around us. We see shifts with consumers, in workforce, in technology, and in the environment. Don't miss this learning and networking opportunity where outstanding speakers, panels, experts, and your peers will discuss best practices for balancing these shifts.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Elaine Dixon at [elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445.

### Pre-Conference Classes:

956.1 Crucial Conversations in the Boardroom, May 20, 2019

958.1 Succession Planning—Developing the Purpose-Driven Organization, May 20, 2019



# CONFERENCES AND WORKSHOPS

## NWPPA/APA ALASKA ELECTRIC UTILITY CONFERENCE

### Who Should Attend:

Utility engineering and operations personnel in distribution, transmission, power supply, and substations, as well as those in safety, environmental, information/operations technology, materials, fleet, or any area where a more in-depth knowledge of these areas would be beneficial.

### Dates and Locations:

[November 20-21, 2019 - Anchorage, Alaska](#)

### Conference Overview:

This event, which is only held every other year, focuses on helping Alaskan utilities and employees deal with their current opportunities and challenges. The conference brings a mix of education and networking, along with more than 60 trade show exhibit booths, to help you get on top of the challenges, solutions, and opportunities that face Alaska electric utilities today. Developed by a dedicated planning committee of utility employees from across the state of Alaska, along with NWPPA and Alaska Power Association staff, this conference promises to be a must-see event for all who work to provide public power in Alaska.

Please visit <https://www.nwppa.org/alaska/> for the agenda and additional information, or contact Dale Mayuiers at [dale@nwppa.org](mailto:dale@nwppa.org) or (360) 816-1448.

### Pre-Conference Classes:

[Electric Utility System Operations for Medium to Small Utilities, November 18-19, 2019](#)

[Distribution Engineering Series: Session 2 - Overcurrent Protection, November 18-19, 2019](#)

[Lineman Skills Series - Lineman Rigging, November 18, 2019](#)

[Lineman Skills Series - AC System Troubleshooting, November 18, 2019](#)

[Lineman Skills Series - Equipotential Grounding, November 19, 2019](#)

[Lineman Skills Series - AC Transformers, Advanced Theory, and Practical Application, November 19, 2019](#)

## SUPPLY CHAIN WORKSHOP

### Who Should Attend:

Those who work in or support the utility's supply chain functions, such as purchasing, inventory, materials management, warehousing, and operations personnel.

### Dates and Locations:

[September 10-11, 2019 - Vancouver, Wash.](#)

### Workshop Overview:

Speakers and case studies will cover various supply chain topics of interest. This annual two-day workshop is where subject matter experts and utility members share their knowledge and experience with the key issues in the supply chain functional areas. This year's meeting will be held in Vancouver, Wash., where you will build relations with others in your field, and have fun during the workshop and evening networking reception. Please check back for further details as the agenda and program are developed.

Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Taryn Johnson at [taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446.

## WOMEN IN PUBLIC POWER CONFERENCE

### Who Should Attend:

Women in the power industry.

### Dates and Locations:

[November 6-7, 2019 - Portland, Ore.](#)

### Conference Overview:

Women in Public Power is a learning conference that provides developmental opportunities for women in five critical areas of success: knowing yourself, creating connections, managing communications, building confidence, and strengthening resilience. Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Elaine Dixon at [elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445.



# INTEREST GROUPS

## ENVIRONMENTAL TASK FORCE MEETING

### Who Should Attend:

Utility environmental professionals (new and experienced), government agency staff, vendors, and anyone who is tasked with or interested in environmental issues, regulatory compliance, or mitigation in the environmental arena of electric utilities.

### Dates and Locations:

[September 10, 2019 - Bend, Ore.](#)

January 7, 2020 - Location TBD

April 6, 2020 - Reno, Nev.

### Meeting Overview:

This is a regular meeting of the long-standing Environmental Task Force that examines environmental issues and the impact of current and proposed environmental regulations on electric utilities. This meeting occurs three times each year to review and discuss new and proposed regulations as well as issues facing each utility; and to hear from subject matter experts on key issues of the day, as well as from vendors with new technology or services. This is a solution-focused learning and networking venue that brings utility, industry, and government environmental professionals together on a regular basis.

The meeting is open to all. Please note that fees may apply depending upon your membership status with NWPPA.

Please contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) for additional information about this interest group.

## LABOR AND EMPLOYEE RELATIONS GROUP MEMBER MEETING

### Who Should Attend:

Members of the NWPPA Labor and Employee Relations Group: general managers, labor relations managers, operations managers, and human resource professionals.

### Dates and Locations:

[June 10-11, 2019 - Everett, Wash.](#)

February 27-28, 2020 - Tillamook, Ore.

June 11-12, 2020 - Location TBD

### Meeting Overview:

Join your peers at this member meeting where labor relations leaders share their experiences, recommendations, and lessons learned about key labor relations and human resource issues. Please visit [www.nwppa.org](http://www.nwppa.org) for the agenda and additional information, or contact Taryn Johnson at [taryn@nwppa.org](mailto:taryn@nwppa.org) for additional information about this interest group.



This program is valid for 8 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

# INTEREST GROUPS

## MONTANA ENGINEERING ROUNDTABLE

### Who Should Attend:

Engineering managers and staff from public electric utilities within Montana. (Only utility employees may attend this event.)

### Dates and Locations:

[September 26-27, 2019 - Red Lodge, Mont.](#)

### Meeting Overview:

The long-standing NWPPA Montana Engineering Roundtable is designed to offer learning and networking opportunities for engineering personnel from electric utilities throughout NWPPA's membership within Montana. This is your chance to join with your Montana colleagues in a casual atmosphere to network and discuss key issues and hot topics that are important to you and your Montana customers. In advance of the meeting, please email any questions and discussion topics that you wish to add to the agenda to Dale Mayuiers at [dale@nwppa.org](mailto:dale@nwppa.org). Questions and topics will be compiled and provided at the meeting.

## NORTHWEST ENGINEERING ROUNDTABLE

### Who Should Attend:

Engineering managers and staff from public power utilities within Oregon, Washington, California, and Idaho.

### Dates and Locations:

[September 19-20, 2019 - Eugene, Ore.](#)

### Meeting Overview:

The NWPPA Northwest Engineering Roundtable is schedule to be held in beautiful Eugene, Ore., this year at EWEB's Roosevelt Operations Center. The event is designed to offer learning and networking opportunities for engineering personnel from electric utilities throughout NWPPA's membership. Don't miss this chance to join with your colleagues and industry peers to discuss key issues and hot topics that are important to you and your customers, hear presentations of the latest best practices, and connect with colleagues to share your expertise and experience.

In advance of the meeting, please email any questions and discussion topics that you wish to add to the agenda to Dale Mayuiers at [dale@nwppa.org](mailto:dale@nwppa.org). Questions and topics will be compiled and provided at the meeting.

## OREGON UTILITIES RECORDS MANAGEMENT GROUP

### Who Should Attend:

Records managers, records coordinators, administrative assistants, executive assistants, and anyone managing records for their department.

### Dates and Locations:

April 2020 - Location TBD

### Meeting Overview:

The Oregon Utilities Records Management Group will meet at the Oregon State Archives Building. At this meeting you will hear from the Office of State Archives on disaster preparedness, a presentation from the new Oregon Public Records Advocate, and a tour of the State Archives building in Salem. A good portion of the day will be spent discussing records policies and procedures. If your utility has a records policy/program, please bring copies to the meeting to share, and be ready to discuss how and why the policy was implemented. At the end of the day we will set the meeting date for the spring 2019 meeting and brainstorm topics.

## WASHINGTON UTILITIES RECORDS MANAGEMENT MEETING

### Who Should Attend:

Records managers, records coordinators, administrative assistants, executive assistants, and anyone managing records for their department.

### Dates and Locations:

[August 8, 2019 - Richland, Wash.](#)

### Meeting Overview:

Join us for the first Washington Utilities Records Management meeting. During this meeting attendees will hear from a range of speakers presenting on topics specific to Washington state records laws, retention schedules, and more. A roundtable session will be held in the afternoon where you can find out which of your peers has an official records policy, discuss program implementations, and get answers to any questions you may have. A detailed agenda will be posted when available.

# COMMITTEES, LISTSERVS, AND OTHER GROUPS

## COMMITTEES

Joining an NWPPA committee ensures utilities are on top of the issues that are important to them. Section committees also assist in the planning of NWPPA conferences, workshops, and classes. Participants get the opportunity to share best practices with industry peers.

All NWPPA members are encouraged to participate in these important committees. For more information about committees, contact NWPPA member relations at [info@nwppa.org](mailto:info@nwppa.org) or (360) 254-0109.

- Accounting & Finance Committee
- Administrative Professionals Committee
- Alaska Electric Utility Conference and Trade Show Committee
- Customer Service, Credit/Collections (3Cs) Committee
- Engineering & Operations Conference and Trade Show Committee
- Engineering Roundtable Advisors
- Environmental Task Force Advisory Committee
- Information Technology (IT) Committee
- Labor and Employee Relations Group (LERG) Committee
- Northwest Communications and Energy Innovations Conference (NIC) Committee
- Power Supply Committee
- Supply Chain Committee
- Training and Workforce Development Committee

## LISTSERVS AND GROUPS

NWPPA hosts discussion groups where members communicate with each other on current topics of interest. If you would like to be added to any of these groups, please contact the group manager listed.

### JENNY KEESEY

Training Manager  
(360) 816-1448

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- Administrative Professionals Basecamp Group
- Environmental Task Force Basecamp Group
- Information Technology Listserv
- Oregon Records Basecamp Group

### DALE MAYUIERS

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- Engineering Professionals
- Operation Managers & Superintendents
- Safety Professionals
- Lineworkers
- Substation
- Metering

### TARYN JOHNSON

Training Manager  
(360) 816-1446

[taryn@nwppa.org](mailto:taryn@nwppa.org)

- Customer Service, Credit/Collections Listserv
- Labor and Employee Relations Group Listserv
- Supply Chain Basecamp Group

# ALL EMPLOYEES

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Taryn Johnson at [taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## ADVANCED PROJECT PLANNING, ORGANIZATION, AND EXECUTION

### Who Should Attend:

Any utility employee looking for advanced instruction for organizing and/or managing projects.

### Dates and Locations:

[April 21-22, 2020 - Spokane, Wash.](#)

### Course Overview:

This course provides a fully interactive deep dive into several typically problematic project management topics and introduces change-driven project management.

### Course Objectives:

Crucial Conversation teaches participants how to:

- How to uncover and effectively mitigate risks
  - How deep should you go?
  - What risk tolerance should be accepted?
  - How often should you reconsider risks?
  - What is the best way to mitigate risks?
- How to handle the difficult stakeholder
  - How do you effectively redirect stakeholders that display anger, frustration, or extreme enthusiasm?
  - How do you overcome stakeholder non-compliance?
  - How do you work with stakeholders that display passive-aggressive behavior?
  - How do you dance with stakeholders that swing their political ax?
  - How do you use dependencies to your advantage or figure out how to eliminate them?
  - How do you up your team's ability to accurately estimate and schedule work?
  - Learn the basics for Agile Scrum and Lean Kanban, two change-driven project methodologies.

## THE BUSINESS OF THE ELECTRIC UTILITY

### Who Should Attend:

New employees (we recommend at least six months at the utility before attending) or experienced employees who want to expand their understanding of how a utility business works.

### Dates and Locations:

[November 13-14, 2019 - Tacoma, Wash.](#)

### Course Overview:

There are many interesting roles and opportunities in today's electric utility. With the changes in energy sources, community needs, legislative impact, and consumer requirements, being new in this business can be exciting and challenging. The acronyms alone are daunting! Even those with years of experience are finding that a refresher is helpful in order to see the big picture. This course is two days of content, examples, resources, and discussion to help get a handle on the various components of the business of the electric utility and how they fit together.

You'll leave this class with just enough knowledge to be dangerous!

# ALL EMPLOYEES

## CRUCIAL CONVERSATIONS

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### Who Should Attend:

Anyone who needs to communicate effectively with coworkers, as well as with customers and members, in his or her utility.

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### Dates and Locations:

[December 11-12, 2019 - Sacramento, Calif.](#)  
June 23-24, 2020 - Richland, Wash.  
December 8-9, 2020 - Anchorage, Alaska

### Course Overview:

Whenever you're not getting the results you're looking for, it's likely a crucial conversation is keeping you stuck. Whether it's a problem with poor quality, slow time-to-market, declining customer satisfaction or a strained relationship – whatever the issue if you can't talk honestly with nearly anybody about anything, you can expect poor results.

Crucial Conversations is a two-day course that teaches skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics – at all levels of the organization. By learning how to speak and be heard (encouraging others to do the same), you'll surface the best ideas, make the highest-quality decisions, and then act on your decision with unity and commitment.

### Course Objectives:

Crucial Conversation teaches participants how to:

- Speak persuasively, not abrasively
- Foster teamwork and better decision making
- Build Acceptance rather than resistance
- Resolve individual and group disagreements

## DYNAMIC DUO: OUTLOOK AND ONENOTE

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### Who Should Attend:

Anyone who uses Microsoft Outlook and would like to increase efficiency organizing electronic communication; and anyone who could benefit from OneNote's function as a simple, quick storage and reference system.

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### Dates and Locations:

[August 25, 2020 - Vancouver, Wash.](#)

### Course Overview:

Take back the time you currently waste on managing electronic communication by learning how to use simple templates, tools for data retrieval, and automated Outlook functions. Using OneNote, develop ways to quickly store and retrieve data that usually resides on sticky notes and countless pieces of paper stacked on your desk. Learn how pairing Outlook with OneNote can give you a new set of tools to increase your efficiency.

This class is loaded with simple tactics that will save you countless hours spent on daily tasks. It also combines instructor demonstration and hands-on practice with Outlook and OneNote 2010 and 2013. Laptops pre-loaded with exercises will be provided by the instructor.

### Course Objectives:

During this class, you will learn how to:

- Standardize communication and note taking through simple templates
- Maximize search tools for easy data retrieval
- View information in a way that maximizes your time
- Automate routine Outlook functions with shortcuts, quick parts, quick steps, and rules
- Set up and populate OneNote
- Tag OneNote entries
- Send Outlook information to OneNote

# ALL EMPLOYEES

## ELECTRIC UTILITY SYSTEM OPERATIONS

### Who Should Attend:

Any electric utility industry employee (utility or vendor) whose job performance will benefit from a basic understanding of the operations side of the utility business, including engineering, operations, safety, purchasing, information technology, regulatory and rates, customer service, public relations, legal, accounting, utility commissioners, and board members.

### Dates and Locations:

[September 17-18, 2019 - Spokane, Wash.](#)  
[\\*November 18-19, 2019 - Anchorage, Alaska](#)  
June 2-3, 2020 - Vancouver, Wash.

### Course Overview:

This popular two-day course presents a clear understanding of the technical heartbeat of the utility by providing employees with a comprehensive understanding of electric utility system operations, including generation (fossil fuel, hydro, and nuclear generation), transmission, and distribution (down to 120V/240V residential connections). You will learn how all key pieces of equipment in the system are built, how the equipment operates and how the equipment functions in the overall operations of a utility system. The course assumes no electrical background and builds on the basics to provide a comprehensive understanding of the equipment and operation of the electric utility system.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019

## ELECTRIC DISTRIBUTION SYSTEMS

### Who Should Attend:

Engineers, line workers, substation workers, apprentices, and support staff that have direct responsibility for the construction, operation, and maintenance of the utility's distribution system.

### Dates and Locations:

March 18-19, 2020 - Portland, Ore.

### Course Overview:

This popular course provides in-depth coverage of an electric utility's distribution system from the substation to a customer's outlet. Topics covered include substation transformers and testing; step and touch potential; various systems which customers may request, such as single-phase and three-phase power; details of overhead and underground electrical systems; reliability; transformer and capacitor details; and substation communications.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

**Prerequisite:** It is highly recommended that students complete Electric Utility System Operations before attending this class. Those who do not must have substantial experience in the basics of electric systems and utility operations.

## PRESENTING WITH CONFIDENCE

### Who Should Attend:

Anyone who wants to increase his or her presentation skills with both internal and external customers.

### Dates and Locations:

[October 29, 2019 - Online](#)

### Course Overview:

"According to most studies, people's number-one fear is public speaking. Number two is death. Death is number two. Does that sound right? This means to the average person, if you go to a funeral, you're better off in the casket than doing the eulogy." — Jerry Seinfeld.

If you have ever felt that giving a presentation would be the worst moment of your career, or perhaps just want a confidence boost, this class will help. You'll learn a variety of techniques to improve your presentation skills and walk away with practice exercises to get you ready for your next presentation.

### Webinar Topics:

Techniques that improve presentation skills:

- Mastering your content
- Using non-verbal communication to demonstrate confidence
- Preparing a strong opening and closing
- When and how to use visuals to increase your effectiveness
- How to elicit involvement/interaction from participants
- How to manage challenging participants

# ALL EMPLOYEES

## PROJECT PLANNING, ORGANIZATION, AND EXECUTION

### Who Should Attend:

Any utility employee responsible for organizing and/or managing projects.

