2021
TRAINING AND EVENT CATALOG

NORTHWEST PUBLIC POWER ASSOCIATION
LEARNING AND WORKFORCE DEVELOPMENT
TEAM PURPOSE

NWPPA exists to enhance the success of its members through education, training, public information, governmental relations and value-added services.

The Learning and Workforce Development (LWD) team helps fulfill that mission by providing high quality education programs including training courses, networking opportunities, in-house events, and trade conferences.

The primary objective of the LWD team is to empower NWPPA members to thrive and grow in their careers. We accomplish this mission through the following:

- Member-centric focus: Our members and their success drives everything we do.
- High quality education programs: We strive to be the premier education provider in the public power industry.
- Engaging and knowledgeable instructors: We partner with experienced instructors to provide the most relevant and engaging programs in the industry.
- Networking opportunities: We recognize how critical it is to connect our members with the opportunity to share best practices, challenges, and solutions.
- Strategic Partnerships: We partner with key members in the NWPPA community to ensure that our programs are relevant, timely, and engaging.

Your LWD team (Jenny Keesey, Roy Cevallos, Yara Amberson, Alyssa Shoaf) and the entire staff at NWPPA work together to bring the highest-quality, most 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,
Your NWPPA Learning and Workforce Development Team

NOTES:

This catalog is updated regularly. For the most current event information, for more information, or to register for an event, please visit www.nwppa.org.

Courses marked with this logo are eligible for credit towards your SHRM recertification while gaining valuable communication and people-skills you can apply toward your job in human resources or human resource management.

Courses marked with this logo qualify for credit toward a certificate program. The NWPPA Certificate Program Guide (www.nwppa.org/certificate-program) contains information about the different certificate options and program requirements.

The Northwest Public Power Association is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its web site: www.nasbaregistry.org.

Courses marked with these logos may be eligible for credit towards NRECA Credentialed Cooperative Director Program.
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CONFERENCES AND WORKSHOPS

3 C’s CONFERENCE: CUSTOMER SERVICE, CREDIT, AND COLLECTIONS

Who Should Attend:
Customer service, credit, and collections managers, supervisors, and employees.

Dates and Locations:
TBD 2021

Conference Overview:
Throughout this year’s conference you will hear subject matter experts and utility members share their knowledge and experience on current key issues in the customer service, credit, and collections arenas.

Please visit www.nwppa.org for additional information, or contact Roy Cevallos at roy@nwppa.org or (360) 816-1446.

ACCOUNTING & FINANCE CONFERENCE

Who Should Attend:
Chief financial officers, general managers, all levels of accounting staff, and utility employees who work closely with the accounting department.

Dates and Locations:
June 16-17, 2021 - Online

Note:
After a challenging year with the pandemic, we all could use a chance to get together and reconnect. Thankfully, you can do just that at NWPPA’s Accounting and Finance Conference on June 16 and 17. Don’t miss the chance to join your colleagues and share the good, the bad, and the ugly of last year. In addition to invaluable networking opportunities, you’ll learn from industry experts about the latest hot topics, such as updates on financial planning and time-of-use programs, and be able to use those new skills on the job at your utility. Plus, best-selling author Dr. Jermaine Davis will wrap up the virtual two-day event with sound advice on how to lead the way for positive change. It’s an Accounting and Finance Conference you do not want to miss, so save the date and we will see you there!

Please visit www.nwppa.org for additional information, or contact Yara Amberson at yara@nwppa.org or (360) 816-1445.

ADMINISTRATIVE PROFESSIONALS CONFERENCE

Who Should Attend:
Administrative assistants, executive assistants, and clerks to the board.

Dates and Locations:
TBD 2021

Note:
Throughout the workshop, which is made up of hands-on sessions, attendees will hear from a wide range of presenters who will share their knowledge and experiences.

Please visit www.nwppa.org for additional information, or contact Roy Cevallos at roy@nwppa.org or (360) 816-1446.
CONFERENCES AND WORKSHOPS

**AVIAN PROTECTION WORKSHOP: PROTECTING UTILITIES AND CUSTOMERS BY PROTECTING BIRDS**

**Who Should Attend:** Managers and staff responsible for or assisting with avian protection programs.

**Dates and Locations:**
July 14-August 4, 2021 - Online

**AVIAN PROTECTION WORKSHOP Overview:**
Avian protection is a key component to many aspects of operating a utility. From wildfire mitigation to regulatory compliance, understanding avian protection is critical. This 4-part webinar will use case studies, and the instructor’s years of experience to help attendees support their utilities long term and short term avian-related projects and planning. The webinars will focus on accepted methodologies and common approaches and introduce a broad array of products used to mitigate interactions and an assessment of their advantages and disadvantages.

Please visit [www.nwppa.org](http://www.nwppa.org) for additional information, or contact Roy Cevallos at roy@nwppa.org or (360) 816-1446.

**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 27-29, 2021 - Online

**ENGINEERING & OPERATIONS CONFERENCE Overview:**
Join us April 27-29 for a packed agenda of speakers, technical presentations, demos, and of course, giveaways! This informative three-part program will extend far beyond the conference, as everyone who registers will have access to all available recorded content after the conference ends.

Please visit [www.nwppa.org](http://www.nwppa.org) for additional information, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458.

**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:**
October 25-28, 2021 - Boise, ID

**IT CONFERENCE Overview:** Come to NWPPA’s IT Conference for a chance to reconnect and network with your peers (in person)! During the conference you will have the opportunity to discuss how the pandemic affected your utility, share your solutions in meeting those challenges, and learn how other utilities overcame their challenges as well. You will also learn from industry experts about NERC CIP, cloud migrations, and several other hot topics. Author of The Power of Understanding People, Dave Mitchell, will close out the conference by looking at the importance of lasting professional relationships and how to cultivate them.

Please visit [www.nwppa.org](http://www.nwppa.org) for additional information, or contact Yara Amberson at yara@nwppa.org or (360) 816-1445.
CONFERENCES AND WORKSHOPS

NORTHWEST INNOVATIONS IN COMMUNICATIONS (NIC) CONFERENCE

Who Should Attend:
Communications, marketing, and public relations employees, as well as any employee and board member with an interest in these areas.

Dates and Locations:
October 11-14, 2021 - Portland, OR

Conference Overview:
The Northwest Innovations in Communications (NIC) Conference is designed with public power communicators in mind. This year the NIC returns in person to Build Bridges and Break Barriers in the Bridge City. Keynote speakers will help you build those bridges and break the barriers with general sessions addressing changing media relations, diversity/equity, inclusion, communicating energy services, crisis communications, and more. Breakout sessions will dig deeper into more specialized topics such as social media, internal communications, video, customer/member engagement, podcasts, website design, and more. Roundtable sessions will provide a perfect opportunity to share ideas and innovative solutions face to face with your peers. New this year: NIC Talks! Five mini-sessions in 75 minutes. Plus, you will get to vote for your favorite photos at the Welcome Reception on Monday evening and celebrate Excellence in Communications winners at the award banquet on Wednesday evening.