### Dates and Locations:

[October 23-24, 2019 - Sacramento, Calif.](#)

## USING BODY LANGUAGE AND IMPROVISATION TO GET WHAT YOU NEED

### Who Should Attend:

Any professional who wants to improve communication and engagement by taking a fresh approach to how you see, interact, and react to situations.

### Dates and Locations:

[\\*September 18, 2019 - Tulalip, Wash.](#)

## USING STYLES AND BUILDING BLOCKS IN WORD

### Who Should Attend:

Anyone who currently uses Microsoft Word and would like to increase his or her knowledge and efficiency utilizing simple automation and styles.

### Dates and Locations:

[August 26, 2020 - Vancouver](#)

### Course Overview:

The ability to create and lead successful projects is no longer left solely to professional project managers. These skills are now required by the vast majority of positions as projects have become more complex and increasingly important.

Well-run projects depend on the foundation laid in the initial planning stages; care and precision in project organization; and excellent teamwork. The program will start by reviewing what a project is; the fundamental elements of managing a project; and an understanding of how to initiate and plan a project. The program will then focus on managing projects, which involves establishing and motivating a team, working closely with stakeholders, and paying attention to all the things that make a project successful. The program will wrap up with a review of what needs to take place to close the project.

### Course Overview:

Bring both your sense of adventure and humor to an afternoon with communications expert and political consultant, Chris Ulrich. Be prepared for a high-energy, two-part workshop as he gives up his secrets about the power of body language and lessons in using improvisation to increase confidence, presence, and teamwork. Ulrich was the keynote speaker at last year's NIC and we needed more! Please visit the website for full course details.

\*Pre-conference course for the Northwest Communications & Energy Innovations Conference, September 16-18, 2019

### Course Overview:

In this course, attendees will develop mastery of their documents by learning advanced find/replace techniques; the manipulation of styles; and how to use the Navigation Pane and outline view. They will also learn the creation of an automatic table of contents; building blocks; mastery of headers and footers; and how to use comments.

### Course Objectives:

Upon successful completion of this course, attendees will be able to:

- Use advanced selection techniques
- Find and replace special characters
- Create and use character, paragraph, and heading styles
- Use the navigation pane for navigation and organization
- Use outline view
- Automatically create a table of contents
- Work efficiently in headers and footers
- Collect and use up to 24 items with the Office Clipboard
- Utilize built-in building blocks in Word
- Create and save building blocks in Word
- Confidently apply Word even/odd page header and footers
- Create stationary using Word's "Different First Page" section



# ACCOUNTING AND FINANCE

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Jenny Keesey at  
[jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## ACCOUNTING & FINANCE FUNDAMENTALS FOR UTILITY PERSONNEL

### Who Should Attend:

Administrative professionals and anyone who wants to understand how each role in the utility impacts the budget and financial statement.

### Dates and Locations:

[November 13, 2019 - Vancouver, Wash.](#)

### Course Overview:

This one-and-a-half day course has been designed by Kim Mikkelsen for all employees of utilities and is based on the premise that "every employee and every task performed at the utility has an impact on the ultimate bill sent to a member/customer." Mikkelsen will describe how the impact of your job can be measured and evaluated. Practical examples will be provided for improving favorable outcomes and minimizing those that are not as favorable. Employees will learn skills that help their system achieve financial security and long-term benefits for members. Utility systems' financial cornerstones will be revealed in terms that all employees can understand. The class will conclude with a discussion of employees' participation in the financial health of the utility; budgeting, cash flow, and the importance of tracking expenses will also be highlighted.

### Course Topics:

- Analysis of the financial report. What lines on the financials are impacted by your job and productivity? Where does the money to support your activities come from? Review of the Balance Sheet and the Statement of Operations.
- Accounts turnover ratio, write-offs, and over-90-day accounts.
- Inventory turnover ratio, inventory as a percentage of total plant, and acceptable inventory variances.
- Construction work in progress, impact of pole replacement, depreciation, vintage accounting, idle services, overtime ratio, contributions in aid of construction (CIAC), and continuing property records.
- Equity changes, capital credits, TIER, DSC, general funds, cash management and capitalization ratio, and cost-of-service studies.
- Marketing and communications.
- Allocation and distribution of patronage capital credits.

### What to Bring:

- 2017 year-end financial report and a calculator.

# ACCOUNTING AND FINANCE

## ACCOUNTING, FINANCE, AND RUS/FERC ACCOUNTING FUNDAMENTALS FOR UTILITY PERSONNEL

### Who Should Attend:

Administrative professionals and anyone who wants to understand how each role in the utility impacts the budget and financial statement.

### Dates and Locations:

February 26-27, 2019 - Anchorage, Alaska  
[June 25-26, 2019 - Huntley, Mont.](#)

### Course Overview:

This one-and-a-half-day course will take you through the fundamentals of FERC (RUS) accounting and provide practical examples you can use in your utility. Employees will learn how to research and learn these fundamentals from the source document rather than we've always done it that way. Employees will learn skills that help their utility's system achieve financial security and long-term benefits for members in a language that all employees can understand.

The course concludes with a discussion of employees' participation in the financial health of the utility. Budgeting, cash flow, and the importance of tracking expenses are highlighted. At the completion of the workshop, participants will have a more complete understanding of their personal impact on their system's financial success. Employees will also be able to utilize online tools in researching FERC/RUS accounting and construction practices of utilities.

### Course Topics:

- Analysis of the financial reports (balance sheets, statements of operations)
- Billing (accounts receivable turnover, write-offs, delinquency)
- Plant accounting (inventory, engineering and operations, work order procedures)
- Financial management (equity changes, capital credits, TIER, DSC, general funds, cash management, capitalization ratio, cost-of-service study, equity management, capital credits, legal challenges, allocation, retirement pros and cons)
- Member services (marketing, communications)

## CFO & SENIOR ACCOUNTANT WEBINAR SERIES

### Who Should Attend:

CFOs, senior accountants, accounting staff, and finance staff wanting to better understand the cost of service and rate design components.

### Dates and Locations:

July 17-December 18, 2019 - Online

### Course Overview:

This is a six-part series of webinars for CFO's and Senior Accountants. Each webinar requires separate registration. Please see below for individual course descriptions.

## COST OF SERVICE STUDY AND RATE DESIGN

### Dates and Locations:

[July 17, 2019 - Online](#)

### Course Overview:

This is the first webinar in the CFO and Senior Accountant Webinar Series. During this session, participants will learn what goes into a cost of service, the CFO's responsibilities to ensure a successful cost of service study, balancing the COSS to long-range plans, and the CFO's role in the rate-making process.

## STRATEGY AND EXECUTION

### Dates and Locations:

[August 15, 2019 - Online](#)

### Course Overview:

This is the second webinar in the CFO and Senior Accountant Webinar Series. This session will aid participants in better understanding their responsibility in developing the corporate strategy as a senior leader alongside the board. Execution of strategic objectives from a corporate perspective will be discussed as well as developing and implementing strategic objectives from big picture and departmental perspectives. Documentation and measurement of outcomes will be discussed, too.

# ACCOUNTING AND FINANCE

## FINANCIAL METRICS

### Dates and Locations:

[September 12, 2019 – Online](#)

### Course Overview:

This is the third webinar in the CFO and Senior Accountant Webinar Series. Participants will better understand financial measurements such as return on equity, the Du Pont equation, return on assets (ROA), and equity multiplier. Additional concepts will include benchmarking and comparative ratios; capital and long-term planning; project cash flows; payback; net present value (NPV) of cash flow; internal rate of return (IRR); the value of a debrief process; time value of money; present value; discounting capital credits; weighted average cost of capital; cost of debt; and return on equity

## EMOTIONAL INTELLIGENCE PART 1 & 2

### Dates and Locations:

[October 15 and November 21, 2019 – Online](#)

### Course Overview:

This is a two-part webinar, which will be held on October 15 and November 21, 2019. Both webinars are included in the registration fee.

These are the fourth and fifth webinars in the CFO and Senior Accountant Webinar Series. During this two-part webinar, participants will delve into emotional intelligence and better understand their side of the equation while learning the impact of and to others. Upon completion, participants will have the tools to become highly valued resources, evolve their emotional skill sets, and increase their value to their organization.

**Note:** There is a one-time additional cost of approximately \$12 for a book, Emotional Intelligence 2.0 by Travis Brad

## MANAGING EXPECTATIONS AND UNDERSTANDING YOUR LEADERSHIP STYLE

### Dates and Locations:

[December 18, 2019 – Online](#)

### Course Overview:

This is the sixth webinar in the CFO and Senior Accountant Webinar Series. In this final webinar, participants will draw on information from the previous five webinars to manage expectations of the CEO, management team, employees, and the board. Participants will better understand where their leadership style comes from and what can be controlled and further developed. They will also gain a historical perspective on leadership in organizations to better understand what the future may hold.

## EVALUATING CAPITAL PROJECTS

### Who Should Attend:

Utility accounting and finance personnel, and any employee who budgets for capital projects.

### Dates and Locations:

[October 8, 2019 - Missoula, Mont.](#)

### Course Overview:

In this one-day program, attendees will learn how to evaluate capital projects based on several estimates of return on investment for the utility. Attendees will compare IRR, NPV, and payback methods to understand their respective strengths and weaknesses. We will also discuss the utilities weighted average cost of capital (WACC) and how it impacts capital budgeting decisions.

### Course Objectives:

- Interpreting NPV, IRR, and other payback methods
- Understanding the utility's WACC
- Discussing what assumptions hold the most financial risk in your project assumptions

# ACCOUNTING AND FINANCE

## THE FINANCE AND ACCOUNTING IMPACT OF STRATEGIC PLANNING

### Who Should Attend:

Accounting and finance staff, supervisors, and management, as well as any employee ultimately responsible for implementing the strategic plan.

### Dates and Locations:

[December 11-12, 2019 - Portland, Ore.](#)  
October 20, 2020 - Spokane, Wash.

### Course Overview:

This one-and-a-half-day course has been designed by Teri Wallis to build a bridge between the approval of a strategic plan and the implementation and execution of it. This course will benefit the employees of utilities who ultimately make any plan happen. Just about every decision has a financial impact, so this course will keep the financial and accounting ramifications the central focus.

### Note: You will need to bring:

- Your organization's Strategic Plan and follow-up documents created to execute your plan
- Year-end financial report

## FRAUD FUNDAMENTALS FOR UTILITY PERSONNEL

### Who Should Attend:

Mid- and senior-level management, as well as those involved in the accounting, treasury, purchasing, inventory, cashier, billing, and collection functions at the utility.

### Dates and Locations:

[November 14, 2019 - Vancouver, Wash.](#)

### Course Overview:

This course brings out the importance of safeguarding the utility's assets from loss or abuse by those both inside and outside of the entity's walls, and helps identify how to prevent fraud from happening. If you firmly believe that fraud cannot happen at your utility, it may already be occurring right under your nose.

### Course Topics:

- What is fraud?
- Why does fraud occur, and what are the red flags?
- Who is responsible for preventing, finding; or reporting fraud?
- An ounce of prevention is worth a pound of cure. We'll explore easy, practical, and effective ways to minimize the possibility of fraud at your utility.

This course will also examine recent cases of fraud that occurred at electric utilities. Participants will also explore methods to identify the weaknesses at their utility that are ripe for the taking.

## INNOVATIVE RATE DESIGN

### Who Should Attend:

Staff, analysts, and managers who are new to rate setting or the utility industry, as well as those new to demand response or interested in developing or updating a demand response program for their utility.

### Dates and Locations:

April 16-17, 2019 - Bend, Ore.

### Course Overview:

This two-day course will introduce basic and advanced rate design concepts to participants. The course will review the latest industry rate trends; evaluate new rate structures; and explain how to recover fixed costs and fund infrastructure investments. Hear how other utilities are integrating distributed energy resources and restructuring rates. Gain hands-on experience by designing rates for a sample utility.

### Course Topics:

- Principles of rate design
- How to use COSA results in your rate design
- Analyze industry rate trends and future rate structures
- Develop rates that reflect utility costs, maintain financial stability, and promote energy conservation
- Determine the role of a monthly customer charge in rate design
- Develop time-of-use rate structures and real-time pricing rates
- Develop marginal cost-based price signals
- Understand power cost adjustment mechanisms
- Design rates that recover utility costs for specialty customers
- Get buy-in from governing bodies and the public on rate designs

# ACCOUNTING AND FINANCE

## MANAGERIAL ACCOUNTING WITH KEY RATIOS

### Who Should Attend:

Anyone who has completed at least two modules of NWPPA's Utility Accounting Certificate Program, or anyone with significant utility accounting/finance experience.

### Dates and Locations:

[May 13-14, 2020 - Vancouver, Wash.](#)

### Course Overview:

The financial statement of a utility is just a starting point. From there, accounting looks back—it's your brake lights, and it doesn't change anything—and financial management looks forward—it's the headlights, the beacon to guide your system's future, and the navigator. This course will navigate these strategies and include the following topics:

- Key evaluation and development of strategies in billing, operations, engineering, communications, governance costs, and finance
- Creating a healthy, realistic equity strategy
- Evaluating cash flow
- Adequacy in budget development and capital planning
- Allocation and distribution of patronage capital credits

Your tool packet will include Excel spreadsheets that you can take home to shine a beacon of light on your system. These are navigational tools that, when used with good and accurate input information, will yield a rational course of direction to guide your utility forward.

## NUTS AND BOLTS OF WORK ORDERS

### Who Should Attend:

Employees involved in any aspect of preparing and/or processing work orders for their electric utility, or employees outside the accounting area who want a better understanding of the work order process.

### Dates and Locations:

[October 9-10, 2019 - Missoula, Mont.](#)

### Course Overview:

Over 75 percent of a utility's assets are in plant—quite a big chunk of money requiring a big chunk of skill to track. Every dollar charged to plant will show up in a utility bill sent to the consumer. Therefore, this course will tackle 1) How does the plant land on the power bill? and 2) How will the system finance the cost? Other topics will include:

- How and when a work order will be set up (capital versus expense)
- How the project will be built (line staking)
- What charges will be assigned to the work order (components of construction cost)
- How to measure if the charges are proper (internal controls and key ratio analysis)
- What odd things may be encountered and suggested actions (CPRs and special equipment)

**Note:** There are items that must be brought to class in order to receive the full benefit. Please visit the website for further details.

## UNBUNDLED COST OF SERVICE AND RATE DESIGN

### Who Should Attend:

Accounting and finance staff, policy makers, or any utility employee with an interest in ratemaking and/or cost of service analysis.

### Dates and Locations:

[September 25-26, 2019 - Spokane, Wash.](#)

### Course Overview:

This two-day class is offered as part of the NWPPA Utility Accounting and Finance Certificate Program. It provides an introduction to utility ratemaking and the potential impact to utilities in our restructured industry. Participants will develop an understanding of the theory surrounding unbundled rates and the development of unit costs by function (generation, transmission, distribution, etc.), customer class, or rate schedule. Rate design in a competitive environment will be a key topic covered in the course.

A demonstration of the cost of service calculation spreadsheet will be held on day two. This complex tool will allow you to enter a variety of variables or scenarios specific to your utility and is quite capable of guiding your ratemaking process.

# ADMINISTRATIVE PROFESSIONALS

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: ALL FOUR DAYS

### Who Should Attend:

Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

### Dates and Locations:

[December 10-13, 2019 - Portland, Ore.](#)  
[Oct. 29-Nov. 1, 2019 - Anchorage, Alaska](#)

### Course Overview:

This is a four-day series of classes that provides utility-specific information directed toward administrative assistants and executive secretaries who want to become more effective in managing their tasks and in communicating with others. By registering for all four classes, you will receive a discount off the total registration fee. Please see below for individual course descriptions.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1, DAY 1: BUSINESS COMMUNICATION SKILLS

### Dates and Locations:

[October 29, 2019 - Anchorage, Alaska](#)  
[December 10, 2019 - Portland, Ore.](#)

### Course Overview:

This one-day course will cover the basic rules and conventions of both conversational and written language as they apply to the business environment. Topics covered include proper sentence structure; appropriate word choice; and the use of traditional literary devices that promote clarity, favorable impression, and understanding. Other topics to be covered include:

- Written and verbal communication cycles
- Grammar, sentence structure, and paragraphs
- Spelling and punctuation
- The writing process
- Formatting letters, memos, minutes, and emails
- Using communication to inform and influence

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1, DAY 2: RESOLVING CONFLICT IN THE WORKPLACE

### Dates and Locations:

[October 30, 2019 - Anchorage, Alaska](#)  
[December 11, 2019 - Portland, Ore.](#)

### Course Overview:

Changes in the workplace are putting new emphasis on the importance of effective collaboration. Organizations are expecting employees at all levels to work together, often across functions, to solve problems and make decisions that were once the exclusive responsibility of management. While collaboration contributes to improved performance, it also can reveal new opportunities for conflict. Consequently, employees at every level need to be able to deal with conflict.