Please visit www.nwppa.org for additional information, or contact Roy Cevallos at roy@nwppa.org or (360) 816-1446.

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:
September 7-9, 2021 - Kennewick, WA

Conference Overview:
Please join us in person in Kennewick, Wash., September 7-9, for our Annual Conference. This will be your opportunity to learn and reconnect with peers and other leaders. It will also be a time to celebrate together by honoring extraordinary colleagues at the awards presentation. Details coming soon!

Please visit www.nwppa.org for additional information, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458.

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:
October 26-28, 2021 - 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 www.nwppa.org for additional information, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458.
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:
TBD

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 Roy Cevallos at roy@nwppa.org for additional information about this interest group.

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:
TBD

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 Jenny Keesey at jenny@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:
TBD

Meeting Overview:
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 Jenny Keesey at jenny@nwppa.org. Questions and topics will be compiled and provided at the meeting.
INTEREST GROUPS

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:
TBD

Meeting Overview:
Join us for another meeting of the Oregon Utilities Records Group. We will discuss various records management issues pertaining to Oregon records law. Please contact Yara Amberson at yara@nwppa.org for additional information about this interest group.

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:
TBD

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. Please contact Yara Amberson at yara@nwppa.org for additional information about this interest group.
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 nwppa@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.

**ROY CEVALLOS**
Learning Program Manager  
(360) 816-1446  
roy@nwppa.org

- Administrative Professionals Basecamp Group
- Customer Service, Credit Collections Listserve
- Environmental Task Force Basecamp Group

**YARA AMBERSON**
Learning Program Manager  
(360) 816-1445  
yara@nwppa.org

- Oregon Utilities Records Management Group
- Washington Utilities Records Management Group
- Lineworker Roundtable
- Information Technology Listserv
- Supply Chain Management
- Human Resources Listserv
# ALL EMPLOYEES

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:
Roy Cevallos at roy@nwppa.org or (360) 816-1446

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## PROJECT PLANNING, ORGANIZATION, AND EXECUTION

**Who Should Attend:**
Any employee responsible for organizing and/or managing projects.

**Dates and Locations:**
September 29-30, 2021 - Bend, OR

**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. This two-day course 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 course 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 course will wrap up with a review of what needs to take place to close the project.

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## CUSTOMER RELATIONS: BUILDING RAPPORT

**Who Should Attend:**
All employees who want to improve their internal and external customer relationships.

**Dates and Locations:**
TBD

**Course Overview:**
This two-day course focuses on building the knowledge, attitudes, and skills necessary to deliver outstanding customer service with both internal and external customers. Topics covered include public relations, effective listening, rapport-building strategies, conflict resolution, effective communication tools, and stress management. Participants will learn how to handle potentially unproductive interactions and how to create positive experiences for both internal and external customers.

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## EFFECTIVE REMOTE MEETINGS

**Who Should Attend:**
Anyone who wants to increase their effectiveness in remote meetings.

**Dates and Locations:**
January 14, 2021 - Online

**Course Overview:**
Virtual meetings are a fact of life for remote teams, and a new reality for a lot of us. Even though they present unique challenges, they can be successful and productive if we know what to do. This 90-minute live virtual training will help you understand the difference between regular meetings and remote meetings; it will also prepare you to overcome unique challenges and make virtual meetings work whether you are an attendee or a meeting leader.
ALL EMPLOYEES

ELECTRIC DISTRIBUTION SYSTEMS

Who Should Attend:
Engineers, lineworkers, 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:
TBD

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.

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:
July 13-14, 2021 - Online

Course Overview:
This popular two-part 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.
ELECTRIC UTILITY BUSINESS FUNDAMENTALS WEBINAR SERIES

Who Should Attend:
New employees (we recommend at least six months at the utility before attending), experienced employees, utility commissioners, and board members who want to expand their understanding of how a utility business works.

Dates and Locations:
February 2-23, 2021 - Online

Series Overview:
The Electric Utility Business Fundamentals webinar series is comprised of six interactive webinars and one chat session where participants learn more about the history of the electric utility sector, the business operations, the region in which it operates, emerging trends facing the utility, and the key financial, market, and regulatory drivers that impact its operations and customers. The webinar classes are designed to engage participants and facilitate an exchange of ideas with industry peers at other organizations.

INTRO TO THE ELECTRIC UTILITY BUSINESS MODEL
February 2, 2021

Webinar Overview:
This initial class will set a context for changes in the industry by explaining the history and development of electric utilities in the region. It will also provide an overview of internal departments and operational areas of the utility, as well as introduce participants to different types of generation technologies that electric utilities (or their energy providers) use to produce energy.

Activity: What makes your utility special? Define what differentiates the community-owned utility from other businesses and demonstrate the value of a community-owned utility.

BALANCING LOAD AND RESOURCES
February 4, 2021

Webinar Overview:
The second class will increase your regional industry knowledge through a look at the transmission grid, the hydro system, and the natural gas infrastructure in the western region. It will also introduce the multiple factors that utilities consider in resource planning to meet future load given regulation and declining renewable costs.

Activity: Consideration of the challenges to long-term resource planning. This will include load forecasting issues and non-financial considerations of different generating resources.

EXTERNAL FACTORS IMPACTING THE UTILITY
February 9, 2021

Webinar Overview:
The third class will introduce you to the myriad of federal and state regulations that utilities face. It will also explore major events outside the control of the utility on the utility operations and its customers, and review how the utility plans for these. It will build upon your knowledge from the first two classes in order to more deeply explore the impacts of emerging trends on the utility.

Activity: Exploration of ways in which utilities may need to change to respond to emerging trends.

continued...
## ALL EMPLOYEES

### MANAGING THE DOLLARS

**February 11, 2021**

**Webinar Overview:**
The fourth class will de-mystify utility finance and provide an overview on how the utility manages finances to deliver on its mission to its customers. Attendees will learn what financial statements tell you about the utility’s financial position and review how the utility accesses capital to invest in its system to serve customers. You will also learn about the role of policy makers, utility budgeting, and funding investment through debt.

**Activity:** Review a rating agency’s report to identify investment considerations in the utility sector.

### INTRODUCTION TO RATE MAKING

**February 16, 2021**

**Webinar Overview:**
The fifth class will describe the multiple factors that the utility must balance when it sets rates, explain how to balance competing interests when setting rates, and outline the large number of tariffs available for single-product electricity.

**Activity:** Dissect different perspectives of rate design to understand different perspectives of the utility and customer groups.

### KEY STAKEHOLDERS: CUSTOMERS AND WORKFORCE

**February 17, 2021**

**Webinar Overview:**
The sixth class will introduce the challenges and opportunities of engaging with today’s utility customers; review how safety and security touch all areas of the utility’s internal and external communities; look at how industry changes may shape the utility workforce of the future; and discuss workforce planning.

**Activity:** Brainstorm about how utilities can better engage with customers and employees, and review ideas for how utilities can strengthen their relationship with these key stakeholders.

### ELECTRIC UTILITY BUSINESS FUNDAMENTALS WEBINAR SERIES CHAT SESSION

**February 23, 2021**

**Webinar Overview:**
After the completion of the series, participants will receive an invitation to a scheduled chat room session where the instructor will host a discussion of follow-up questions and issues based upon the content of the prior six classes.
MICROSOFT OFFICE ESSENTIALS WEBINAR SERIES

Who Should Attend:
Any users of Microsoft Office products who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
January 21-June 22, 2021 - Online

M365 - THE MYSTERIOUS APPS

Who Should Attend:
Any users of Microsoft Teams or Office 365 who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
January 21, 2021 - Online

EXCEL ESSENTIALS

Who Should Attend:
Any users of Microsoft Excel who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
January 26-27, 2021 - Online

POWERPOINT FOR PRESENTERS

Who Should Attend:
Any users of Microsoft PowerPoint who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
February 16-17, 2021 - Online

Series Overview:
Get acquainted with, or brush up on, skills in, many applications of Microsoft Office and Office 365. Intimate class sizes will contribute to the ability to work with an expert who can provide you with tips and tricks applicable to your daily job functions. Webinars can be taken individually or as an entire series. By registering for the full series, you will receive all 14 webinars at a discounted price. A quick-reference guide, highlighting the content, tips, and tricks, will be provided with each course.

Webinar Overview:
In this interactive and informative webinar, we will examine four M365 tools (Power Automate, Forms, Lists, and Delve) that don’t get a lot of attention but are extremely useful. Learn how to harness the power of these tools and understand how they can work together with other Microsoft 365 tools to increase your productivity.

Webinar Overview:
In this two-part course, you will learn required Excel skills, such as understanding the terminology; the uses of Excel; how to enter and manipulate data; how to manage the spreadsheet layout, cell formats, and tabs; and how to set up a sheet for printing.

Webinar Overview:
In this two-part course, you will learn required Excel skills, such as understanding the terminology; the uses of Excel; how to enter and manipulate data; how to manage the spreadsheet layout, cell formats, and tabs; and how to set up a sheet for printing.

Webinar Overview:
You may have been using PowerPoint for years, but instructor Neal Otto wants to refresh your view of this powerful and essential tool. In this two-part course, you will learn how to create dynamic, engaging PowerPoint presentations by considering your audience and defining the purpose of your presentation. You will learn the basics of choosing themes, working with slides, bullet lists, outline view, spellcheck, and adding and working with graphics. You will also learn how to set up printouts and the tricks of running slide shows.

continued...
**ALL EMPLOYEES**

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**MICROSOFT TEAMS ESSENTIALS**

Who Should Attend:
Any users of Microsoft Teams who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
February 24, 2021 - Online

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**EXCEL CALCULATIONS AND CHARTS**

Who Should Attend:
Any users of Microsoft Excel who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
March 2-3, 2021 - Online

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**FIND STUFF FAST**

Who Should Attend:
Any users of Microsoft Office products who would like to enhance their skills, learn expert tips, and find digital information quickly.

Dates and Locations:
March 18, 2021 - Online

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**M365 - WHEN TO USE WHAT?**

Who Should Attend:
Any users of Microsoft Office or Microsoft Office 365 who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
March 30, 2021 - Online

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Webinar Overview:
Communicating and collaborating with Microsoft Teams is critical, especially as many are working remotely. In this course, you will utilize the power of Microsoft Teams to collaborate internally on projects and discussions.

Webinar Overview:
During this two-part webinar, you will learn the fundamentals of using Excel to perform calculations and create charts, such as the different methods to perform calculations, how to display and read existing formulas, and how to create dynamic charts for effective visual data presentation.

Webinar Overview:
Did you know that over 30% of our time is spent looking? Want to spend less time looking and more time doing? This course will help you find digital information quickly using a variety of tools and views. You will learn to use the built-in and custom tools and views in Windows and Office to find data like never before.

Webinar Overview:
OneDrive, SharePoint, Teams, Outlook, and OneNote. When do you use what?
With the many collaboration tools available in Microsoft 365, users often become confused by what tool to use and when to use it. Many useful tools are misused, and some stay unused, bringing no value to the organization. In this course, you will explore the many tools available in today's Office and start to develop best practices of when to use which tool individually and within your team.

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continued...
**ALL EMPLOYEES**

**MICROSOFT PLANNER ESSENTIALS**

Who Should Attend:
Any users of Microsoft Planner who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
April 8, 2021 - Online

Webinar Overview:
Are you looking for a tool that will help you with projects? Microsoft Planner can help! In this hands-on course, you will learn how to utilize Microsoft Planner to create a simple project plan consisting of tasks, assignments, start/due dates, and documents.

**OUTLOOK CALENDARING BEST PRACTICES**

Who Should Attend:
Any users of Microsoft Outlook who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
April 14, 2021 - Online

Webinar Overview:
You use Outlook every day, and probably have for years. But many people do not unleash the full power of the Outlook Calendar. Become an Outlook Calendar power user by learning a variety of techniques for keeping an up-to-date and flexible calendar. You will also learn to view other people’s calendars to provide needed information. Unlock new levels of efficiency that can increase your productivity and effectiveness.

**WORD FOR CONTRACTS, PROCEDURES, AND MANUALS**

Who Should Attend:
Any users of Microsoft Word who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
April 21-22, 2021 - Online

Webinar Overview:
In this two-part course, develop a mastery of your Word documents by learning advanced selection techniques, how to create and use styles; how to use the navigation pane and outline view; how to automatically create a table of contents; and how to work efficiently with headers and footers.

**EXCEL DATABASE/LIST MANAGEMENT**

Who Should Attend:
Any users of Microsoft Excel who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

Dates and Locations:
May 11-12, 2021 - Online

Webinar Overview:
In this two-part webinar, learn the power of Excel as a database. Topics include database terminology, outlining and doing data subtotals, and more.

continued...
ALL EMPLOYEES

**EXCEL - GET AND TRANSFORM**

**Who Should Attend:**
Any experienced users of Microsoft Excel who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties. (We suggest you complete Neal Otto’s foundational Excel courses first, but it is not a prerequisite.)

**Dates and Locations:**
May 25-26, 2021 - Online

**Webinar Overview:**
This two-part course is for experienced Excel users who spend too much time manipulating data into the right format before they even begin to analyze it month after month or week after week or day after day. Get and Transform (aka Power Query) can perform repetitive data cleaning such as deleting rows and columns, merging data from various data sources, and fixing layout issues without macros or VBA. Data source examples used in this class include Excel, CSV, and text, but the concepts taught can be applied to many different sources. Once Get and Transform is set up, simply click the Refresh button. You’ll save hours!