This one-day course provides participants with the skills to turn conflict into opportunities to achieve positive, productive results. Participants identify their typical approaches to conflict; explore the pitfalls common to dealing with conflict in today's organizations; and, using a situation from their own work, practice the specific skills they use on the job. Topics to be covered include:

- Influences that are contributing to conflict in today's organizations
- Behavior patterns that undermine the ability to address conflict constructively
- Choices and productive methods of dealing with undermining behaviors
- Positions taken in a conflict and the underlying issues
- Key actions and techniques to address conflict



# ADMINISTRATIVE PROFESSIONALS

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1, DAY 3: UNDERSTANDING THE BASICS OF ELECTRICITY

### Dates and Locations:

[October 31, 2019 - Anchorage, Alaska](#)  
[December 12, 2019 - Portland, Ore.](#)

### Course Overview:

This one-day course is designed to acquaint non-technical employees with the basics of electricity. Emphasis is given to commercial applications, such as how electricity is generated, transmitted to local electric companies, and distributed to the end-use customer. Other topics will include:

- What is electricity? Why does it exist? How does it work?
- History of electricity and public power
- National organizations that offer oversight and governance
- Process of generation, transmission, and distribution
- Changes and challenges to the Utility Business Model

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1, DAY 4: PERSONAL LEADERSHIP SKILLS

### Dates and Locations:

[November 1, 2019 - Anchorage, Alaska](#)  
[December 13, 2019 - Portland, Ore.](#)

### Course Overview:

This one-day course is designed specifically for those with administrative responsibility to help increase cooperation and productivity. Topics covered include the bases of organizational power and how to effectively use each to accomplish challenging tasks and meet critical deadlines. Each person will take a personal leadership assessment inventory. Topics to be covered include:

- The bases of power and influence
- Levels of professional independence
- Principles of “followership”
- The SELF Evaluation: working with internal and external customers

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: ALL FOUR DAYS

### Who Should Attend:

Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

### Dates and Locations:

March 19-22, 2019 - Boise, Idaho

### Course Overview:

This is a four-day series of classes which provides utility-specific information directed toward administrative assistants and executive secretaries who want to become more effective in managing their tasks and in communicating with others. By registering for all four classes, you will receive a discount off the total registration fee. Please see below for individual course descriptions.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 1: CRITICAL THINKING AND DECISION-MAKING SKILLS

### Dates and Locations:

March 19, 2019 - Boise, Idaho

### Course Overview:

This one-day course is designed to help individuals develop and build decision-making, critical-thinking, and problem-solving skills. Participants will learn about various methods for assessing and resolving problems, and for understanding the role of inferences and assumptions. The class is intended to serve as a means for building confidence in how to ask the right questions and in overcoming the stress that sometimes accompanies making decisions. Participants will gain an understanding of how to be proactive, be more confident, decrease stress, and strengthen one’s ability to influence and persuade others. Additional topics to be covered include:

- How to ask questions to get the answers you need
- How to apply creative problem-solving techniques
- How to build greater professional recognition through enhanced skills



# ADMINISTRATIVE PROFESSIONALS

## **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 2: POSITIVE ASSERTIVENESS**

### **Dates and Locations:**

March 20, 2019 - Boise, Idaho

### **Course Overview:**

This one-day course reiterates that there is a right way and a wrong way to state your case in a forthright manner. The answer is not aggression or passivity; it is positive assertiveness. This class focuses on how to be assertive by sending the right signals and encouraging the right responses. The session provides insight into how individuals can handle themselves without appearing either too shy or too pushy. Participants will gain insight in how to avoid certain pitfalls that get in the way of positive communication and how to operate from a more confident place. How to get their jobs done in a more effective manner through the careful crafting of a positive image will be stressed. Additional topics to be covered include:

- Mistaken assumptions versus legitimate rights
- Defining assertiveness: what it is and what it is not
- Communication with power
- Understanding gender differences in communication
- Assertiveness techniques

## **ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 3: ORGANIZATIONAL SKILLS; TIME & STRESS MANAGEMENT**

### **Dates and Locations:**

March 21, 2019 - Boise, Idaho

### **Course Overview:**

Few would argue that life and work are hard enough without the complications surrounding self-defeating emotions, behaviors, and habits. The multiple forces that bear down on us every day can eventually take their toll; no wonder people often feel anxious, resentful, taken advantage of, and even trapped. This one-day class is intended to help participants understand how to stay focused on their goals—whether work or personal—while ups and downs occur around them. Participants will gain insight into developing personal flexibility to deal with uncertainty and to find meaning in what they are doing. This course will focus on the important personal skill of self-control and self-determination. Participants will learn to recognize their personal stressors and to deal with stress. Over the course of the day, the class will learn how to make better choices at work and elsewhere; how to practice self-discipline; and how to prioritize. In addition, others issues to be covered include:

- What stress is and when it occurs
- The toll stress takes on physical and mental health
- Identifying vulnerability to stress
- Developing skills to respond to stressors, including organizational and time management skills such as establishing goals, analyzing how time is spent, controlling interruptions, improving meetings, and conquering procrastination

# ADMINISTRATIVE PROFESSIONALS

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 4: PERSONAL STRATEGIES FOR NAVIGATING CHANGE

### Dates and Locations:

March 22, 2019 - Boise, Idaho

### Course Overview:

In today's workplace, employees are experiencing tremendous changes in organizational strategies, in the way work gets done and in the way people work together. These changes present new demands and challenges for every individual in the organization. Without personal strategies for dealing productively with change, employees can become overwhelmed and communication can break down. This module provides an effective approach to navigating change that people in any organization can use. Participants will explore skills that help them deal with change both individually and interpersonally, and they will develop strategies to deal effectively with a change that's difficult for them. Other topics covered include:

- Understanding the challenges of the changes being experienced at work.
- Describing common responses to change.
- Examining and learning from their behavior during changes faced in the past.
- Assessing and understanding the reasons for change.
- Working effectively and influencing others who resist change.
- Taking positive actions to make change successful, both individually and with others.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: ALL FOUR DAYS

### Who Should Attend:

Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

### Dates and Locations:

[October 1-4, 2019 - Newport, Ore.](#)

### Course Overview:

This is a four-day series of classes that provides utility-specific information directed toward administrative assistants and executive secretaries who want to become more effective in managing their tasks and in communicating with others. By registering for all four classes, you will receive a discount off the total registration fee. Please see below for individual course descriptions

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 1: ORGANIZATIONAL DYNAMICS, TEAMS AND DIVERSITY

### Dates and Locations:

[October 1, 2019 - Newport, Ore.](#)

### Course Overview:

This one-day course serves as an overview of basic business organization principles, including structure and operation. This class is designed to assist participants in learning the skills of being an effective team builder, member, and leader. Other topics to be covered include:

- Understanding the organizational culture.
- Understanding the basics of teams and individual contributions to successful teams.
- Learning about the challenges that utilities are facing, including increasing diversity in workforce and customer base.
- Overcoming conflicts and differences between generations for improved communication and knowledge transfer.

# ADMINISTRATIVE PROFESSIONALS

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 2: PROJECT MANAGEMENT

**Dates and Locations:**  
[October 2, 2019 - Newport, Ore.](#)

### Course Overview:

This one-day class is designed for executive and administrative assistants, as well as other administrative professionals, with responsibility for projects. The training session will provide valuable information on how to be successful in the areas of project scheduling, budgeting, and planning. Participants will learn how to understand a project cycle and develop one that works. In addition, the course will provide participants with the confidence to take on projects from conception to completion. Topics to be covered include:

- Identifying how to plan, organize, and control projects of any size.
- Applying the skills for organizing and tracking project resources.
- Identifying potential problems and fixing them as they arise.
- Using time management skills for setting priorities.
- Recognizing the skills of exerting influence without authority.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 3: GETTING SUPPORT FOR IDEAS/PRESENTATION SKILLS

**Dates and Locations:**  
[October 3, 2019 - Newport, Ore.](#)

### Course Overview:

This course will build specific skills that help attendees explain and gain support for ideas which may entail tough decisions and/or complicated or unpopular policies or changes. Skills covered will include how to state the purpose and main point of a message; how to present points to aid understanding while checking for understanding and reactions; how to summarize main points; and how to handle reactions to what is presented. One-on-one interactions as well as skills for presenting ideas to a group will be covered. Attendees will leave with a process that will lessen stage fright through a series of steps that will help them organize, prepare, and present their ideas. Other topics will include:

- Identifying current attitudes and issues with communication of ideas (especially in a group).
- Analyzing the types of information that each person must convey.
- Gaining a step-by-step process for overcoming nervousness when presenting.
- Participating in presenting a topic.

## ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 4: PERFORMANCE MANAGEMENT/SELF APPRAISALS/GOAL SETTING

**Dates and Locations:**  
[October 4, 2019 - Newport, Ore.](#)

### Course Overview:

The ability to set and reset performance expectations swiftly and in a straightforward manner is a critical skill for all employees. This class provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between employees—on peer-to-peer as well as peer-to-manager levels. The purpose of this course is to provide participants with skills to discuss performance expectations with others in a way that gains their commitment and sense of ownership. Topics to be covered include:

- Understanding how an individual's work supports the team's and the organization's goals.
- Learning key actions for performance planning.
- Learning how to create verifiable, objective goals using specific criteria.
- Recognizing the challenges individuals may have in achieving their goals and developing strategies to overcome these challenges.
- Learning how to prepare for focused performance management conversations to address expectation setting, performance issues, and performance appraisals.

# CUSTOMER AND ENERGY SERVICE

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Taryn Johnson at  
[taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## COMMUNICATION ESSENTIALS FOR SUCCESS

### Who Should Attend:

Anyone who needs to communicate effectively with coworkers, as well as with customers and members, in his or her utility.

### Dates and Locations:

September 2020 - Location TBD

### Course Overview:

During this class, you will explore your own communication approach and learn how to flex your style to that of others for greater effectiveness.

First, using a special assessment tool, you will identify your own communication style; based on that information, you will learn how your style both helps and hinders your interaction with others. Next, you will look at a variety of communication methods and learn how best to interact with your peers, direct reports, and customers in a way that helps conversations become successful interactions.

You will also look at generational communications, gender, and cultural differences to determine the best methods to utilize for a variety of audiences. Finally, you will look at methods to manage stress during difficult communication situations.

## COMMUNICATION TUNE UP WEBINAR SERIES: ALL THREE SESSIONS

### Who Should Attend:

Anyone who wants to increase his or her communication skills to be more effective working with both internal and external customers.

### Dates and Locations:

February 19-April 16, 2019 - Online

### Course Overview:

This is a three-part series of webinars on communication skills. You may register for each one separately or for all three at a discounted price.

Please see below for individual course descriptions.

## COMMUNICATIONS ACROSS GENERATIONS

### Dates and Locations:

February 19, 2019 - Online

### Course Overview:

This 90-minute webinar will increase your understanding of generations outside your own. As a result, you will gain communication strategies that will improve the level of teamwork and collaboration in your workplace as well as with your customers and members.

### Course Objectives:

- Communicate more effectively regardless of generational differences
- Evaluate your own generational obstacles to collaboration with others
- Describe effective motivation techniques for individuals from different generations
- Prepare yourself to focus on effective communication, teamwork, productivity, and civility rather than generational stereotypes

# CUSTOMER AND ENERGY SERVICE

## TELEPHONE EXCELLENCE

### Dates and Locations:

March 19, 2019 - Online

### Course Overview:

This webinar focuses specifically on working with your customers by phone. During this session, you will identify what is most important about your skills on the phone and focus on ways to engage your customer within the first few seconds of the call. It will also give you skills that will help you with your telephone etiquette and the way in which you phrase your responses.

The instructor will take you through various scenarios as examples of how to handle issues that come up during phone conversations. In the end, you will gain some great skills that will help you become a telephone customer service pro! This webinar will cover the following topics:

### Course Objectives:

- Appropriate phone etiquette to use with customers
- The do's and don'ts of customer communication
- Key statements to use with customers
- The effects that different types of language have on the results you need

## LISTENING FOR SUCCESS

### Dates and Locations:

April 16, 2019 - Online

### Course Overview:

Stop, drop, and listen! At least that is what our customers are trying to say to us. Listening is a skill, an art, and a necessity in today's workplace. Listening and hearing what our customers and peers are saying builds rapport and relationships. So what will it take for us to become better listeners? Attend this webinar as a good start to your successful listening journey.

### Course Objectives:

- Our own barriers to listening
- What skills are necessary to be effective listeners
- Specific listening strategies to use with customers and peers
- A plan to raise the level of listening in the workplace and with our customers

## DO'S AND DON'TS OF CUSTOMER BANKRUPTCY

### Who Should Attend:

Employees within the customer service, credit, and collections departments of public power utilities.

### Dates and Locations:

[August 6, 2019 - Vancouver, Wash.](#)

### Course Overview:

Almost one million businesses and individuals file bankruptcies annually in the United States. Although bankruptcies filed by customers are a challenge for any business, they present a special type of challenge for utilities due to the necessity of their services to consumers. Utilities must find a balance between following the laws as they relate to bankruptcy while being responsive to their customers and limiting the exposure to revenue loss. This course covers all the basic information relating to bankruptcies that utility employees need.

### Course Objectives:

- Defining bankruptcy
- Understanding the five types of bankruptcies
- Basic bankruptcy terminology
- Current bankruptcy law (Title 11 US Code)
- Debtor and creditor rights under bankruptcy
- How utility bills are treated under bankruptcy
- A step-by-step procedural guide
- Ensuring policies, bylaws, and procedures are synced

# CUSTOMER AND ENERGY SERVICE

## RAISING YOUR ENERGY IQ 101

### Who Should Attend:

All utility employees can benefit from this course, especially those who interact with customers or have the need to explain residential home energy consumption.

### Dates and Locations:

[November 13-14, 2019 - Vancouver, Wash.](#)  
May 20-21, 2020 - Richland, Wash.

### Course Overview:

The electric utility industry is undergoing dramatic changes, and customers' expectations of their utility are increasing. Your customers now expect you to be an energy expert.

This class will review the changes in our industry and the strategic role utility employees play in developing strong relationships with, and gaining loyalty from, their customers.

During this two-day class, you will learn important principles to help you better understand energy use; the equipment that uses energy in customer homes; what does and does not cause high bills; and the proper approach to addressing your customers' questions and concerns regarding their energy use. Numerous energy myths will be unmasked.

Whether you have worked for a utility for 30 days or 30 years, your energy expertise will increase by the end of this class. You will also learn how high-bill inquiries (complaints) can be used to actually strengthen your relationships. This information is especially helpful during peak energy consumption seasons.

### Course Objectives:

During this two-day class, you will learn about:

- Major industry changes and challenges facing electric utilities
- Your strategic role as a utility employee
- Electricity: what it does and how residential equipment uses it
- Consumer behavior that impacts usage
- Energy myths that generate misinformation
- Effective approaches to resolving high-bill inquiries
- Utility programs and services that can meet customer needs

## RAISING YOUR ENERGY IQ 201

### Who Should Attend:

All utility employees can benefit from this course, especially those who interact with customers; employees who have the need to explain residential home energy consumption; and employees in member/customer service, conservation, marketing, community outreach, and renewable energy. Recommended, but not required, is completion of the Raising Your Energy IQ, 101 class.

### Dates and Locations:

[August 20-21, 2019 - Portland, Ore.](#)

### Course Overview:

The role and scope of the work of the electric utility is changing as quickly as apps on a smart phone. Although the utility is still responsible for generating, transmitting, and distributing power, utility personnel need to respond to questions regarding renewable energy, energy efficiency, distributive power, micro-grids, community power, and net billing.

### Course Objectives:

- Students will learn about the amount of energy used by the different types of appliances and what to look for when determining the causes of higher-than-expected energy use. The class also explores new innovations from LED lighting to mini-split heat pumps, and explains the intricacies of what constitutes a good application and what does not. New this year is a presentation on micro-grids, community solar, and net metering, all of which add complexity to the billing process.
- For those who work in the field, tips will be given on preparing for an in-home visit, and strategies and approaches to deal with difficult in-the-field customer situations.
- Students have the chance to do hands-on work with the tools discussed in class, using actual appliances and situations provided by the instructor. Please bring a calculator to class.
- Past attendees have commented that the demonstrations, hands-on experience with the models, and the instructor's sense of humor and experience in the energy industry make this an excellent class.

# CUSTOMER AND ENERGY SERVICE

## RED FLAG RULES FOR FRONT LINE EMPLOYEES

### Who Should Attend:

Frontline and customer service employees, and any utility employee who interacts directly with customers or has access to customer information.

### Dates and Locations:

February 12, 2019 - Online

### Course Overview:

Red Flag Rules are the common name used to describe the requirements of Section 114 of the Fair and Accurate Credit Transaction Act of 2003 (FACTA or FACT Act). All organizations covered by the Rules must have developed and implemented written identity theft prevention programs by the time of this class. If you interact with customers or have access to customer data, you probably have questions about how the rules affect you and how you can help to implement the policies established at your utility. This webinar will provide an overview to help address those concerns.

The webinar will also briefly cover the requirements of Section 315 of the FACTA, which pertain to reconciliation of address disputes.

### Course Objectives:

- The three keys to preventing identity theft: deter, detect, and defend
- What is an identity theft prevention policy?
- Why does my employer have an identity theft prevention policy?
- Statistics that identify identity theft as a growing crime
- How identity theft affects the utility industry
- The role as a staff person or frontline associate

## SERVING CUSTOMERS WITH MENTAL HEALTH OR SUBSTANCE USE ISSUES

### Who Should Attend:

Employees within the customer service, credit, and collections departments of public power utilities.