**EXCEL CONDITIONAL FORMATTING**

**Who Should Attend:**
Any users of Microsoft Excel who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

**Dates and Locations:**
June 8, 2021 – Online

**Webinar Overview:**
This deep dive starts with the essentials of Excel’s conditional formatting and then takes off quickly. You will learn to call out interesting data using colors, icons, or data bars.

**TROUBLESHOOTING PROBLEM WORD DOCUMENTS**

**Who Should Attend:**
Any users of Microsoft Word who would like to enhance their skills, learn expert tips, and receive advice to improve performance with their daily duties.

**Dates and Locations:**
June 22, 2021 - Online

**Webinar Overview:**
Cleaning up bad formatting can be a nightmare until you understand how Word works and what tools are available to fix these issues. You are encouraged to bring your own problem documents to class in order to apply the techniques to a real-life document.
ALL EMPLOYEES

PERSONAL DEVELOPMENT SERIES: ADAPT, GROW, AND THRIVE

Who Should Attend:
Anyone wanting to understand the importance of developing a strong personal brand.

Dates and Locations:
February 25 - April 20, 2021

Webinar Overview:
How we think about situations can change from negative to positive, and having a growth mindset sets the stage for creativity and opportunity. Individuals who believe their talents can be developed through hard work, good strategies, and input from others have a growth mindset; these individuals tend to achieve more than those with a more fixed mindset. Having a growth mindset often drives people towards learning and growth opportunities, leading to more success in all aspects of their lives. What’s more, when entire companies embrace a growth mindset, their employees report feeling far more empowered and committed; they also receive far greater organizational support for collaboration and innovation. Learn what a growth mind set is and, more importantly, how to develop one for yourself and encourage others to embrace their own growth mindset.

PERSONAL DEVELOPMENT SERIES: GROWTH MINDSET - A NOT-SO-SECRET TRAIT TO UNLOCK CREATIVITY AND OPPORTUNITY

Who Should Attend:
Anyone wanting to grow their creativity and opportunity.

Dates and Locations:
February 25, 2021 - Online

Webinar Overview:
How we think about situations can change from negative to positive, and having a growth mindset sets the stage for creativity and opportunity. Individuals who believe their talents can be developed through hard work, good strategies, and input from others have a growth mindset; these individuals tend to achieve more than those with a more fixed mindset. Having a growth mindset often drives people towards learning and growth opportunities, leading to more success in all aspects of their lives. What’s more, when entire companies embrace a growth mindset, their employees report feeling far more empowered and committed; they also receive far greater organizational support for collaboration and innovation. Learn what a growth mind set is and, more importantly, how to develop one for yourself and encourage others to embrace their own growth mindset.

PERSONAL DEVELOPMENT SERIES: DEVELOPING A PERSONAL BRAND

Who Should Attend:
Anyone wanting to understand the importance of developing a strong personal brand.

Dates and Locations:
April 20, 2021 - Online

Webinar Overview:
Whether it is intentional or not, we all have a personal brand, so why not cultivate a strong one? Your personal brand speaks to who you are and what others expect from you. Having a strong personal brand is more likely to lead to positive opportunities and outcomes. Embracing what makes you unique and enabling others to view you in a positive light helps build a positive reputation and lasting impact at your organization. What do you want to be known for? This webinar will explain the components of a personal brand, and help you create one that works for you.

PERSONAL DEVELOPMENT SERIES: RESILIENCY - STAYING STRONG IN CHALLENGING

Who Should Attend:
Anyone wanting to better navigate difficulties that arise in all aspects of life.

Dates and Locations:
March 23, 2021 - Online

Webinar Overview:
When a flight attendant instructs passengers to “put your own oxygen mask on before helping others in the event of an emergency,” that is what resiliency is all about. You can better help others when you have first taken care of your own needs. Knowing that life is full of ups and downs and being able to quickly bounce back and dust yourself off during the downtimes is not always easy, but one can learn and practice steps that build resiliency. The need to stay strong, positive, and solution-focused is always important, but more so in these challenging times. This session will focus on practical ways to understand and build your personal resiliency so that you can take on whatever comes your way.

Series Overview:
Personal development is key to a successful career. This three-part series on personal development will help you adapt in challenging times, grow your skills, and thrive in the workplace. You may register for each one separately or for all three at a discounted price.
ALL EMPLOYEES

POSITIVE ATTITUDES = GREAT SERVICE AND A POSITIVE WORKPLACE

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

Dates and Locations:
January 21, 2021 - Online

Course Overview:
In a recent national survey, companies were asked what counts more: employee aptitude (hard skills and technical competencies) or employee attitude (soft skills, including motivation, commitment, and communication)? Nearly 60% of organizations responding ranked attitude as the number one concern. As attitudes deteriorate, so does commitment, loyalty, and, most importantly, performance.

POSITIVELY HANDLING STRESS AND STRESSORS

Who Should Attend:
Anyone who would like to learn valuable tools to help them handle stress.

Dates and Locations:
February 18, 2021 - Online

Course Overview:
Everyone talks about being “stressed out” but how many people really know exactly what stress is and how it really affects them? In this course, Debra Ballard will help you explore stress from all angles: what it really is, what effects it has, where it comes from for the individual, and how we sometimes make ourselves more vulnerable to stress with poor coping skills. While we will never be able to eliminate stress, with a better understanding of it, we can better practice new methods to reduce the effects of stress and navigate it more positively.

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:
2021 - TBD

This course can be offered onsite at your Utility.

Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

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
**PROJECT PLANNING, ORGANIZATION, AND EXECUTION**

Who Should Attend:
Any utility employee responsible for organizing and/or managing projects.

Dates and Locations:
September 29-30, 2021 - Bend, OR

**SURVIVING THE EMOTIONAL ROLLERCOASTER OF CHANGE**

Who Should Attend:
All Employees

Dates and Locations:
July 22, 2021 - Online

**TEAM DYNAMICS**

Who Should Attend:
Anyone who is engaged in team interactions.

Dates and Locations:
February 10-11, 2021 - Online

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**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.

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**Course Overview:**
You are not an ostrich. Sticking your head in the sand and pretending change is not happening will not stop the future. Change is happening all around you whether you like it or not. But rest assured that it is possible to have a great past and a great future.

Change takes many forms in the workplace, and we have all had our share of changes this past year. One thing is for certain: we each view, anticipate, and work through change differently. How change feels depends on how we move through it, and sometimes moving through it is the hardest part. Jennifer Bouman-Steagall knows; she has been there.

Together we will explore the rollercoaster of emotions that we may experience during change, a possible road map for making the journey a little less chaotic and traumatic, and 10 effective strategies to help ease the pain the next time you find yourself moving through difficult change.

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**Course Overview:**
No matter what role you hold, chances are you are part of a team. You may even find yourself participating on different teams within your role, including task forces, project teams, committees, and more. Understanding how teams work and how you can contribute to positive team culture and collaboration can help group undertakings go more smoothly and successfully. This two-part live virtual training will equip you with an understanding of what works in group settings, as well as awareness of the roles they can play for maximizing team performance as a team member or team leader!
ALL EMPLOYEES

PURSUING SIGNIFICANCE WHILE NAVIGATING CRISIS

Who Should Attend:
Anyone striving for personal development.

Dates and Locations:
May 11-20, 2021 - Online

Course Overview:
No one can achieve significance without the help of others. However, human dynamics often breaks down during times of crisis. How does someone pursue significance and make an impact on their work, family, and community when the world around them seems to be falling apart?

Life right now seems harder with every facet of life being challenged with a major shift in logistics, temperament, and paradigms.

In this virtual series, Erick Rheam introduces five principles of achieving success through significance and shares real life stories of how many have successfully navigated the pitfalls of life while making an impact on the world around them. The next step after taking Erick's popular Human Dynamics course is this six-part series delivered with a highly actionable, entertaining and motivational virtual workshop format focused on how a person of significance can master their day-to-day lives to achieve sustained success.

Navigating the trials and obstacles in life requires a methodology that clarifies “what’s next and why” but, also provides a level of predictability that becomes critical when life is unknown and chaotic. Erick will help participants to develop a defined system that clarifies next actions.

Session Descriptions:

**Discover Significance While Navigating a Crisis** (May 11, 2021 from 10-11:30 a.m.)
Everyone desires to live a life of purpose. Yet, life seems to distract and frustrate that journey. This session sets the stage on the principles that a person can apply to help them stay focused and navigate the whirlwind and chaos of life in a way that keeps them on a path towards significance.

**Work Within Your Strengths** (May 12, 2021 from 2-3 p.m.)
Leveraging passion with strengths is the foundation of personal and professional success. The participant is given the permission to focus on their unique set of strengths that will elevate them at work, at home, and in life.

**Work with Clarity and Manage Priorities** (May 13, 2021 from 2-3:30 p.m.)
All success begins and ends with clarity. Without clarity, significance will never be realized. This session teaches the participant how to prioritize the key elements of life and identify their primary purpose that if applied daily, will enhance their chances for breakthrough moments.

**Manage Your Energy** (May 18, 2021 from 2-3 p.m.)
Energy is finite and must be utilized in a way that supports the most important tasks of the day. Erick motivates and teaches the participant the importance of energy management and how to leverage energy properly and focus it on high leverage tasks to make a daily impact.

**Manage Expectations** (May 19, 2021 from 2-3 p.m.)
Expectations are critical and can zap energy if not managed and cared for properly. The participant will achieve clarity on how to properly manage expectations for themselves and others in a way that enhances and edifies human interaction and promotes support from others.

**Assemble the Right Team and Develop a System** (May 20, 2021 from 10 a.m.-Noon)
The sixth class will introduce the challenges and opportunities of engaging with today's utility customers; review how safety and security touch all areas of the utility's internal and external communities; look at how industry changes may shape the utility workforce of the future; and discuss workforce planning.
ALL EMPLOYEES

UNLEASH YOUR INNER SUPERHERO

Who Should Attend:
Anyone interested in personal development.

Dates and Locations:
August 3-5, 2021 - Online

Course Overview:
If you were a superhero, what would you be doing differently in your personal and professional life? Do you know how to overcome your personal kryptonite? Consider the traits of a superhero:

1. They earn the respect of others
2. They are helpful in solving problems
3. They help everyone in need without regard to protected class status
4. They exhibit courage in the face of fear
5. They put the needs of the many (e.g., the organization) above their own self-interests

Don’t look now, but your inner superhero just showed up! Each of us has untapped courage, power, and potential; if only we could give that potential a voice and a mission. Swoop in and join us for this fun and empowering program! Through SWOOP/SWOT analysis and SMART goals, we will explore powerful strategies, tips, and tricks for unleashing your inner superhero to achieve more personal and professional growth. After the two 90-minute sessions, you will then be able to craft your own effective professional development plan. All superheroes welcome!

2021 SMART(ER) GRID SERIES
- ADVANCED METERING INFRASTRUCTURE

Who Should Attend:

Dates and Locations:
May 4, - July 20, 2021 - Online

Course Overview:
This is a four-part webinar series that can be taken as individuals webinars or as a full series. This Defining Smart Grid is elusive. First, no universal implementation template is available. Second, every utility will shape their Smart Grid efforts based on their customer mix, geography, climate, and other factors. Finally, Smart Grid technology is changing rapidly, adding to the challenge of creating a stable Smart Grid definition.

Implementing AMI opens the door to new value opportunities for utilities and their customers. While the upfront cost is high and a significant resource commitment will be required, the long-term value can be substantial. It is up to each utility to understand AMI’s value potential and arrive at their own decision and path forward.

The value streams of AMI can be grouped into multiple distinct but related areas. The value streams include executive education, planning, asset management, engineering, substation and line operations, control system operations, customer experience, and customer programs.
ALL EMPLOYEES

AMI IMPLEMENTATION PLANNING
Who Should Attend:

Dates and Locations:
July 13, 2021 - Online

Course Overview:
After an AMI Strategy is approved and the roadmap is developed, many planning considerations must be addressed as part of the overall process. AMI is, however, a technology that, over time, will ultimately transform an organization. This creates a need to rethink typical utility implementation frameworks and plan differently to decrease risk and enhance value over time.

This Session will provide a clear understanding of how AMI will transform the organization and insights and practical tools that will help prepare the organization to understand and limit the risk that could derail the implementation(s) over time. This session will help participants understand how AMI will holistically impact the organization and change their business unit processes. Specifically, participants will increase their working knowledge and understanding of:

1. A holistic understanding of the “Big Picture” organization planning required for successfully implementing AMI.
2. Insights into how the “Big Picture” us needed to support overall organizational change.
3. How AMI is an “Octopus” and how this metaphor can create a shared perspective and allow people that today may operate in silos to understand and support the AMI Strategy and Roadmap.

POST IMPLEMENTATION AND LOOKING AHEAD
Who Should Attend:

Dates and Locations:
July 20, 2021 - Online

Course Overview:
Whew! The AMI implementation is complete, and people are either using it or considering how it will affect their daily work and responsibilities. There will inevitably be many more programs and projects that continue to enhance the value of the organization’s initial effort over an extended timeframe.

After the initial implementation in place, the next project will need to look at how their systems and business processes tie into the AMI roadmap and look at what changes they need to make to continue a successful AMI journey.

Ensuring that AMI delivers its maximum will require looking back and forward as each phase completes to make sure all the dots are connected and that resources are available that have the capabilities to move these efforts forward. These are activities not usually seen in typical management projects. How organizations adapt to this reality will significantly assist in implementing future AMI projects.

This session will offer practical insights and ideas to support a series of AMI programs & projects representing a continuation of the initial effort. Participants will become familiar with best practice techniques and tools to support future AMI implementation planning efforts based on each successive project effort’s outcomes.