### Dates and Locations:

[August 7, 2019 - Vancouver, Wash.](#)

### Course Overview:

Serving mentally ill members can be challenging at best and dangerous at worst! Rates for people suffering from some form of mental illness or substance use disorders now exceeds those for heart disease and diabetes. Mental illness refers to a wide range of mental health conditions — disorders that affect mood, thinking, and behavior, including anxiety and mood disorders; schizophrenia spectrum disorders; and substance abuse and dependency. With cuts in funding for out-patient and in-hospital treatment, the people who are suffering many times do not receive the treatment they so badly need.

Customer service representatives need guidance and special skills to more fully understand the nature of mental illness, and to sort out their own emotions, so they can deal with and serve these members. Because, regardless of how challenging people with severe mental illnesses can be to serve, it is important to recognize they are also customers and deserve respect and equitable service. It's also important to be able to diffuse and de-escalate situations if the need arises. This one-day session will provide attendees with a different perspective on mental illness and strategies to better serve customers with these issues.

## UNDERSTANDING COLLECTIONS AND DISCONNECTIONS

### Who Should Attend:

Employees within the customer service, credit, and collections departments of public power utilities.

### Dates and Locations:

November 4-5, 2020 - Anchorage, Alaska

### Course Overview:

This class provides an overview of business issues which relate to collection processes and service disconnects. Class discussion will be prominently featured so that attendees can share their utility's processes and learn from others. It will highlight skills to position the utility in a positive manner during a possible negative customer interaction. It also includes case studies of actual and potential customer situations that could have significant negative impact on your utility, including legal action. This class will encourage a review of current procedures and past performance to prevent or reduce the number of potentially negative factors in processes.



# CUSTOMER AND ENERGY SERVICE

## **WORKING IN COLLECTIONS AND MANAGING DIFFICULT SITUATIONS**

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### **Who Should Attend:**

Employees within the customer service, credit, and collections departments of public power utilities.

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### **Dates and Locations:**

[\\*October 24, 2019 - Coeur d'Alene, Idaho](#)

### **Course Overview:**

This half-day workshop will focus on:

- Bankruptcy types and what to do if your customer files for bankruptcy
- Creating script guidelines that can be used to build a foundation that works
- Effective collection communication, including strength-positioning phrases
- Understanding personality types
- Identifying tough collection situations
- Maslow's Hierarchy of Needs and how you can prepare for the tough situations
- The Eight-Step Collection Process
- Overcoming stalls and objections

\*Pre-conference course for the 3 Cs Conference: Customer Service, Credit, and Collections, October 22-24, 2019

# ENGINEERING

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[dale@nwppa.org](mailto:dale@nwppa.org) or (360) 816-1448

## **DISTRIBUTION ENGINEERING SERIES: SESSION 1—PLANNING AND ANALYSIS**

### **Who Should Attend:**

Engineers and senior technical personnel involved in distribution system design, planning, modeling, and analysis.

### **Dates and Locations:**

June 10-14, 2019 - Vancouver, Wash.

### **Course Objectives:**

The following will be covered in this course:

- An overview of the preparation of a system model
- Setting planning criteria
- Projecting future loads
- Instruction and discussion on solving system problems such as low voltage, lagging power factor, and excessive load current
- Using present-worth analysis to help evaluate and justify engineered solutions to problems
- Methods for factoring reliability into the planning process
- Class problems and the justification of the solutions

*Please bring a laptop and calculator to the course.*

## **DISTRIBUTION ENGINEERING SERIES: SESSION 2—OVERCURRENT PROTECTION**

### **Who Should Attend:**

Engineers and senior technical personnel involved in selecting and coordinating overcurrent protection devices.

### **Dates and Locations:**

[July 17-18, 2019 - Vancouver, Wash.](#)  
[\\*November 18-19, 2019 - Anchorage, Alaska](#)

### **Course Overview:**

This course focuses on the application of protective devices on a distribution system. In this two-day class, you will cover the best practices for protecting transformers and equipment while maintaining the highest reliability possible. To begin, the protection of substation transformers, as well as coordination with distribution feeders and downline devices, will be presented. You will work through the application considerations of circuit breakers, relays, reclosers, sectionalizers, and fuses; and the methodologies to verify source impedances for system models, the effect of transformer connections on fault current calculations, and the concept of assumed fault impedance. To keep the class practical, the class will work through problems that reinforce the concepts and topics covered.

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019

## **NESC FOR ENGINEERING AND OPERATIONS STAFF**

### **Who Should Attend:**

Engineers and operations staff who are responsible for making the hard decisions regarding interpretation and application of the NESC at their utility.

### **Dates and Locations:**

March 19-20, 2019 - Seattle, Wash.

### **Course Overview:**

This interactive class is more in-depth than a simple review of the NESC rules. The class will address the specific rules and how to interpret the rule using publicly available resources. The focus will be on rules that center around protection of the public, communication workers, and line workers. The course will not address work rules.

### **Course Objectives:**

- Identify resources to interpret NESC rules
- Analyze risk regarding compliance of “should” rules
- Recognize rules for protecting the public
- Explain the purpose of NESC rules

# ENGINEERING

## **NEW ARC FLASH STANDARDS (IEEE 1584)**

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### **Who Should Attend:**

Electric utility engineering managers, engineers, and others responsible for developing arc flash standards and/or studies for their utility

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### **Dates and Locations:**

May 22-23, 2019 - Spokane, Wash.

### **Course Overview:**

The latest Arc Flash edition of IEEE 1584 is a major game changer; almost everything has changed since the original 2002 edition was introduced.

This two-day course provides in-depth techniques for designers and facility operators to assess the hazards in the work place; determine the arc flash hazard distance and the incident energy to which employees could be exposed; select/apply the correct personal protective equipment; and document all assessments.

- This course covers the following aspects of the latest edition:
  - Five different electrode configurations to enable more detailed modeling:
  - Vertical electrodes in a metal box/enclosure – VCB (also in 2002 Edition)
  - Vertical electrodes terminated in an insulating barrier in a metal box/enclosure – VCCB
  - Horizontal electrodes in a metal box/enclosure – HCB
  - Vertical electrodes in open air – VOA (also in 2002 Edition)
  - Horizontal electrodes in open air – HOA
- More choices for enclosure types and sizes
- Enclosure correction factor calculations to adjust for specific enclosure sizes
- Calculations for arcing current variation factors
- Voltage equations and interpolation to actual voltages
- Elimination of the differences between grounded vs. ungrounded
- Elimination of the 125 kVA transformer exception

# ENGINEERING ENGINEERING WEBINAR SERIES

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Want more?

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## ENGINEERING WEBINAR SERIES: ALL 10 WEBINARS

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[February 12-November 12, 2019 - Online](#)

### Webinar Overview:

The engineering webinar series is comprised of 10 webinars from February through November 2019. Descriptions for each webinar can be found below. Webinars can be taken individually or as an entire series. By registering for the full series, you will receive all 10 webinars at a **discounted price**.

## IMPACT OF NEW COMMUNICATION EQUIPMENT ON JOINT USE CLEARANCES

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

February 12, 2019 - Online

### Webinar Overview:

The use of fiber-optic lines in the supply space and the desire of telecommunication to install 5G antennas in the supply space present challenges to electric utilities. This webinar addresses the NESC requirements as they relate to safe clearances for communication workers and supply utility workers. In addition, the webinar addresses methods to use for sharing space on the pole with telecommunication companies.

## CHANGES IN ARC FLASH CALCULATIONS

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

March 5, 2019 - Online

### Webinar Overview:

IEEE Standard 1584 was updated in late 2018 and significant changes were made that could change the PPE used by electric utilities. These changes include elimination of the exception for transformers below 125 kVA, and elimination of the 85-percent rule. Further, the calculation now includes more shape factors for arcs that are considered to be enclosed in switchgear or similar enclosures. The new calculations are more accurate, but present challenges for electric utilities. This webinar addresses the changes and the new calculation methods.

# ENGINEERING ENGINEERING WEBINAR SERIES

## UNDERGROUND DISTRIBUTION DESIGN

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

April 16, 2019 - Online

### Webinar Overview:

Designing underground distribution differs from designing overhead distribution in terms of resiliency of the system. This webinar addresses common underground design criteria such as methods for design in underground subdivisions and commercial developments, routing of cable systems, use of conduit, burial depth, and common errors in design. Single contingency outage and overcurrent protection scheme will be addressed along with limiting factors of system components.

## SPECIFYING AND PLACING LIGHTENING ARRESTERS

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

May 14, 2019 - Online

### Webinar Overview:

Lightning can cause 20 percent of the outages on overhead power lines. This webinar discusses the type of arresters currently on the market for distribution lines. In addition, the presentation discusses the common basic impulse insulation level (BIL) with emphasis on a new method to prevent flashovers referred to as critical impulse flashover voltage (CFO). When combined, equipment BILs are not additive as once thought. The CFO technique for overvoltage protection will be discussed with explanations for adequately protecting overhead lines based on ground flash density, shielding, and earth resistivity.

## RESOURCE PLANNING FOR DISTRIBUTED ENERGY RESOURCES (DER)

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

June 18, 2019 - Online

### Webinar Overview:

Distributed energy resources (DER) are changing the landscape for distribution engineers in terms of planning and designing of their systems. This webinar addresses the positive and negative impacts to the grid from DER. In addition, how to plan for future system growth and resiliency with DER added to the system will be discussed.

## SINGLE-PHASE METERING

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[July 16, 2019 - Online](#)

### Webinar Overview:

This webinar addresses the fundamentals of single-phase metering including meter bases and connectivity of the single-phase meters. AMI metering has changed the landscape on single-phase metering, so the presentation will address new data being collected, new controls at the meter, and alarms. Specifically, what do the alarms mean and how to address alarms such as high voltage, hot socket, and low voltage. Further, the use of demand reads, ping of the meters, and load side voltage tests will be addressed.

# ENGINEERING ENGINEERING WEBINAR SERIES

## THREE-PHASE METERING

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[August 13, 2019 - Online](#)

### Webinar Overview:

Metering of three-phase services is complex and often represents a larger percentage of utility income compared to single-phase loads. Meter Forms 8/9 and 15/16 will be addressed, including methods for sizing current transformers and potential transformers. Common wiring methods and common errors will also be discussed.

## BATTERY ENERGY STORAGE SYSTEMS

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[September 10, 2019 - Online](#)

### Webinar Overview:

Utility-scale batteries are beginning to make an impact on distribution systems to the point that some utilities are providing assistance to consumers who install batteries behind the meter. This webinar provides a fundamental understanding of battery energy storage systems. Further, the webinar discusses the application of battery storage both on the utility system as well as on the consumer side of the metering.

## WOOD POLES - STANDARDS AND DESIGN

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[October 8, 2019 - Online](#)

### Webinar Overview:

Wood poles have been used in the electric utility industry since its inception. There are standards for wood poles (ANSI O5.1), and the NESC provides loading and strength requirements of poles. This webinar addresses limitations set forth in the standards; NESC loading requirements such as ice, wind, joint-use attachments, and vertical loads; and the need for strength reduction factors for wood poles.

## APPLICATION OF VOLTAGE REGULATORS

### Who Should Attend:

Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices.

### Dates and Locations:

[November 12, 2019 - Online](#)

### Webinar Overview:

Voltage regulators are needed on all distribution systems and serve an important role in maintaining quality service to customers. This webinar will address the fundamentals of how voltage regulators operate. In addition, the presentation will cover application of the voltage regulators including placement, how to coordinate cascading regulators, and the use of line drop compensation.

# ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

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## QUALIFIED WORKER TRAINING - OSHA 1910.269

### Who Should Attend:

Individuals who do not hold an electrical journeyman certificate, but as a part of their duties must enter or open secured areas such as substations, pad mounted transformers, switch gear, vaults, and metering cabinets. Engineers, technicians, meter readers, and other operations personnel are required by OSHA 1910.269 to have this training.

### Dates and Locations:

2020 - Location TBD

### Course Overview:

This one-day class is designed to teach the skills required to enter secured areas. The course covers federal regulations related to entering a secured area; minimum approach distances or clearances; personal protective equipment; job briefings; substation entrance procedures; and opening padmount transformers, switchgear, and metering compartments. Employees typically open and/or view electrical equipment in secured areas to take information off of nameplates, readings from meters or gauges, etc. Following OSHA 1910.269, this course does not teach or certify a person to work on electrical equipment.

**Note:** This class includes a required practical session in a live substation. Attendees are required to wear sturdy shoes, safety glasses, hard hat, and FR clothing to enter the substation. Plan to bring these items because they are not provided as part of the class.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: BASIC SURVEYING

### Who Should Attend:

Staking technicians.

### Dates and Locations:

November 2020 - Location TBD

### Course Overview:

This three-day course is part of the comprehensive staking technician program. It will teach students the basic and advanced methods of line route surveying. This course also includes a basic overview of GPS and its application to line design and staking. To complete the study, the student will learn how to transfer both paper and electronic field data to hand drawings or computer-aided drafting programs. Please note that portions of this class are held outside. Please dress for inclement weather and undeveloped terrain. Also note that if you are able to bring a transit, tripod, or both, it would be appreciated. This will assist the group without having undue time spent waiting to share transits.

### Course Objectives:

- Make accurate distance measurements
- Turn and dissect line angles
- Measure changes in elevation
- Conduct a complete point survey using a total station



# ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

## STAKING TECHNICIAN CERTIFICATION PROGRAM: CONSTRUCTION CONTRACT ADMINISTRATION

**Who Should Attend:**  
Staking technicians and engineers.

**Dates and Locations:**  
February 10, 2020 - Portland, Ore.

### Course Overview:

A well-written construction contract and properly drawn set of plans and specifications will go a long way toward getting the lowest bid prices, while easing administrative burdens. Accurate accounting of the materials and close monitoring of the contractor's progress are essential to completing a project on time and on budget. Attendees will learn how the construction contract affects every aspect of the project, and how to administer the contract terms and conditions for a successful outcome.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: EASEMENT ACQUISITION

**Who Should Attend:**  
Staking technicians.

**Dates and Locations:**  
November 2020 - Location TBD

### Course Overview:

This course is part of the Staking Technician Certification Program. Experienced line designers say obtaining the right-of-way easement is the toughest part of staking. A well-designed power line is of little use if it cannot be built on the land. Attendees will also focus on people skills that enable the staking technician to obtain an easement and establish a high level of trust with the customer.

### Course Objectives:

- Easement laws
- Land ownership rights
- Titles
- Easement descriptions
- Easement records
- Negotiating skills used to aid in the procurement of an easement

## STAKING TECHNICIAN CERTIFICATION PROGRAM: JOINT USE AND MAKE READY SURVEYS

**Who Should Attend:**  
Staking technicians and engineers.

**Dates and Locations:**  
February 11, 2020 - Portland, Ore.

### Course Overview:

This course is part of the Staking Technician Certification Program. The communications industry is forever scrambling for pole rental space on distribution structures to attach telephone, CATV, and fiber-optic cables. With right of way becoming harder to obtain, electrical utilities—both distribution and transmission—are combining circuits on one pole line to maximize efficiency and reduce costs. This course will teach students how to handle joint use attachments by learning how to perform make-ready surveys, measure clearances, determine strength requirements, prepare construction estimates, make final inspections, and understand the requirements of joint use.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: LINE INSPECTION

**Who Should Attend:**  
Staking technicians.

**Dates and Locations:**  
June 11-12, 2020 - Boise, Idaho

### Course Overview:

This course is part of the Comprehensive Staking Technician Program. The National Electrical Safety Code requires that a utility inspect its facilities periodically to ensure that they are safe and adequate to distribute electricity.

### Course Objectives:

In this course, the student will learn the principles of making an inspection, including:

- The importance of a systematic method
- Elements that should be checked
- Different ways to perform the actual inspection

# ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

## STAKING TECHNICIAN CERTIFICATION PROGRAM: NESC & UTILITY SPECIFICATIONS

### Who Should Attend:

Staking technicians.

### Dates and Locations:

[October 7-9, 2019 - Vancouver, Wash.](#)

### Course Overview:

This three-day course is part of the Staking Technician Certification Program. The NESC establishes the rules used in the design and maintenance of power systems. This course provides staking technicians with a working knowledge of the NESC and its application. The course will focus on those rules that specifically apply to distribution line design, such as:

- Grounding
- Overhead line clearances
- Overload factors
- Strength reduction factors
- Ice loading
- Underground line construction

**Reminder:** Please bring a copy of the NESC manual with you to class.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: OBTAINING PERMITS

### Who Should Attend:

Staking technicians.

### Dates and Locations:

[October 10-11, 2019 - Vancouver, Wash.](#)

### Course Overview:

This one-and-a-half-day course is part of the Staking Technician Certification Program. Today, property owners are more reluctant to give right-of-way easements for overhead or underground power lines. Consequently, more use is being made of existing public rights of way. To do this, permits must be obtained from the governing agency. This module of the staking program covers:

- The information required on a permit
- Methods to set up an efficient permitting process
- How good personal contacts can ease the process
- Preparation of permit documents and drawings

## STAKING TECHNICIAN CERTIFICATION PROGRAM: OVERHEAD/POLE-LINE STRUCTURE DESIGN AND LAYOUT

### Who Should Attend:

Staking technicians and engineers.