1. Become familiar with best practice techniques to debrief on outcomes of the current project.
2. Hear insights into possible ways of structuring both premortem and post-mortem as part of the AMI roadmap.
3. Gain an understanding of how implementing AMI is different than traditional projects and what additional steps should be considered when executing the AMI roadmap.

continued...
ALL EMPLOYEES

AMI READINESS AND STRATEGY

Who Should Attend:

Dates and Locations:
June 8, 2021 - Online

Course Overview:
The more that organizations understand the AMI process from A-Z and align their thinking and goals, the more effectively they will be able to assess their AMI readiness and develop an actionable AMI strategy. In this session, participants will
1. Be exposed to AMI Readiness tools and metrics.
2. Gain familiarity with crucial components of an AMI Readiness Assessment.
3. Understand approaches to completing a meaningful assessment.
4. Gain a broad understanding of the value and benefits driving AMI decisions.
5. Developing the AMI business case.
6. Aligning and integrating an AMI strategy into the organization's strategy flow.
7. Insights into developing and structuring an actionable AMI strategy.

OVERVIEW OF THE AMI JOURNEY

Who Should Attend:

Dates and Locations:
May 4, 2021 - Online

Course Overview:
Why are utilities talking about AMI? While the answer is not the same for everyone, each utility has a goal to meet evolving customer needs and make future decisions with the customer in mind. Before implementing AMI, it is essential to understand the overall journey and high-level considerations through an organizational lens. This session will provide participants with valuable knowledge, including:
1. An Understanding of AMI Technology from a Non-Technical Perspective
2. How to Assess AMI Organizational Readiness
3. The Process to Develop and Structure an Actionable AMI Strategy
5. Key AMI Post-Implementation Considerations
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:
Yara Amberson at yara@nwppa.org or (360) 816-1445.

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

The Northwest Public Power Association is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

ACCOUNTING, FINANCE, AND RUS/FERC 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:
TBD

Course Overview:
This three-part virtual 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 from "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 the 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)

Recommended CPEs: 7.0
ACCOUNTING AND FINANCE

CFO & SENIOR ACCOUNTANT WEBINAR SERIES

Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand various organizational accounting topics.

Dates and Locations:
January 21-November 18, 2021 - Online

Series Overview:
This is a ten-part series of webinars for CFO’s and Senior Accountants, that will be held January through May, and July through October of 2020. Please see below for individual course descriptions.

BOARD REPORTING

Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand board reporting and metrics.

Dates and Locations:
January 21, 2021 - Online

Webinar Overview:
• Understand which information is critical for governance, high-level analysis, and decision-making
• Analyze internal data, external information, reports, and metrics to identify key components that tell your utility’s financial story
• Create reporting and apply communication techniques that support your utility

Recommended CPEs: 1.5

COMMUNICATING FINANCES THROUGHOUT THE UTILITY

Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand how to communicate the utility’s finances.

Dates and Locations:
February 25, 2021 - Online

Webinar Overview:
• Connect the right financial information to the right end user
• Develop a style of communication and messaging that builds credibility and accountability
• Apply financial results and concepts to appropriate audience to achieve positive results

Recommended CPEs: 1.5

DEPRECIATION - BASICS AND BEYOND

Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to learn more about depreciation.

Dates and Locations:
March 18, 2021 - Online

Webinar Overview:
• Identify and understand the key factors of depreciation: cost, salvage value, useful life, and obsolescence
• Calculate average useful life of assets listed on your balance sheet; estimate impacts of adjusting depreciation methods and useful life
• Respond and adjust to the financial impact of your distribution system’s specific situation
• Compare and discuss modern mapping information to booked quantities and values

Recommended CPEs: 1.5

continued...
ACCOUNTING AND FINANCE

FERC ACCOUNTING
Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand FERC accounting.

Dates and Locations:
April 15, 2021 - Online

Webinar Overview:
• Understand and apply accounting standards of FERC accounting
• Contrast and interpret the application of accounting standards of utility accounting to other businesses
• Synthesize and strategize balance sheet, income statement, and cash flow accounting concepts to affect financial results

COLLECTING REVENUE NEEDED TO SUPPORT THE UTILITY
Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand revenue requirements to support the utility.

Dates and Locations:
May 13, 2021 - Online

Webinar Overview:
• Calculate the revenue needed to support a utility's financial plans, support growth through utility plant, and operating from a point of financial strength
• Build competencies in the areas of revenue requirements, pro forma financial planning, cost of service study, and rate making
• Evaluate and implement best practices for your utility

BALANCE SHEET MANAGEMENT
Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand the utility's balance sheet.

Dates and Locations:
July 15, 2021 - Online

Webinar Overview:
• Compare what is occurring in the balance sheet to budget, forecast, and adjusted for the pandemic
• Estimate impacts, changes in direction, and confidently set the course for the upcoming year and beyond
• Discuss areas of the balance sheet that are difficult to manage and understand

PROCESS IMPROVEMENT
Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand how to combine process improvement models with other utility staff.

Dates and Locations:
August 19, 2021 - Online

Webinar Overview:
• Understand and calculate the impact of process improvement(s) to business operations
• Explain and apply process improvement techniques that will impact processes
• Develop and practice a system and culture of continual improvement
# ACCOUNTING AND FINANCE

## BRINGING FINANCIAL VALUE TO YOUR NON-FINANCIAL TEAMMATES

**Who Should Attend:** CFOs, senior accountants, accounting staff, and finance staff wanting to better understand how to communicate financial value to all utility staff.

**Dates and Locations:** September 16, 2021 - Online

<table>
<thead>
<tr>
<th>Webinar Overview:</th>
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<tbody>
<tr>
<td>• Determine key financial information that will convert to positive financial results when understood by teammates. Practice and utilize examples for application at your utility.</td>
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<tr>
<td>• Create and practice strategies that integrate financial information and business acumen into the culture of your utility</td>
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<td>• Recognize teachable moments of teammates, interpret financial information for the benefit of your members/owners</td>
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**Recommended CPEs:** 1.5

## ACTUAL TO PROPOSED SUBSIDIARY BUSINESS PLANS

**Who Should Attend:** CFOs, senior accountants, accounting staff, and finance staff wanting to better understand subsidiary businesses.

**Dates and Locations:** October 21, 2021 - Online

<table>
<thead>
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<th>Webinar Overview:</th>
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<tr>
<td>• Recognize and analyze financial considerations of diversifying and leveraging your electric business</td>
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<td>• Create business plans to reflect before, during, and after financial scenarios</td>
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<td>• Evaluate external documents for internal application and response</td>
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**Recommended CPEs:** 1.5

## FINANCIAL WORK PLAN MANAGEMENT

**Who Should Attend:** CFOs, senior accountants, accounting staff, and finance staff wanting to better understand work plan management.