### Dates and Locations:

February 12-14, 2020 - Portland, Ore.

### Course Overview:

This course is part of the Staking Technician Certification Program. In this class, attendees will learn to design overhead electrical distribution structures. The course is organized as a set of building blocks, each segment building upon the other. The building blocks include conductors, poles, pole-top assemblies, guys, and anchors. Tables and graphs of design values will also be provided for immediate use in the field. Attendees will also learn basic calculations to determine maximum allowable spans, wind and ice loading, and total guy load.

**STAKING TECHNICIAN  
CERTIFICATION PROGRAM:  
PHASE 1 AND CONDUCTOR  
SIZING**

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**Who Should Attend:**

Staking technicians and engineers.

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**Dates and Locations:**

TBD

**Course Overview:**

Phase 1 of the NWPPA Staking Certificate Program is a four-day class that will cover basic surveying; overhead/pole-line structure design and layout; joint-use staking and make-ready surveys; and unique structures. The successful passing of online examinations is required to receive certification for the Three-Phase Staking Program. Phases 1,2, and 3 do not need to be taken in order.

**Basic surveying**

Attendees will learn the basic and advanced methods of line route surveying, including:

- Making accurate distance measurements
- Turn and dissect line angles
- Measuring changes in elevation
- Conducting a complete point survey using a total station

A basic overview of GPS and its application to line design and staking is also included. To complete the study, the student will learn how to transfer both paper and electronic field data to hand drawings or computer-aided drafting programs.

**Overhead/Pole-Line Structure Design and Layout**

Attendees will learn to design overhead electrical distribution structures. The course is organized as a set of building blocks; each segment building upon the other. The building blocks include conductors, poles, pole-top assemblies, guys, and anchors. Attendees will be provided with tables and graphs of design values that can be immediately used in the field. Course participants will also learn basic calculations to determine maximum allowable spans; wind and ice loading; and total guy load.

**Joint-Use Staking and Make-Ready Surveys**

The communications industry is forever scrambling for pole rental space on distribution structures to attach telephone, CATV, and fiber-optic cables. With rights-of-way becoming harder to obtain, electrical utilities, both distribution and transmission, are combining circuits on one pole line to maximize efficiency and reduce costs. This course covers joint-use attachments and make-ready surveys. Specific topics include clearance measurements, strength requirements, construction estimates, final inspections, and the requirements of joint-use contracts.

**Unique Structures**

Attendees will learn to design special structures that require additional strength due to extreme wind load, long spans, and multiple circuits. This session also includes designing steel pole and unguided, wood pole structures.

# ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

## STAKING TECHNICIAN CERTIFICATION PROGRAM: PHASE 2

### Who Should Attend:

Staking technicians and engineers.

### Dates and Locations:

[December 9-13, 2019 - Palmer, Alaska](#)

### Course Overview:

Phase 2 of the NWPPA Staking Program covers the following areas:

#### Application of the NESC

The National Electrical Safety Code establishes the rules used in the design and maintenance of power systems. The course will focus on the application of those rules that specifically apply to distribution line design, such as grounding, overhead line clearances, overload factors, strength reduction factors, ice loading, and underground line construction.

#### Easement Acquisition

Experienced line designers say obtaining the right-of-way easement is the toughest part of staking. A well-designed power line is of little use if it cannot be built on the land. In this section, participants will learn about:

- Easement laws
- Land ownership rights
- Titles
- Easement descriptions
- Easement records
- Negotiating skills used to aid in the procurement of an easement. These are people skills that enable the staking technician to obtain an easement and establish a high level of trust with the customer.

#### Obtaining Permits

Today, property owners are more reluctant to give right-of-way easements for overhead or underground power lines. Consequently, technicians are likely to use existing public rights of way. To do this, technicians must obtain permits from the governing agency. This module of the staking program covers the information required on a permit, methods to set up an efficient permitting process, how good personal contacts can ease the process, and how to prepare permit documents and drawings.

#### Line Inspection

The NESC requires that a utility inspect its facilities periodically to ensure that they are safe and adequate to distribute electricity. In this domain, the student will learn the principles of making an inspection, including:

- The importance of a systematic method
- Elements that should be checked
- Different ways to perform the actual inspection

# ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

## STAKING CERTIFICATION PROGRAM: PROTECTION/BASIC SECTIONALIZING DESIGN

**Who Should Attend:**  
Staking technicians.

**Dates and Locations:**  
June 10-11, 2020 - Boise, Idaho

### Course Overview:

This course is part of the Comprehensive Staking Technician Program. It is designed to give students a basic understanding of the devices and techniques used to protect distribution lines and customers from damage or injury due to over-current/over-voltage.

### Course Objectives:

The following topics will be covered:

- Fault current, including the basic application of devices to interrupt the maximum available fault current produced by short circuits
- Voltage surges caused by lightning and the use of lightning arresters to shunt the over-voltage to ground
- Basic theory of voltage regulators and capacitors with a focus on correct placement and application of the devices on the circuit when a line is being staked

## STAKING TECHNICIAN CERTIFICATION PROGRAM: SIZING TRANSFORMERS AND CONDUCTORS

**Who Should Attend:**  
Staking technicians.

**Dates and Locations:**  
TBD

### Course Overview:

This one-day course is part of the Staking Technician Certification Program. It will focus on basic electric theory and the methodology to correctly size transformers and service conductors for standard residential and small commercial loads. Attendees will learn to perform basic calculations for current, voltage, power, and voltage drop. They will also study basic circuit theory and its application in an electric distribution system. Transformer connections and their application to specific electrical loads will be covered.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: UNDERGROUND LINE DESIGN AND SUBDIVISION LAYOUT

**Who Should Attend:**  
Staking engineers.

**Dates and Locations:**  
June 8-10, 2020 - Boise, Idaho

### Course Overview:

This two-and-a-half-day course is part of the Staking Technician Certification Program and is structured to teach the skills necessary to design and lay out URD residential subdivisions. Attendees will learn the proper application of underground components into a complete system. The components of primary cables are discussed in conjunction with selecting the proper secondary cable size and length. Emphasis is placed on the construction and operations of the system, including proper grounding of cables and apparatus.

## STAKING TECHNICIAN CERTIFICATION PROGRAM: UNIQUE STRUCTURES

**Who Should Attend:**  
Staking technicians.

**Dates and Locations:**  
TBD

### Course Overview:

This course is part of the Staking Technician Certification Program. Attendees will learn to design special structures that require additional strength due to extreme wind load, long spans, and multiple circuits. This section also includes designing steel pole and unguyed wood pole structures.

### Course Objectives:

- Calculate wind load
- Practice designing steel pole and wood pole structures
- Understand various guyed structure load capacities

# ENVIRONMENTAL

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## DEPARTMENT OF TRANSPORTATION HAZARDOUS MATERIALS TRAINING FOR UTILITY PERSONNEL

### Who Should Attend:

Any employee who offers a DOT-regulated hazardous material for transportation; classifies, labels, or marks packages of hazardous materials to be transported; prepares or signs shipping papers or manifests for DOT-regulated hazardous materials; transports DOT-regulated hazardous materials; receives DOT-regulated hazardous materials; or supervises employees conducting one of these tasks.

### Dates and Locations:

2021 - Location TBA  
This course is held every three years.

## HAZARDOUS WASTE MANAGEMENT IN WASHINGTON

### Who Should Attend:

All employees with environmental responsibilities within Washington state that oversee environmental programs, including supervisors and managers.

### Dates and Locations:

[July 16, 2019 - Spokane, Wash](#)

### Course Objectives:

This course will fulfill your tri-annual DOT refresher requirement. The structure and objectives of this course are centered on the requirements outlined in the DOT regulation. Upon completion of the program, the participants will have completed the following:

- Met the requirements of 49 CFR, Part 172.704 for recertification in hazardous materials handling and transportation.
- Reviewed the requirements of the DOT regulations relative to the transportation of hazardous materials.
- Reviewed the basic safety elements, including recognition and identification of hazardous materials, as required by the DOT regulations and the Hazard Communication Standard.
- Demonstrated (passes a written test) some basic functions required for a DOT hazmat employee, including basic knowledge of the Hazardous Materials Table (49 CFR 172.101); labels and placards; and shipping papers.
- Identified the specific type of packaging group for a particular type of shipment.

Additionally, this course will cover:

- Identification and classification of hazardous materials
- Understanding the materials of trade (MOT) exemption
- Preparation of shipping papers
- Marking and labeling of packaging
- Selection of performance-oriented packaging
- Placarding
- Loading and unloading, segregation of materials
- DOT emergency response (using the Emergency Response Guide)
- Use of special permits
- Hazardous materials security awareness
- Update on recent DOT rulemakings

**Note:** This course assumes that you do not ship regulated explosives or radioactive materials, and that you are not required to have a DOT security plan for highly regulated quantities of hazardous materials.

### Course Overview:

The state of Washington administers a unique and complex approach to management of hazardous waste that differs significantly from federal requirements. This eight-hour class will cover waste generation, generator status, quantity exclusion limits, exemptions, labeling, record keeping, annual reporting, shipping, and disposal. Instruction will include used-oil management, universal waste, and PCBs as covered by Washington regulations. Attendees will learn how to manage their utility-generated waste in accordance with all requirements.

# ENVIRONMENTAL

## HAZWOPER 8-HOUR FIRST RESPONDER AWARENESS AND REFRESHER TRAINING FOR UTILITY PERSONNEL

### Who Should Attend:

This is required training for first responders who are likely to witness or discover a hazardous substance release and need to initiate an emergency response sequence by notifying the proper people; it is also for individuals who respond to releases of hazardous substances as part of the initial response for the purpose of protecting nearby persons, property, or the environment from the effects of the release.

### Dates and Locations:

[September 11, 2019 - Bend, Ore.](#)

## INTRODUCTION TO THE EPA AND ENVIRONMENTAL COMPLIANCE OVERVIEW FOR UTILITY EMPLOYEES

### Who Should Attend:

Managers (not just environmental managers), attorneys, project engineers, and others responsible for recognizing potential compliance issues or allocating resources required to maintain compliance with complex environmental regulations.

Those who implement environmental plans and initiatives, maintain required records, compile environmental reporting data, and guide environmental management resources will also find this course useful, regardless of how long they may have worked in the area of environmental compliance.

### Dates and Locations:

2020 - Location TBD

### Course Overview:

This course is designed for the needs of electric utilities, and will refresh your knowledge and understanding of the requirements for hazardous waste operations and emergency response (HAZWOPER) as required by 29 CFR 1910.120. This course also helps to satisfy the annual HAZWOPER training required for recertification. This course trains operations-level responders to take defensive actions to a hazardous materials spill. It focuses on activities not intending to stop the release, such as hazard assessment; selecting and using protective equipment; implementing the facility emergency response plan; and setting up decontamination.

### Course Topics:

- Applicable regulations
- Hazard assessment and general hazards
- Physical properties of hazardous chemicals used in utilities
- Toxicology
- PPE selection and use
- Facility emergency response plans
- Site control and entry
- Construction safety and confined space
- Decontamination and hands-on training.

### Course Overview:

This one-day course is tailored to the needs of utilities, regardless of their size or the states they serve.

We will introduce participants to the Environmental Protection Agency, its history, organization, organization of the laws it is tasked with administering, regulations, policies, guidelines, and standards.

We will look at how many states and tribes have developed authorized programs and obtained primacy for some areas of compliance.

We'll also examine how the EPA interfaces with other federal agencies, including the U.S. Fish and Wildlife Service, Department of Energy, U.S. Department of Labor Occupational Health and Safety Administration, and U.S. Department of Transportation. Everyone knows we need to comply with environmental laws. But how do we find the requirements? More importantly, how do we recognize what activities are likely to trigger compliance requirements? We will tour all pertinent EPA regulations; identify common triggers and requirements; highlight state differences; and identify sources of additional information.

As a regulatory overview course, we will explore the Resource Conservation and Recovery Act including hazardous waste, universal waste, used-oil management, and underground storage tank regulations. We'll also cover laws and regulations relating to the Toxic Substances Control Act; PCBs; lead-based paint and other toxins; the Clean Air Act; the Clean Water Act (including spill prevention control, and countermeasure plans, and national pollutant discharge elimination system rules); Comprehensive Environmental Recovery and Compensation Act (including SARA Title III and EPCRA); DOT rules; and other areas common to utilities. We will also highlight utility best practices in key areas.



# ENVIRONMENTAL

## **PCB MANAGEMENT: FOUNDATIONAL & ADVANCED TRAINING**

### **Who Should Attend:**

All utility operations and technical personnel, as well as employees who are involved in managing, handling, and maintaining records and EPA reports for PCB items and PCB waste.

### **Dates and Locations:**

January 8-9, 2020 - Location TBD

## **SPILL PREVENTION, CONTROL AND COUNTERMEASURES (SPCC)**

### **Who Should Attend:**

All employees with environmental responsibilities, including supervisors and managers that oversee environmental programs should attend. This includes employees that design or implement oil spill prevention plans and those involved in process, plant, construction, or stormwater discharges.

### **Dates and Locations:**

2020 - Location TBD

### **Course Overview:**

Is your utility in compliance with EPA regulations regarding PCB use and management?

As part of NWPPA's Environmental Series, this important two-day course has been designed to meet the needs of both PCB rookies who are new to the PCB regulations as well as those pros who are well versed in the rules. This course provides practical help for electric utilities and is filled with utility best practices on how to gain and maintain compliance with EPA rules regarding PCB use and management.

Day one will focus on foundational PCB issues for attendees who are just beginning their education on this complex subject. On day two we will transition into more advanced PCB regulatory issues, including remediation waste cleanups, decontamination options; and management of non-PCB equipment and waste oils. Learn best practices for compiling PCB records and EPA-required annual documents; also learn what other utilities are doing to meet state and federal regulations. An overview of upcoming trends and changes will also be covered.

### **Course Objectives:**

- Identify common equipment and items that contain PCBs and other hazardous materials
- Identify and more effectively manage risk/liability issues related to your ownership of PCBs
- Manage the waste generated from your maintenance program
- Manage the storage, disposal, and recordkeeping related to PCBs or other regulated materials
- Correctly interpret and apply current and future federal and state regulations to your utility

### **Course Overview:**

Designed for NWPPA's Environmental Series, this half-day course is intended as an overview of a pertinent portion of the federal Clean Water Act. This class will address spill prevention, control, and countermeasures (SPCC) planning rules in accordance with 40 CFR 112. This rule requires utilities to develop comprehensive plans, install oil spill containment, and prepare oil spill response procedures for many facilities that use or store 1,320 gallons or more of oil, including most substations. Information provided in the course will focus on the federal requirements for SPCC rules and summarize state and local differences. Attendees will receive valuable course materials that include an overview of the regulation, enable participants to determine which of their facilities are covered, and take steps to ensure compliance. Participants will receive plan templates and links to valuable online information.

### **Course Objectives:**

- Review SPCC applicability and requirements, including Tier 1, Tier 2, and Engineered plans
- Identify covered facilities
- Review plan components
- Learn how to provide annually required training
- Learn about resources to aid in your compliance efforts

# ENVIRONMENTAL

## SPCC PLAN DEVELOPMENT FOR UTILITY PERSONNEL

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### Who Should Attend:

All employees with environmental responsibilities, including supervisors and managers that oversee environmental programs, as well as employees that develop, implement, or manage oil spill prevention plans.

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### Dates and Locations:

[September 12, 2019 - Bend, Ore.](#)

### Course Overview:

Designed for electric utilities as part of NWPPA's Environmental Series, this eight-hour course is intended as a detailed examination of the oil Spill Prevention, Control, and Countermeasure (SPCC) planning process. All facilities, including substations, that use or store in excess of 1,320 gallons of oil, and where a spill could impact surface water, are required to have an SPCC plan for that facility. Utilities subject to the rule must develop comprehensive plans, install oil spill containment, and prepare oil spill response procedures in accordance with 40 CFR 112.

Information provided in the course will focus on the federal requirements for both the SPCC and NPDES rules and summarize state and local differences. Attendees will receive valuable course materials, including an overview of the regulation that enables students to determine which of their facilities are covered and take steps to ensure compliance. Students will receive plan templates and links to valuable online information.

### Course Objectives:

#### SPCC:

- Review SPCC applicability and requirements, including Tier 1, Tier 2, and Engineered plans
- Identify covered facilities
- Review plan components
- Learn how to provide annually required training
- Learn about resources to aid in your compliance efforts

#### NPDES:

- Review the federal rules
- Identify permit types and applicability
- Discuss state and local differences
- Identify valuable resources and links

# HUMAN RESOURCES

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For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Taryn Johnson at  
[taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## **EMPLOYER COLLECTIVE BARGAINING TEAM PREPARATIONS**

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### **Who Should Attend:**

General managers, operations managers, members of the employer bargaining team, and chief negotiators. We recommend that you send more than one team member to this class.

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### **Dates and Locations:**

June 2-3, 2020 - Vancouver, Wash.

### **Course Overview:**

You will gain valuable and practical knowledge about the three phases of collective bargaining:

- Preparation and defining the range/scope of negotiations.
- Bargaining over issues (both non-economic and economic) and packaging of all remaining issues.
- Packaging offers, offer variations, final offer, and achieving agreement or implementation of the final offer.

### **Course Topics:**

- Basic negotiation theory
- Concept of mutuality
- The role of the negotiator
- Grasping the concept of interest vs. positions
- How to preserve management's rights under the labor contract
- Collective bargaining responsibilities
- Understanding what constitutes unfair labor practice
- The duty to bargain in good faith
- The employer's duty to disclose information
- Management policies in bargaining
- Considerations to the makeup of the bargaining team and chief negotiator
- Checklists for collective bargaining preparations
- Defined negotiating ground rules
- Developing proposals and protection of the right to manage the business
- Contract language

# HUMAN RESOURCES

## LABOR RELATIONS WEBINAR SERIES: ALL THREE WEBINARS

### Who Should Attend:

HR and labor relations personnel who work with union employees and union business managers.

### Dates and Locations:

May 7, 14, and 21, 2019 – Online

### Webinar Overview:

This is a series of three webinars on labor relations issues. You can take each webinar separately or register for all three as a package at a discounted rate. Please see individual course descriptions below.

## LABOR RELATIONS WEBINAR SERIES: EMPLOYEE AND LABOR RELATIONS BASICS

### Who Should Attend:

HR and labor relations personnel who work with union employees and union business managers.

### Dates and Locations:

May 7, 2019 – Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Webinar Overview:

Whether you're brand new to working with a union contract or you've learned from hard knocks, this reality-based nuts and bolts entertaining presentation can meet your needs. Is it alright for you to negotiate with the union steward or your employees to establish a new precedent or past practice? Does it matter if it contradicts the collective bargaining agreement?

If the union steward talks back, waves his/her finger in your face, warns that "you'll be sorry," and swears a blue streak at you, what are your best alternatives to deal with the situation? When the union claims you cannot do something because the contract does not say you can, do you agree with them?

Yes, parts of labor relations are about the rules but it's all about the relationship. Come and learn how to make your relationship work for you.

During this webinar, you will increase your knowledge in the following areas:

- Management rights.
- How to read a union contract.
- When and how to use "work now, grieve later."
- The mysteries of past practice and precedent. How do they start? How can they be stopped?
- Seniority is not just for "old" folks; making it work for you.
- The rules of steward immunity.
- Avoiding or dealing with the "end run."

## LABOR RELATIONS WEBINAR SERIES: DISCIPLINE—JUST CAUSE AND DUE PROCESS

### Who Should Attend:

HR and labor relations personnel who work with union employees and union business managers.

### Dates and Locations:

May 14, 2019 – Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Webinar Overview:

Disciplining an employee is bad enough, so don't make it worse by treating the employee unfairly. Regardless of your motives, that is exactly what can happen if you do not apply the principles of just cause and due process. This webinar will cover the just cause and due process basics from initial allegations all the way through to the decision to discipline and at what level. The webinar will also examine some of the more common pitfalls made by management which can ultimately sabotage an otherwise proper discipline.

During this webinar, you will increase your knowledge in the following areas:

- Clarification of the terms "just cause" (it's not just cuz you want to) and "due process."
- The role of just cause as both management responsibility and right as defined by the agreement.
- Use of just cause as a conflict resolution tool for both sides.
- The advantages of using just cause for non-union employees.
- Locating and avoiding the mines in the just cause minefield.

# HUMAN RESOURCES

## LABOR RELATIONS WEBINAR SERIES: GRIEVANCE PROCESSING

### Who Should Attend:

HR and labor relations personnel who work with union employees and union business managers.

### Dates and Locations:

May 21, 2019 – Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Webinar Overview:

Most people are not especially fond of grievance meetings and view it more as an unnecessary burden to be tolerated than an opportunity for relationship building and as a conflict resolution tool. This webinar will help you understand what you have been doing to process grievances and perhaps why it needs to change. Learn how to feel comfortable, completely at ease, and in control with any grievance at any step of the process regardless of how the other side is conducting itself.

During this webinar, participants will increase their understanding of these areas:

- How to really listen and respond to a grievance
- Dealing with abuse of the grievance process
- The role of internal politics and the grievance
- How to conduct a professional grievance meeting
- The proper processing of discipline and contract interpretation grievances

## NEGOTIATING YOUR COLLECTIVE BARGAINING AGREEMENT

### Who Should Attend:

Those involved in any aspect of administering or supporting the collective bargaining agreement and/or supporting the labor relations function within their organization, including human resources, labor/employee relations, all levels of management (line, senior, assistant GM, GM/CEO, and elected officials), and any others who would like to sharpen their negotiation skills and become more familiar with the details of the process.

### Dates and Locations:

June 11-13, 2019 - Everett, Wash.



This program is valid for 16 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Course Overview:

This is a comprehensive foundational course designed to guide participants through the basics of any negotiation experience but with an emphasis on labor negotiations with a union. More than just information on how and what to do, this course focuses equally on what not to do. The class will include activities to build and improve participants' skill sets so they can continue to hone them well after the course has ended.

### Course Topics:

- Defining negotiation
- Negotiations philosophy, approach, and styles
- Behavioral and physical preparedness
- Lawful obligations of negotiating the CBA
- Relationship and ethical obligations of negotiating the CBA
- Information and data-mining resources
- Evaluating potential influences
- Selecting and training your team(s)
- Ending the "end run"
- Maintaining the record
- Developing substantive, monetary, and housekeeping proposals
- Management and union rights
- Vetting and prioritizing management and union proposals
- Communications (before, during, and after)
- Costing models
- Ground rules
- The three elements of every negotiation

# INFORMATION TECHNOLOGY

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## ADVANCED EXPLOITATION SECURITY TRAINING

### Who Should Attend:

Network, server, desktop, and security administrators, as well as management-level individuals interested in this topic.

### Dates and Locations:

[November 19-22, 2019 - Vancouver, Wash.](#)  
January 14-17, 2020 - Vancouver, Wash.

### Course Overview:

During this advanced four-day course, students will learn to recognize potential exploitation paths in a hands-on virtual environment that simulates a real-world network.

Students will experience the following exploitation scenarios:

- Wireless HID device attacks
- Cross site scripting
- Hash cracking
- Relay attacks
- Session cookie manipulation
- Attacking WordPress
- Reverse command shells
- Windows privilege escalation
- Configuration vulnerabilities
- Process injection
- Maintaining persistence
- Linux privilege escalation

## HARDENING WINDOWS NETWORKS

### Who Should Attend:

Network, server, desktop, and security administrators and management-level individuals interested in this topic.

### Dates and Locations:

TBD

### Course Overview:

This class delivers proven, field-tested solutions for mitigating, monitoring, and protecting Microsoft Windows-based networks. During the course, students will learn effective countermeasures to defend against common attacks and exploit techniques in a hands-on virtual environment that resembles a real-world network. Upon completion of the course, students will be able to apply operating system and active directory hardening techniques, mitigate legacy software risks, and design tolerant networks that are resistant to present and future threats. Please visit the course website for additional course information.

The International Information Systems Security Certification Consortium, Inc. accepts Digital Boundary Group's Security Training Program as credit toward meeting the Continuing Professional Education requirements to maintain the Certified Information Systems Security Professional (CISSP) designation. CISSP constituents will earn 32 CPE credits.

## LEAN AND MEAN CYBER RISK MANAGEMENT

### Who Should Attend:

IT professionals and others who are responsible for information technology programs.

### Dates and Locations:

[\\*April 23, 2019 - Bend, Ore.](#)

### Course Overview:

Join your security colleagues to discuss how to identify and assess a wide variety of cyber and physical security risks with limited resources. A facilitated discussion will guide participants through how to define risk, how to establish a strategy within your utility, and how to identify resources that may be leveraged in developing a risk management approach—all with little or no additional support. Participants can apply lessons learned from this one-day workshop to improve risk management within their organizations. NWPPA member companies should send multiple professionals with different expertise (physical, cyber, and operational risk) to maximize the collaborative risk topics.

\*Pre-conference course for the IT Conference April 24-26, 2019.

# LEADERSHIP

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:

Elaine Dixon at [elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## 930.1 ETHICS AND GOVERNANCE: IMPLEMENTING THE NEW ACCOUNTABILITY

### Who Should Attend:

Directors, policy makers, and general managers. This event is a pre-conference class for the ORECA summer meeting, but is open to all.

### Dates and Locations:

[July 9, 2019 - Bend, Ore.](#)



### Course Overview:

In this era of corporate accountability, boards and management are expected--and in some cases required--to implement standards, programs, and procedures addressing such issues as ethical behavior, document retention, whistle-blower protection, fraud risk assessment, and financial transparency. This course explains the background of these issues and presents practical strategies to help electric cooperatives design and develop plans and programs that address new governance expectations.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

## 956.1 CRUCIAL CONVERSATIONS IN THE BOARDROOM

### Who Should Attend:

Any board member, commissioner, or general manager interested in better understanding techniques around crucial boardroom conversations.

### Dates and Locations:

\*May 20, 2019 - Sacramento, Calif.



### Course Overview:

This highly interactive one-day course teaches electric cooperative directors skills for creating alignment and agreement in the boardroom by fostering open dialogue around high-stakes, emotional, or risky topics—the issues that face electric cooperatives today. Using real-world co-op examples, directors will practice speaking for clarity and purpose; encourage others to do the same; and analyze the best ideas to make the highest-quality decisions with the goal of acting on issues with unity and commitment.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

\*Pre-conference course for the NWPPA Annual Conference and Membership Meeting, May 19-22, 2019

## 958.1 SUCCESSION PLANNING—DEVELOPING THE PURPOSE-DRIVEN ORGANIZATION

### Who Should Attend:

Any board member, commissioner, or general manager involved in the succession planning process.

### Dates and Locations:

\*May 20, 2019 - Sacramento, Calif.



### Course Overview:

Board, CEO, and staff succession planning are essential to ensuring tomorrow's purpose-driven organization. Personnel change is inevitable in every organization. Often such change can be challenging, especially when vacancies occur in leadership positions. This course focuses on the board's responsibility and role in ensuring that the cooperative has a succession plan in place for the CEO and its overall leadership. Also discussed is the board's role in ensuring that the CEO has a process in place to ensure ongoing development of the organization's workforce potential and a plan to ensure leadership continuity and quality.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

\*Pre-conference course for the NWPPA Annual Conference and Membership Meeting, May 19-22, 2019



# LEADERSHIP

## EMPLOYMENT LAW WEBINAR SERIES: ALL THREE WEBINARS

### Who Should Attend:

Managers, supervisors, and HR staff.

### Dates and Locations:

April 2-30, 2019 - Online

### Webinar Overview:

This is a three-part series of webinars on employee law. You may register for each one separately or for all three at a discounted price. Please see individual event descriptions below.

## WRITING MEANINGFUL JOB DESCRIPTIONS

### Who Should Attend:

Managers, supervisors, and HR staff.

### Dates and Locations:

April 2, 2019 - Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Course Overview:

If you could put together a shopping list to find an exceptional employee, what character, skill, and performance ingredients would you include? Your job descriptions serve many purposes, including outlining the ideal skills you want, the scope of the job, and your performance expectations for the position. They are instrumental in identifying and selecting qualified candidates and holding employees accountable for job performance. Job descriptions are one of the most important components of team development and workforce management, and they require more than just a passing thought. This informative program outlines steps to develop ADA-compliant, powerhouse job descriptions, as well as tips and strategies for using them to attract and retain top talent.

## RECRUITING AND ONBOARDING

### Who Should Attend:

Managers, supervisors, and HR staff.

### Dates and Locations:

April 23, 2019 - Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Course Overview:

You have probably heard the phrase: "Don't hire a walking lawsuit." If you think about it, employees do not spontaneously combust into problem employees, and most managers will say that they did not intend to hire the performance disaster; yet, it seems to happen with startling frequency. What went wrong? Could it be poor planning, a lack of understanding about the job, job requirements, and corporate culture? Or perhaps the hiring manager underestimated his or her skill and ability to manage a particular type of employee? Yes to all of the above! Recruiting and selecting the best person for a job is by far one of the most important functions of an organization, and, unfortunately, the most overlooked. Join us for this interactive and entertaining program as we reveal hiring secrets and learn how to recruit and select the best person for the job.

## EFFECTIVE DOCUMENTATION FOR MANAGERS

### Who Should Attend:

Managers, supervisors, and HR staff.

### Dates and Locations:

April 30, 2019 - Online



This program is valid for 1.5 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Course Overview:

Whether you are setting expectations, evaluating performance, coaching, counseling, disciplining, terminating, or memorializing a key event, words matter. In fact, how you document, when, how often, and how you follow up on your documentation all have legal and non-legal implications for your workplace, not the least of which is providing a solid foundation for your legal defense in the event you are sued. Grab your pen and pad and join us for this informative program as we learn why documentation is important from a legal and non-legal perspective; what kinds of documentation you should use; how to use documentation as a meaningful performance management tool; how and when to document; and where to put the paper when your documentation is complete.

# LEADERSHIP

## BUILDING TRUST AND SELF LEADERSHIP

### Who Should Attend:

Individual contributors and team members seeking to be more productive and satisfied at work, and potential leaders who do not currently have direct reports. Anyone who reports to managers trained in Situational Leadership II.

### Dates and Locations:

[October 22-23, 2019 - Sacramento, Calif.](#)

### Course Overview:

Healthy, productive, and growing relationships have one thing in common – they are all built on a solid foundation of trust. High levels of trust in personal, team, and organizational relationships allow creativity, productivity, efficiency, and effective communication to flourish. Low levels of trust have the direct economic impact of high turnover, absenteeism, low morale, stifled innovation, challenged decisions, inefficiency, and often damaged customer relationships. Organizations need a common language and approach that allows for the development of a culture built on trust.

The ABCD Trust model provides a common language for individuals and organizations to improve the level of trust in relationships. It allows everyone to have a common understanding of the concept of trust and equips them with the skills to create, develop, and sustain trusting relationships.

## INFLUENCING OTHERS: MASTERING HUMAN DYNAMICS

### Who Should Attend:

Anyone who engages in frequent human interactions, such as utility and community leaders, customer service representatives, human resources professionals, and field employees.

### Dates and Locations:

April 28-29, 2020 - Tacoma, Wash.



This program is valid for 16 PDCs for the SHRM-CP<sup>SM</sup> or SHRM-SCP<sup>SM</sup>.

### Course Overview:

This interactive class covers how influence is impacted by the key elements of human dynamics, including how we display our emotions and intent through nonverbal cues. During the class, attendees will learn how to influence, or guide, human behavior through effective negotiation and facilitation techniques.

### Course Topics:

- What drives human behavior and how it affects communication
- The five body language channels and how to apply them at work and in life
- How your vibe affects others and alters the human dynamics of a situation
- How to leverage body language to your advantage in negotiation settings
- The importance of influence and how it applies to change management
- How to guide human behavior through negotiation and facilitation techniques

## INTRODUCTION TO ROBERTS RULES OF ORDER

### Who Should Attend:

Policymakers, general managers, clerks to the board, executive secretaries, administrative assistants, and any utility employee participating in board or commission meetings.

### Dates and Locations:

TBD

### Course Overview:

Robert's Rules of Order can be baffling and intimidating. People who know how to use it sometimes seem to employ the system as a weapon, not a tool to make meetings better, but it doesn't have to be that way. In this highly interactive and entertaining day-long class, attendees will learn essential principles and practice the tools and techniques to use Robert's Rules well in order to run smooth, efficient, and fair meetings. This workshop gives ample opportunities to practice what you learn so the content stays with you.

**Note:** Course may be eligible for credit towards NRECA Board Leadership Certificate program.

*\*Pre-conference course for the NWPPA Annual Conference and Membership Meeting, May 20-23, 2018*

# LEADERSHIP

## LEADING TEAMS

### Who Should Attend:

Managers, front line supervisors, and team members. Anyone who can and should contribute to team success.

### Dates and Locations:

March 13-14, 2019 - Casper, Wyo.

### Course Overview:

Teamwork is perhaps the most overused and misunderstood word in the modern-day workplace. Very few would assert that teamwork doesn't matter. It does matter. We know it matters. Most of us can identify it when we see it. But do we actually know what it takes to create it? What goes into building and sustaining a strong team? Is it luck, work, or both?

Leading Teams provides team leaders with a proven roadmap and set of tools to build and sustain team success. As a result, participants will have the knowledge, skills and confidence to take their team to new levels of effectiveness, performance and results.

## MANAGING AND LEADING CHANGE

### Who Should Attend:

Anyone experiencing or anticipating change within his or her utility, especially those driving change, implementing change, and communicating about change with customers and members.

### Dates and Locations:

[July 30-31, 2019 - Vancouver, Wash.](#)

### Course Overview:

Change is something that excites people who love opportunities for growth, to see and learn about new things, or who like to shift the status quo. Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding our own and other people's hesitation, enlisting the help of others, setting up plans, and managing resistance. These and other steps can also ensure that desired changes are implemented successfully. In this course, you will learn how to manage and cope with change and how to help those around you, too. You'll also learn practical models for successful change implementation.

## ONBOARDING FOR SUCCESS

### Who Should Attend:

Managers, supervisors, and human resources personnel.