**Dates and Locations:** November 18, 2021 - Online

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<th>Webinar Overview:</th>
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<tr>
<td>• Review completed projects, projected new services compared to actual, and cost analysis</td>
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<tr>
<td>• Explain difference between plan and actual, reasons for changes, and future planning</td>
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<tr>
<td>• Report key analytics to various audiences to improve efficiencies in plant investment</td>
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**Recommended CPEs:** 1.5
ACCOUNTING AND FINANCE

ELECTRIC UTILITY FINANCIAL PLANNING: BALANCING UNCERTAINTY IN AN UNCERTAIN WORLD

Who Should Attend:
CFOs, senior accountants, accounting staff, and finance staff wanting to better understand rate setting.

Dates and Locations:
May 12-26, 2021 - Online

Course Overview:
This three-part course is intended to demystify the electric rate-setting process and leave you with a deeper understanding of how to utilize your rates to set up financially sustainable utilities in uncertain times. The course will review high-level concepts and steps involved in a rate study process. You will review key tools and policies available to utilities to ensure stability, equity, and long-term sustainability in rate setting. You will receive an example toolkit to assist with developing a financial forecast and evaluating changes in key financial variables back at your utility.

Recommended CPEs: 9.0

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:
2021 - TBD

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

Recommended CPEs: 9.0

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:
September 21, 2021 - Hood River, OR

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? If employees don’t know the many faces of fraud, how can they identify and report it when they see it?

• Why does fraud occur, and what are the red flags that may be waving in the wind?
• Who is responsible for preventing, finding, or reporting fraud? Your auditors? Management? You? Is ethics a black-and-white or gray area? The answers may surprise you.
• 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.

Recommended CPEs: 6.0
LEARNING THE LANGUAGE OF BASIC FINANCE

Who Should Attend:
Any employee who would like a better understanding of basic financial principles, and those who support or provide information to those in financial roles.

Dates and Locations:
January 26-28, 2021 - Online

Course Overview:
Utility finances are complex, but that should not intimidate us. Understanding basic financial information is crucial to the success of our utility, not just for financial professionals, but for those who support and assist in gathering information, making key decisions, communicating, and executing activities. If you are looking to know the financial essentials without the desire to become the expert, this series is for you!

In this three-part series, we will build a foundation of industry building blocks starting with terminology and a basic background. Adding to our foundation will be the basic financial statements of the balance sheet, operating statement, and cash flow. With the basic financial statement information in place, business acumen components can be added. At the end of this series, you will have a new confidence to add to discussions; better support operational and functional areas of your utility and business plans; and increase your understanding of the financial impacts of decisions being made.

Recommended CPEs: 4.5

UNDERSTANDING THE WORK ORDER SYSTEM

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:
2021 TBD

Course Overview:
Public utilities’ biggest investment is the electric infrastructure assets, including poles, wire, and transformers, needed to deliver electricity. It’s a complex process to take raw materials, labor, and overheads and convert them to our organization’s largest asset. This two-day workshop will provide an overall understanding of the work order system, how the investment gets paid for, and an exploration of numerous components within the work order system.

Recommended CPEs: 11.0
ADMINISTRATIVE PROFESSIONALS

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:
Roy Cevallos at roy@nwppa.org or (360) 816-1446

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

ADMINISTRATIVE PROFESSIONAL SERIES: WHAT EVERY PROFESSIONAL NEEDS TO KNOW: ALL SIX WEBINARS

Who Should Attend:
Administrative assistants, executive assistants, or employees in administrative or service-oriented roles.

Dates and Locations:
2021 - TBD

Series Overview:
This is a series is made up of three two-part webinars that provides utility-specific information for administrative assistants and executive secretaries who want to become more effective in managing their tasks and in communicating with others. Webinars may be taken individually or as a series. By registering for all three webinars, you will receive a discount off of the total registration fee.

Please see below for individual course descriptions.

ADMINISTRATIVE PROFESSIONAL SERIES: BUSINESS COMMUNICATIONS ACROSS PLATFORMS

Webinar Overview:
This one-day course will cover the varied aspects of communication that Admins use daily in their business environment. Topics include effectiveness in listening, verbal and non-verbal communication. Written communication across platforms such as e-mails, memos, letters and minutes will be covered. The ABCs of great communication – Accuracy, Brevity and Clarity – will be stressed along with the importance of professionalism in ALL aspects of communication both inside and outside the organization.

ADMINISTRATIVE PROFESSIONAL SERIES: MAINTAINING POSITIVE WORKING RELATIONSHIPS

Webinar Overview:
Administrative Professionals represent themselves, their bosses and their organizations. To achieve the goals of the organization, positive working relationships between co-workers are a must. This can be difficult at times. This one-day course is designed specifically to help increase cooperative and productivity through teamwork. The importance of recognizing unconscious bias and prejudice while using the diversity of the team to accomplish tasks and meet critical deadlines will be discussed. Strengths and opportunities for improvement will be examined through an analysis of best practices for working with internal customers. Attendees will leave with a plan for continuing or cultivating more positive relationships with others even in challenging situations.
ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONALS SERIES: UNDERSTANDING THE UTILITY BUSINESS

Webinar Overview:
ALL utility employees regardless of position or responsibility need to understand their chosen business. The more they understand the complexity of the electric utility business, the better they can serve and integrate with their co-workers and the end-use consumers and other stakeholders. This one-day course is designed to acquaint these non-technical employees with the basic of electricity and the electric system including generation, transmission and distribution. Special attention will be given to public power and its role in the development of the North American grid. Attendees will leave with a deeper knowledge and greater appreciation of the utility business model. Information on each person's state and region will be provided.

ADMINISTRATIVE PROFESSIONALS SERIES: OPTIMIZING PERFORMANCE IN CHALLENGING TIMES AND SITUATIONS: ALL THREE DAYS

Who Should Attend:
Administrative assistants, executive assistants, and employees in administrative or service-oriented roles.

Course Overview:
This is a three-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 three classes, you will receive a discount off the total registration fee.

Please see below for individual course descriptions.

ADMINISTRATIVE PROFESSIONALS SERIES DAY ONE: POSITIVE ASSERTIVENESS IN THE WORKPLACE

Course Overview:
Administrative professionals are in a position to communicate on behalf of their bosses and to communicate information to their bosses that is necessary for good decision making. This one-day course will reiterate that there is a right and a wrong way for workers to state their case. The right way is in a forthright, positively assertive manner. Attendees will gain insight into how to avoid pitfalls that get in the way of positive communication and how to operate with more confidence. A section on confidently making decisions will also be covered. The result will be employees whose communication and decision-making skills are enhanced.