### Dates and Locations:

[March 10, 2020 - Vancouver, Wash.](#)

### Course Overview:

A well-designed, unique onboarding program can be an ambassador for your utility. This one-day session will give attendees some ideas for making their onboarding program stand out. Attendees will have an opportunity to identify their personal learning objectives and create a full onboarding program outline.

This class will be highly interactive with opportunities for you to apply your real-life situations to the content.

### Course Objectives:

During this class, attendees will learn how to:

- Explore what onboarding is (and is not) and how it is different from orientation.
- Gather supporting information as to what should be included in the onboarding development process
- Develop the program
- Create a full onboarding program by customizing the framework
- Share how to evaluate the success of your onboarding program
- Incorporate 10 ways to make your program stand out

continued

## LEADERSHIP, CONTINUED

### SITUATIONAL SELF LEADERSHIP

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**Who Should Attend:**

Individual contributors and team members seeking to be more productive and satisfied at work, and potential leaders who do not currently have direct reports. Anyone who reports to managers trained in Situational Leadership II.

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**Dates and Locations:**

TBD

**Course Overview:**

On day one, you will learn about how to be part of an empowered workforce that results in accelerated development, higher performance, personal accountability, and increased motivation. The session is about you reaching your full potential and being a part of a workforce of self-leaders to power the organization. It is designed to ensure that you know how to develop the self-starting mindset you need to be more productive and also move the organization forward.

During day two, the Myers-Briggs Types will be reviewed, an MBTI assessment administered, and temperament explored. This session will integrate the Myers-Briggs Types, temperament, and Situational Self Leadership® II. You will be able to take a more comprehensive inventory of your own strengths and blind spots. As a result of more accurately diagnosing what they are, you will be better equipped to partner with others to execute an action plan to help you be more effective on the job.

# LEADERSHIP FOREMAN LEADERSHIP CERTIFICATE PROGRAM

For more information about upcoming foreman leadership courses, or to find out about bringing an event to your utility, please contact:

Elaine Dixon at  
[elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## FOREMAN LEADERSHIP CERTIFICATE PROGRAM PART 1

### Who Should Attend:

Foremen and crew leaders.

### Dates and Locations:

[June 25-27, 2019 - Aberdeen, Wash.](#)

[August 13-15, 2019 - Shelton, Wash.](#)

January 7-9, 2020 - Location TBD

November 3-5, 2020 - Anchorage, Alaska

### Course Overview:

This course is part one of a two-part accelerated course and covers most of the modules in the full Foreman Leadership Certificate Program. This program is specifically designed to be taken as two three-day sessions. If you have questions, please contact Elaine Dixon at (360) 816-1445 or [elaine@nwppa.org](mailto:elaine@nwppa.org).

The electric utility industry of the 22nd century will look much different than it does today. With the changes in workforce and new technology comes the need for new technical job skills as well as the skills needed to coach, motivate, and inspire crew members. This course is designed to prepare new and future foremen, crew leaders, and others in supervisory capacities for the challenges of effective leadership in an environment that includes a new generation of workers with different frames of reference toward employers and the workplace. Participants will gain insight into what people respect in leaders and how to develop their own unique leadership style.

**Day one** will focus on what management looks for in a leader; what followers expect; the characteristics of effective leadership; the common pitfalls encountered by leaders; how to develop one's own leadership tools; winning support and overcoming resistance; and how to keep things on track. This program is a must for anyone who needs to know what a leader is and is not.

**Day two** is about transitioning from the worker to the work leader. It is designed to provide participants with an understanding of the dynamics of workplace relationships and strategies for how to better manage those, and improve relationships through an effective delegation of duties, tasks, and responsibilities. Participants will gain insight into the connection between relationships and how motivation through delegation will assist you in reconciling both. We will focus on dealing with employees who allow changed relationships to negatively impact their performance and disrupt the work environment. Techniques of counseling and discipline will be covered. In addition, the session will provide participants, through group discussions and small group activities, with a variety of alternatives, techniques, and action plans for effectively counseling employees and for handling chronic difficult situations.

**Day three** is about building effective problem solving and decision-making skills. How do you know if your crew is performing at its best? Do you see potential for improvement, but you do not know where to start? We will provide you with tools for diagnosing your own team and matching your diagnosis to an intervention technique. Through the use of case studies, class discussion, and interactive sessions, participants will address typical concerns, including identifying, diagnosing, and resolving problems; making optimal decisions; and using relevant documentation to track progress and evaluate results.

# LEADERSHIP FOREMAN LEADERSHIP CERTIFICATE PROGRAM

## FOREMAN LEADERSHIP CERTIFICATE PROGRAM PART 2

### Who Should Attend:

Foremen and crew leaders.

### Dates and Locations:

[July 23-25, 2019 - Aberdeen, Wash.](#)

[December 3-5, 2019 - Roseville, Calif.](#)

[February 25-27, 2020 - Boise, Idaho](#)

March 24-26, 2020 - Shelton, Wash.

December 8-10, 2020 - Anchorage, Alaska

### Course Overview:

This course is part two of a two-part accelerated course and covers most of the modules in the full Foreman Leadership Certificate Program. This program is specifically designed to be taken as two, three-day sessions. If you have questions, please contact Elaine Dixon at (360) 816-1445 or [elaine@nwppa.org](mailto:elaine@nwppa.org).

Being in charge is just not enough. As crew leaders, foremen must build the skills to interact well with other teammates across all functions, work with the public, and represent the service that the utility provides its customers. Being able to resolve conflicts, manage performance and attitude issues, and then build up the team are skills that are no longer nice to have but are now essential in this ever-changing environment.

**Day one** focuses on building effective communication and customer service skills for line crews. To a large extent, the success of a business is based on the people skills of its employees. The purpose of this day is to improve the company's business relationships through the skills of interpersonal communication with internal and external customers. Participants will gain a perspective of service excellence from the customer's point of view when conducting business transactions both in person and via the telephone. Using class discussion and interactive exercises, participants will develop skills for dealing with internal and external customers in a variety of recurring scenarios, including technical support, answering questions, and giving information.

**Day two** provides participants with an understanding of the dynamics of workplace conflicts and strategies of how to better manage those conflicts and improve relationships. Participants will gain insight in to why unresolved conflicts tend to fester and lead to potentially serious consequences, and what they can do about resolving them. We will also focus on dealing with employees that have a negative attitude and solutions for dealing with this problem. The session will provide participants -- through group discussions and small group activities -- with a variety of alternatives, techniques, and action plans for effectively counseling employees and for handling difficult employees and situations.

**Day three** is all about building an effective work group. Almost everything we do in our work is done within the context of a team effort. The difficult part facing the team leader is inspiring individuals to work together toward a common end or goal. This day is designed to assist participants in learning the skills of being an effective team builder, the effectiveness of teamwork, and the importance of being an effective team leader.

# LEADERSHIP LEADERSHIP SKILLS SERIES

For more information about upcoming leadership skills courses, or to find out about bringing an event to your utility, please contact:

Jenny Keesey at  
[jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## LEADERSHIP SKILLS #1: SITUATIONAL LEADERSHIP

### Who Should Attend:

Supervisors, managers, and employees who will be transitioning to a supervisory or managerial role in the future.

### Dates and Locations:

[July 10-11, 2019 - Leavenworth, Wash.](#)

### Course Overview:

This is the first in a series of four sessions leading to a certificate in Leadership Skills from NWPPA; it is also the prerequisite for Leadership Skills Series Session #3: Personalities & Attitudes in the Workplace.

Situational Leadership® II (SLII) is recognized as both a business language and a framework for employee development that transcends cultural, linguistic, and geographical boundaries. Its foundation lies in teaching leaders to diagnose the needs of an individual or a team, and then use the appropriate leadership style to respond to the needs of the person.

Learners will stretch their comfort zone and participate in challenging activities that require them to demonstrate their familiarity with SLII content, and teach them how to integrate material into their own personal leadership style.

### Course Objectives:

- Diagnose the development levels of employees and choose the appropriate leadership style.
- Increase the frequency and quality of conversations about performance and development.
- Create a communication model for all levels of the organization to support cultural change and move toward a high-performance organization.
- Become a flexible leader who is highly skilled at goal setting, coaching, performance evaluation, active listening, feedback, and proactive problem solving.
- Increase individual and organizational accountability by linking goals and planned intentions to an action plan.
- Learn a new language of leadership to partner for maximum productivity and morale.

## LEADERSHIP SKILLS #2: LEADERSHIP CHALLENGES

### Who Should Attend:

Supervisors, managers, and employees who will be transitioning to a supervisory or managerial role in the future.

### Dates and Locations:

[September 18-19, 2019 - Newport, Ore.](#)  
March 3-4, 2020 - Anchorage, Alaska  
[October 21-22, 2020 - Spokane, Wash.](#)

### Course Overview:

This is the second in a series of four sessions leading to a Certificate in Leadership Skills from NWPPA. The frontline leader's role in facilitating performance will be described, along with ways of dealing with challenges such as denial and reluctance to accept accountability.

### Course Objectives:

- Identify five major responsibilities of a manager in working with employees.
- Identify the three types of interpersonal problems.
- Identify and demonstrate the skills used to solve each type of problem, including seven active listening skills, five assertive verbal skills, and a four-step formula for dealing with defensiveness.
- Identify the three styles of communication and three approaches to problem solving.
- Identify the steps in the seven-step problem-solving process.



# LEADERSHIP LEADERSHIP SKILLS SERIES

## LEADERSHIP SKILLS #3: UNDERSTANDING TEMPERAMENT AS AN EFFECTIVE SITUATIONAL LEADER

### Who Should Attend:

People managers with formalized leadership responsibilities for getting work done through others and who have already completed Leadership Skills 1.

### Dates and Locations:

[October 16-17, 2019 - Tacoma, Wash.](#)

### Course Overview:

This is the third in a series of four sessions leading to a Certificate in Leadership Skills from NWPPA. Leadership Skills Session #3 focuses on integrating the Situational Leadership (SLII) model, the Myers-Briggs Type Indicator (MBTI), and temperament to increase leadership effectiveness.

### Day 1:

This session will be focused on a review of SLII and practicing the skills utilizing the “21 Days to Becoming an Effective Situational Leader” as a guide. You will learn 21 steps and practice them to deepen and extend the learning so that it becomes second nature to set SMART goals, diagnose development levels, and use the matching leadership style.

### Course Objectives:

- Learn the 21 habits of an effective leader by reviewing key SLII concepts through the use of simple assignments.
- You will prepare a short overview to explain one of the “days” to classmates.
- Be ready to put the steps into practice in a series of 21 days in order to create them as habits.
- Determine how to incorporate the action required into your tasks for the day.
- Be able get support and reinforcement for your on-the-job application of SLII through partnerships.

### Day 2:

In the Myers-Briggs Type and temperament segment, you will be utilizing tools that, when applied independently, will help leaders improve their effectiveness. This session will integrate the MBTI®, temperament, and SLII®. You will be able to take a more comprehensive inventory of employees’ strengths and blind spots to more accurately diagnose who they are. You will be better equipped to partner with employees to execute an action plan to help employees be more effective.

### Course Objectives:

- Utilize the SLII Model as the organizing framework for individual development.
- Understand a validated and researched model for individual differences using the MBTI type preferences and temperament theory.
- Identify individual strengths and areas for development.
- Address individual needs and communication styles using personality preferences.
- Learn ways to capitalize on individual differences when working together.
- Identify ways to modify leadership style according to temperament needs.
- Apply the lessons in an Action Plan when back on the job.

# LEADERSHIP LEADERSHIP SKILLS SERIES

## LEADERSHIP SKILLS #4: HR BASICS & BUILDING A MORE EFFECTIVE WORKPLACE

### Who Should Attend:

Supervisors, managers, and those employees who will be transitioning to a supervisor or manager role in the near future.

### Dates and Locations:

September 2020 - Location TBD  
April 22-23, 2020 - Spokane, Wash.

### Course Overview:

This is the fourth in a series of four sessions leading to a Certificate in Leadership Skills from NWPPA.

This course is for personnel who wish to obtain an overview and basic working knowledge of employment and labor laws that affect their business. On day one, attendees will cover basic federal laws, issues that commonly arise under these laws, and the significant areas giving rise to litigation in the employment process: hiring, evaluations, discipline, harassment, accommodation, attendance, and discharge. The purpose of day two is to provide participants with a clear understanding of the importance of employee evaluations and the process to follow in preparing for and conducting appraisals.

### Course Objectives:

- Identify various risks and legal responsibilities associated with violence in the workplace.
- Identify the important elements associated with harassment in the workplace.
- Understand the concept of reductions in force.
- Recognize the impact of employing non-U.S. citizens.
- Identify various risks and legal responsibilities impacting employees in supervisory capacities.
- Learn how to better manage discussion difficulties that arise during evaluations.
- Keep the evaluation focused and on track.
- Learn the importance of establishing performance goals for employees.
- Set and conduct follow-up discussions.
- Learn about proper record keeping.

## LEADERSHIP SKILLS #5: SUPERVISING UNION EMPLOYEES

### Who Should Attend:

Operations directors, managers, line superintendents, labor relations professionals, and human resource managers who supervise union employees and deal with stewards and officers of the union. This is an optional course in the Leadership Skill Series.

### Dates and Locations:

[November 18-19, 2020 - Vancouver, Wash.](#)  
May 20-21, 2020 - Richland, Wash.

### Course Overview:

The MARC Union-Labor Relations program increases the skills and confidence of front-line supervisors to serve as management's front-line representatives in dealing with employees, stewards, and officers of the union. Additionally, top-level managers are trained to delegate and support front-line supervisors. The MARC program provides a well-organized format to produce uniform interpretation of the contract, rules, and policies, which reduces inconsistencies in dealing with employees. It also ensures that union procedures with proper documentation are consistently followed in handling grievances, providing job performance counseling, administering disciplinary action, and making job promotion decisions. This two-and-a-half-day course provides supervisors and managers with a set of tools that develops fair and consistent treatment of all employees.

# LEADERSHIP LEADERSHIP SKILLS SERIES

## **LEADERSHIP SKILLS #6: SAFETY LEADERSHIP/SAFETY CULTURE (OPTIONAL SESSION)**

### **Who Should Attend:**

Supervisors, managers, and employees who will be transitioning to a supervisory or managerial role in the future.

### **Dates and Locations:**

This 2-day course is offered onsite at your Utility. Please contact Jenny Keesey at [jenny@nwppa.org](mailto:jenny@nwppa.org) or (360) 816-1458 to schedule this training.

### **Course Overview:**

This class is a highly interactive workshop with minimal lecture and maximum discussion, as well as hands-on exercises and appropriate workbook materials. It will equip key executives and leaders with the important insights, strategies, and tools necessary to achieve zero-incident safety performance within their organizations. They will learn how to build a successful safety culture by instructing:

- How to involve all levels of your organization in visible, active, focused engagement in safety
- How to identify risks and issues that organizational personnel face
- How to integrate safety management principles and processes into the daily operation of the business
- How to create a positive safety culture built upon “catching employees doing things right”
- How to build trust, improve management credibility, and strengthen communications

# LEADERSHIP ASCEND TO LEADERSHIP PROGRAM

For more information about upcoming senior leadership courses, or to find out about bringing an event to your utility, please contact:

Elaine Dixon at  
[elaine@nwppa.org](mailto:elaine@nwppa.org) or (360) 816-1445

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## ASCEND TO LEADERSHIP PROGRAM

### Who Should Attend:

Managers at all levels who wish to enhance their skills, build their toolkit for leadership, and connect with other leaders across the industry. Completion of the Leadership Skills or Foreman Leadership Skills series is highly recommended, but not required, prior to attending the Ascend to Leadership program.

### Dates and Locations:

Varies—See specific dates and locations (following)

### Program Overview:

The Ascend to Leadership program applies an innovative approach by taking a deep dive into developing as a strong leader. This program combines traditional classroom instruction, assessments, and virtual work, along with personalized coaching to create a valuable experience that achieves results. The high level of customized work and coaching focuses on areas of development; each leader will leave the program with a development plan tailored to his or her goals.

Completion of the Leadership Skills Series or Foreman Leadership Certificate Program is highly recommended, but not required, prior to attending the Ascend to Leadership program.

### How it Works:

The Ascend to Leadership Program is comprised of five main components:

- Launch Packet and Hogan Leadership Development Assessment: At-home pre-work.
- Basecamp: First three-day in-person class.
- Toolkit and key action packets: A series of virtual work, such as a leadership assessment, coaching debrief, web discussions, and activity packets, completed virtually over 4-6 months.
- Summit: Second three-day in-person class (this session requires separate registration after completion of Basecamp).
- Individualized coaching session: Here attendees create a development plan to help them achieve their full leadership goals.

Please see the the program outline below, or download the Ascend to Leadership Program now.

[View the brochure](#)

**Note:** The Ascend to Leadership program replaces the Senior Leadership Skills Certificate Program.

### Prerequisite:

Participants must currently have direct reports.

For questions or more information, please contact Elaine Dixon at [Elaine@nwppa.org](mailto:Elaine@nwppa.org) or (360) 816-1445.

# LEADERSHIP ASCEND TO LEADERSHIP

## ASCEND TO LEADERSHIP: BASECAMP

### Who Should Attend:

Managers at all levels who wish to enhance their skills, build their toolkit for leadership, and connect with other leaders across the industry. Completion of the Leadership Skills or Foreman Leadership Skills series is highly recommended, but not required, prior to attending the Ascend to Leadership program.

### Dates and Locations:

[October 1-3, 2019 - Boise, Idaho](#)

## ASCEND TO LEADERSHIP: TOOLKIT AND KEY ACTION PACKETS

### Who Should Attend:

Managers at all levels who wish to enhance their skills, build their toolkit for leadership, and connect with other leaders across the industry. Completion of the Leadership Skills or Foreman Leadership Skills series is highly recommended, but not required, prior to attending the Ascend to Leadership program.

### Dates and Locations:

[Virtual environment](#)

## ASCEND TO LEADERSHIP: SUMMIT

### Who Should Attend:

Managers at all levels who wish to enhance their skills, build their toolkit for leadership, and connect with other leaders across the industry. Completion of the Leadership Skills or Foreman Leadership Skills series is highly recommended, but not required, prior to attending the Ascend to Leadership program.

### Dates and Locations:

[March 2020 - TBD](#)

### Program Overview:

#### BEGINNING THE ASCENT

Participants will begin the program by receiving a launch packet that contains specific details and instructions to guide your way through the program. Participants will also complete the Hogan Leadership Development Assessment, and the results of that assessment will be used during the individualized parts of the program. Participants will then attend a three-day in-person class with colleagues across the West, where a deep dive into the leadership foundation will occur. After the class, participants will be scheduled with a coach to receive an individualized debrief of their Hogan Assessment and begin developing an individualized leadership plan.

### Program Overview:

This section of the Ascend to Leadership program is independent virtual work to be completed after Ascend to Leadership: Basecamp. This portion of the program is included in the Ascend to Leadership: Basecamp fee.

#### TOOLKIT & KEY ACTION PACKETS

Over the next few months, with the help of a learning facilitator, each participant will work on specific key action packets. Each key action virtual packet provides lessons, tools, examples, and step-by-step application instructions. Completion and achievement of each key action packet is tracked and reported. Participants will earn their entrance into the Summit Session by completing a certain number of Key Actions based on their individual leadership plan. During this time, there will also be a series of three web discussions to help connect what was learned at the Basecamp Session with the individualized work in the key action packets.

### Program Overview:

This is the final phase of the Ascend to Leadership program. Registration for this course is available after successful completion of the Ascend to Leadership: Basecamp and Toolkit & Key Action Packets.

#### REACHING THE SUMMIT

For those who have completed the basecamp session and met the requirements of the key action packets, the final step is reaching the summit. In this final three-day class, participants will tie everything together and learn how to apply what was learned. After the second class, all participants will finish with an individualized coaching session, and leave the program with an individualized development plan to help them achieve their full potential as a strong leader.

# OPERATIONS LINEWORKERS

For more information about upcoming lineworker courses, or to find out about bringing an event to your utility, please contact:

Dale Mayuiers at  
[dale@nwppa.org](mailto:dale@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## LINEMAN SKILLS SERIES: AC SYSTEM TROUBLESHOOTING

### Who Should Attend:

Line and other operations personnel, such as metering, service, and engineering, who require understanding of AC theory and how it relates to equipment used to troubleshoot problems.

### Dates and Locations:

[October 23-24, 2019 - Spokane, Wash.](#)

[\\*November 18, 2019 - Anchorage, Alaska](#)

October 6-7, 2020 - Richland, Wash.

### Course Overview:

The course will cover troubleshooting problems and what to look for in single-phase problems; how to fix three-phase problems from wrong voltages and how they occur, to giving alternative solutions to solve the problems; and equipment used to solve problems and how it works electrically. The course will review series and parallel circuits, fault currents, and troubleshooting flow charts. Participants will gain an understanding of single-phase and three-phase problems of all kinds; what causes ferro-resonance; emergency alternatives to field situations; the equipment and troubleshooting and safety hazards that are of concern in shooting three-phase transformer banks, and three-phase capacitor banks.

**Important:** Please bring your safety glasses and gloves to the class.

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019

## LINEMAN SKILLS SERIES: AC TRANSFORMERS, ADVANCED THEORY AND PRACTICAL APPLICATION

### Who Should Attend:

Journeyman linemen, foremen, supervisors, engineers, and those involved in planning, scheduling, and engineering operations for a utility.

### Dates and Locations:

[December 4-5, 2019 - Spokane, Wash.](#)

[\\*November 19, 2019 - Anchorage, Alaska](#)

October 6-7, 2020 - Richland, Wash.

### Course Overview:

This advanced two-day class provides attendees with a journeyman lineman's view of AC transformers. The curriculum includes a combination of electrical theory and hands-on practice. The overall program is to teach students how transformers are used to manage and control the flow of alternating current in electrical distribution systems. Attendees will be provided with an opportunity to work with and arrange transformers in a variety of configurations to achieve specific voltage outputs using hands-on equipment and computer simulation.

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019

# OPERATIONS LINEWORKERS

## LINEMAN SKILLS SERIES: EQUIPOTENTIAL GROUNDING

### Who Should Attend:

Line crew supervisors and managers, crew foremen, linemen, and substation workers.

### Dates and Locations:

[September 12, 2019 - Sacramento, Calif.](#)  
[\\*November 19, 2019 - Anchorage, Alaska](#)  
[March 10, 2020 - Spokane, Wash.](#)

### Course Overview:

This course is designed to help electrical workers understand the importance of and apply critical protective bonding and grounding actions. It will cover the purpose, effects, and uses of bonding and grounding. The class offers in-depth instructions and materials complete with individual exercises and hands-on simulation exercises.

### Course Topics:

- Definitions, purposes, and goals of bonding and grounding
- How circuits can become energized and sources of energization
- Impact of current flow and resistance to the human body
- Grounding cable use and resistance in single- and multi-phase applications
- Proper installation, care, and maintenance of ground cables
- Voltage gradients
- Step, touch, and transfer touch potential
- Establishing an equipotential zone
- Installation of cluster bars
- Five to stay alive
- Electromagnetic and electrostatic induction
- Substation ground grids
- Worksite grounding, including vehicles and equipment in the work area
- Transferred potential rise and substations
- Protective grounding circuit
- Federal OSHA grounding requirements
- Examples of incidents and accidents

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019

## LINEMAN SKILLS SERIES: LINEMAN RIGGING

### Who Should Attend:

Linemen and line crew foremen.

### Dates and Locations:

[September 11, 2019 - Sacramento, Calif.](#)  
[\\*November 18, 2019 - Anchorage, Alaska](#)  
[March 11, 2020 - Spokane, Wash.](#)

### Course Overview:

This class will increase the participant's level of knowledge of rigging gear inspection; safe rigging procedures and load control ;and using almost any vertical or horizontal rigging system. Come prepared with your work gloves, hard hats, and suitable clothing and footwear for any hands-on work taught in the class.

### Course Topics:

- Utility load rigging
- Sling tensions
- Blocks and winches
- Winching
- Cross-arm rigging
- Down-guy and dead-ending
- Guy lengths and guy tensions
- Pole compression
- Rigging inspection
- Underground wire pulling

\*Pre-conference course for the NWPPA/APA Alaska Electric Utility Conference, November 20-21, 2019



# OPERATIONS LINEWORKERS

## LINEMAN SKILLS SERIES: PERSONAL PROTECTIVE GROUNDING

### Who Should Attend:

All electrical workers involved in personal protective grounding.

### Dates and Locations:

TBD

### Course Overview:

This course discusses protective grounding theory, emphasizing safety and the range of acceptable currents. It also covers visual inspection of grounding systems (mats, connectors, risers, and straps); special considerations and hazards (IEEE Standard 80); and personal protective grounds, including sizing, testing, inspection, maintenance, and use. This class includes hands-on simulation exercises.

## LINEMAN SKILLS SERIES: REGULATORS AND CAPACITORS - POWER QUALITY FOR LINEMEN

### Who Should Attend:

Electrical linemen, line crew foremen, substation personnel, electrical engineers, and all personnel who would benefit from a theoretical and practical knowledge of regulators and capacitors.

### Dates and Locations:

TBD

### Course Overview:

This course is designed to help the student better understand the function, purpose, and application of regulators, and capacitors. The class will review power factor calculations, induction regulators and step regulators. Students will observe the inner workings of a step voltage regulator and applied electrical theory. Students will also learn to work safely with various capacitors in different configurations and connections, while using hands-on demonstrations.

**Important:** Please bring your safety glasses and gloves to the class.

## METERING FOR LINEMEN

### Who Should Attend:

Journeyman linemen and other electrical workers who want a better understanding of revenue metering and the hazards while working with revenue meters for both single-phase and three-phase meters.

### Dates and Locations:

[March 12, 2020 - Spokane, Wash.](#)

### Course Overview:

This course will cover how to recognize various meter types; current transformer (CT) metering; ANSI form numbers for meter selections; safe installation and removal of meters, effects of electricity; proper selection of PPE; and current diversion. Current transformer metering and special hot topics will be discussed as they relate to exposure to metering from a lineman's point of view.

After completing this training, the participant should be able to identify various types of meters and meter bases; install and pull meters safely; select and inspect PPE required when working with meters; perform socket checks; and identify current diversion.

# OPERATIONS SUBSTATION SERIES

For more information about upcoming substation courses, or to find out about bringing an event to your utility, please contact:

Dale Mayuiers at  
[dale@nwppa.org](mailto:dale@nwppa.org) or (360) 816-1448

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## SUBSTATION SERIES: PRINT READING AND ELECTRICAL CIRCUIT TROUBLESHOOTING TECHNIQUES

### Who Should Attend:

Linemen, substation personnel, and distribution engineers who have responsibility for the operation and maintenance of distribution and transmission substations.

### Dates and Locations:

TBD

### Course Overview:

This two-day class is intended to serve as a refresher in substation print reading and be additional training for individuals who are responsible for substation operations and maintenance. Students will demonstrate their knowledge using simple to complex substation drawings in troubleshooting of substations.

### Day One:

Emphasis will be placed on print reading and understanding substation one-line diagrams; three-line diagrams; manufacturers equipment drawings; electrical wiring and interconnect diagrams; and electrical schematics. Students will be working with actual substation drawings and will be required to demonstrate to the instructor their ability to use one-line, three-line, electrical schematics, and interconnection diagrams. There will be individual as well as group exercises demonstrating students' ability to successfully use the various types of drawings.

### Day Two:

Students will build upon the knowledge gained on day one by additional exercises using the various types of substation drawings in solving actual substation equipment problems. On day two, the instructor will introduce actual substation operational issues, and the students will have to solve, by the use of electrical drawings, and explain their steps in resolving various substation operational problems. Students will be expected to participate and work individually and in small groups on both days of the training. At the end of day two, students will be expected to participate in a final exam demonstrating the knowledge gained with this training.

**Note:** Students are asked to turn off cell phones during class.

## SUBSTATION SERIES: SUBSTATION BATTERY MAINTENANCE AND TESTING

### Who Should Attend:

Line and substation personnel, as well as engineers who are responsible for distribution and transmission substations.

### Dates and Locations:

TBD

### Course Overview:

This one-day class is intended to provide an overview of the latest industry techniques in substation battery and battery charger specification, maintenance, and testing. Discussion will take place on the latest IEEE and NERC testing standards.

### Course Topics:

- Vented/flooded lead acid batteries
- Sealed maintenance/valve-regulated lead acid (VRLA)
- Nickel cadmium (NI-CD) batteries
- Battery chargers
- Battery test equipment
- Battery inspection and testing
- Review of test results
- IEEE and NERC testing standards

# OPERATIONS SUBSTATION SERIES

## SUBSTATION SERIES: POWER SYSTEMS 103—RELAY COMMISSIONING 1

### Who Should Attend:

Field technicians; new protection and control engineers; and other utility staff that would benefit from increased knowledge about field testing.

### Dates and Locations:

TBD

### Course Overview:

This is an intense four-day class that is geared toward answering fundamental questions about field commissioning of protection and control equipment.

### Course Objectives:

- Introduction to power systems and protective relaying
- Technical tools:
- Instrument transformers:
- Relay design and basic elements:
- Control circuits:
- Transformer protection and control:
- Maintaining relay systems:
- Analyzing relay events:
- Commissioning tests; safety, manual and automatic testing of CTs and relays:
- Commissioning tests; testing circuits, wiring and functional tests:
- Commissioning tests; in service readings:
- Commissioning tests; commissioning numerical relays:
- Commissioning; project management:
- Testing power line carrier:
- Redundant systems:

### Course Requirements:

In order to gain the maximum benefits from this course, each student should have a power systems background.

Each student must bring a trigonometric functions calculator to the class or a scientific calculator application on their smart phone.

## SUBSTATION SERIES: SUBSTATION OVERVIEW & INSPECTIONS

### Who Should Attend:

Line and substation personnel, distribution engineers, and supervisors who have responsibility for transmission and distribution substations.

### Dates and Locations:

TBD

### Course Overview:

This one-day class will provide an overview of substations, inspection practices, substation equipment, basic print reading, protective relaying, substation metering, specific equipment inspection practices, equipment troubleshooting, and documentation. The class will also include a tour of a substation where you will review the areas covered in the class and review what you have learned regarding substation inspection. Other topics that will be covered include:

- Types of substations and the purpose of each type
- Substation civil equipment, fences, structures, equipment grounding, gates, and yard lights
- Purpose and requirement of substation log books
- Substation power transformers, load tap changers, and protective devices (theory and operation)
- Oil containment and oil testing
- Circuit switchers, breakers (oil, air, vacuum, SF6), three-phase regulators, and single-phase regulators (theory and operation)
- Substation batteries and chargers
- Current and potential transformers
- Substation capacitors

### Mandatory PPE for the Substation Tour:

As part of this course, you will tour an energized substation. Required personal protective equipment includes a fire-rated outer garment, hard hat, safety glasses, and sturdy shoes for walking on uneven and rough surfaces. FR clothing of a minimum of 5 calories is required for top and pants.

# OPERATIONS SUBSTATION SERIES

## **SUBSTATION SERIES: SUBSTATION TRANSFORMERS & LTC DIAGNOSTICS**

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### **Who Should Attend:**

Line and substation personnel, as well as engineers who have responsibility for distribution and transmission substations.

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### **Dates and Locations:**

TBD

### **Course Overview:**

This one-day class is intended to provide an overview of the latest industry techniques in substation transformer and single-phase/three-phase load tap changer (LTC) maintenance. The implementation of simple, cost-effective predictive maintenance techniques will be emphasized.

### **Course Topics:**

- Equipment oil sampling: correct oil sampling technique, and understanding and interpretation of oil test results. Review of portable testing devices.
- Infrared thermography: basic theory, application, and interpretation as applicable to substation equipment.
- Other techniques include acoustic surveys, headspace gas analysis, basic review of online monitoring systems, and other condition assessment techniques.

# OPERATIONS SUPPLY CHAIN

For more information about upcoming supply chain courses, or to find out about bringing an event to your utility, please contact:

Taryn Johnson at  
[taryn@nwppa.org](mailto:taryn@nwppa.org) or (360) 816-1446

Want more?

Please see pages 4 through 11 for additional conferences, workshops, meetings and events.

## UTILITY WAREHOUSING FROM A TO Z

### Who Should Attend:

Warehouse and materials management professionals.

### Dates and Locations:

[March 24-26, 2020 - Wenatchee, Wash.](#)

### Course Overview:

Day One: Introduction to Utility Warehousing

The first day is designed to provide individuals with a thorough overview of the logistics and warehousing functions. The course will address the physical and documentation aspects of the processes, including a more specific review of the materials storage, distribution, handling, and receiving process. Also incorporated are overviews of effectively dealing with everyday operations and other stakeholders.

Day Two: Receiving, Shipping, Returns, and Inventory Operations

The second day is designed to provide participants with a working knowledge of the warehouse receiving, shipping, returns, safety, and inventory operations and organization. The course will address the physical aspects and documentation of the processes. Attendees will tour a member warehousing facility to see hands-on application of industry benchmark operations.

Day Three: Inventory Management, Automation, and Supervision

The third day is designed to provide participants with a working knowledge of warehouse inventory management, inventory control, inventory audits, remediation, and warehouse automation. A warehouse improvement case study will be presented and discussed. In addition, the course includes a session on understanding and relating to warehouse management, personal leadership, and supervision requirements.

# PERSONAL DEVELOPMENT AND EVENT PLANNER

## 2020 PERSONAL DEVELOPMENT PLAN

### Key development goals:

1. \_\_\_\_\_  
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2. \_\_\_\_\_  
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3. \_\_\_\_\_  
\_\_\_\_\_

### Actions needed for development:

1. \_\_\_\_\_  
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2. \_\_\_\_\_  
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3. \_\_\_\_\_  
\_\_\_\_\_

### NWPPA classes and events to support development goals and action plan:

Date	Event Name	Page #	Location	Notes

# PERSONAL DEVELOPMENT AND EVENT PLANNER

## 2020 PERSONAL DEVELOPMENT PLAN

### Key development goals:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
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3. \_\_\_\_\_  
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### Actions needed for development:

1. \_\_\_\_\_  
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2. \_\_\_\_\_  
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3. \_\_\_\_\_  
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### NWPPA classes and events to support development goals and action plan:

Date	Event Name	Page #	Location	Notes



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