ADMINISTRATIVE PROFESSIONALS SERIES DAY TWO: MANAGING TIME, CHANGE, AND STRESS

Course Overview:
In today's workplace, employees are experiencing tremendous challenges that pull them in many directions all at once. There are tremendous changes underway in organizational strategies and priorities. Without strategies for better organization, dealing with constant change, and managing stressors and the resulting stress, employees cannot maintain the productivity and quality demanded of them. This course will focus on the important personal skills of flexibility, self-control, self-determination, and stress mitigation. Specific subjects covered will include analyzing how time is spent, controlling time-wasters (such as interruptions and procrastination), and identifying major changes and their response in the past and going forward.

continued...
ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONAL SERIES DAY THREE: RESOLVING CONFLICT IN THE WORKPLACE

Dates and Locations:
2021 - TBD

Course Overview:
Collaboration among co-workers to meet the organization's goals has never been more important. 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. This new way of working also creates new opportunities for conflict making. Resolving conflict is a necessary skill for all workers. This one-day course provides participants with the skills to turn conflict into opportunities to achieve positive results. Attendees will explore their past experiences and habits in dealing with conflicts, learn new ways of thinking about conflict, understand choices they have in conflict, as well as analyzing their individual level of emotional intelligence. They will leave with tips and techniques to keep their emotions in check, to help others go from unreasonable to reasonable, and to have difficult but necessary conversations.

ADMINISTRATIVE PROFESSIONAL SERIES: EXPANDING YOUR ABILITY TO INFLUENCE—ALL THREE DAYS

Who Should Attend:
Administrative assistants, executive assistants, and employees in administrative or service-oriented roles.

Dates and Locations:
March 9-25, 2021 - Online

Course Overview:
This is a three-part 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 three classes, you will receive a discount off the total registration fee.

ADMINISTRATIVE PROFESSIONAL SERIES DAY ONE: USING DIPLOMACY, TACT, AND DISCRETION TO BUILD TRUST

Dates and Locations:
March 9 & 11, 2021 - Online

Course Overview:
Diplomacy, tact, and discretion are all key communication concepts in building a professional image and in building the trust that is necessary in good relationships. Administrative professionals are in positions that include situations with internal and external customers that must be handled diplomatically and tactfully. Their positions also make them privy to information that must be handled with the utmost discretion. In this two-part webinar, the importance of these concepts will be thoroughly examined. Specific examples of situations, phrasing, and ethical dilemmas that call for diplomacy, tact, and discretion will be used during class instruction and role play.

ADMINISTRATIVE PROFESSIONAL SERIES DAY TWO: GETTING SUPPORT FOR YOUR IDEAS

Dates and Locations:
March 16 & 18, 2021 - Online

Course Overview:
This webinar builds specific skills that will help attendees explain and gain support for ideas that may entail difficult, complicated, or unpopular ideas, policies, or changes. Skills will include how to state the purpose and main point of a message; how to present points to aid understanding; 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 new verbal and non-verbal skills to help them organize, prepare, and present their ideas while overcoming their fear of speaking or speaking up.
ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONALS SERIES
DAY THREE: PROFESSIONAL DEVELOPMENT THROUGH SMART GOALS AND SELF-APPRAISALS

Dates and Locations:
March 23 & 25, 2021 - Online

Course Overview:
Employees need a clear view of their role in the organization's success. To do that, they must clearly understand the organization's vision, mission, goals, and objectives. This can only happen when there are mutually agreed upon, straight-forward performance expectations. This two-part webinar introduces the importance of administrative professionals’ professional development through the use of SMART goals that align their development with their manager’s and organization's goals. It provides participants with the skills needed to honestly self-appraise and discuss performance and performance expectations with others in a way that is focused and productive.

CRITICAL CONVERSATIONS FOR ADMINISTRATIVE PROFESSIONALS

Who Should Attend:
Administrative assistants, executive assistants, and employees in administrative or service-oriented roles.

Dates and Locations:
TBD

Webinar Overview:
Administrative professionals and executive assistants have a demanding and essential role at utilities, but you knew that already. They often have interaction and conversations across their entire organization, are sought out for a variety of important projects, and have opportunities to influence the success of the utility. This three-part series aims to help administrative professionals and executive assistants enhance their communication skills and be well equipped to have critical conversations with leadership as well as other colleagues. From understanding the importance of active listening to using assertive verbal skills, you will be ready for your next critical conversation.
COMMUNICATIONS

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact: Roy Cevallos at roy@nwppa.org or (360) 816-1446

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

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BROADBAND PROGRAMS:
WHAT TO EXPECT WHEN YOU'RE CONNECTING

Who Should Attend: Communicators and those responsible for developing a broadband program.

Dates and Locations:
August 5, 2021 - Online

Course Overview:
Are you ready to compete for consumers? With different consumer needs and expectations, broadband marketing is a shift for many public power communicators. Whether you’re starting from scratch or need to strengthen an existing broadband marketing plan, it helps to learn from your public power family. Join our partners from Pioneer Utility Resources for an overview on this exciting way to grow your membership base and connect your community to broadband internet.

Andy Johns and Megan McKoy-Noe will highlight engaging tactics and tried-and-true storytelling approaches to help you:
- Tell Your Story: With a strong strategy for clear communication, enjoy a successful rollout that makes you the hero in your community’s connectivity story.
- Market Your Services: Learn how to balance advertising, public relations, and branding to market your new program.
- Train Your People: Share your purpose, answer common staff questions, and focus on solutions, not sales.

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DEVELOP A PROFESSIONAL TELEPHONE IMAGE

Who Should Attend: Customer-facing employees.

Dates and Locations:
June 16, 2021 - Online

Course Overview:
In this course, you will gain a perspective of service excellence from the customer’s point of view when conducting business transactions via telephone. You will also develop skills for dealing with customers in various recurring scenarios, including service connects, disconnects, technical supports, and billing concerns. The skills learned in this program will help you reduce stress, use transaction time more efficiently, and improve customer satisfaction.

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ENGAGING JOURNALISTS WITH CONFIDENCE

Who Should Attend: Communications and public relations employees, or others that work with journalists.

Dates and Locations:
March 24, 2021 - Online

Course Overview:
When you get a request from a journalist for an interview, do you tremble with fear and anxiety? When a news reporter calls and starts asking questions, do you sometimes feel unprepared? Does your general manager—or any other official at your utility—need help preparing for and conducting media interviews?

Join longtime public relations pro, journalist, and university instructor Lance Robertson for hands-on, interactive instruction and helpful tips for conducting interviews with journalists; preparing for interviews; working directly with the media to effectively convey your utility actions; and preparing your utility’s leaders for interviews. Participants will gain knowledge, tips, techniques, and skills in creating key messages, preparing for and conducting interviews, avoiding media traps or pitfalls, and helping your utility’s execs respond to media inquiries with confidence and without trepidation.
COMMUNICATIONS

PHRASING FOR SUCCESSFUL CONCLUSIONS

Who Should Attend:
Customer-facing employees.

Dates and Locations:
June 23, 2021 - Online

Course Overview:
Communicating effectively with customers can sometimes be like walking on eggshells because of the sensitive nature of some business transactions such as overdue payments or perceived billing errors. This webinar focuses on how you can avoid the most frequent communication gaffes committed by utility personnel, and how you can alter a customer’s negative interpretation with effective phrasing. Emphasis for this program is on proper message construction when dealing with potentially emotional situations.

PUTTING THE PUBLIC IN PUBLIC RELATIONS

Who Should Attend:
Policy makers, managers, communications employees, public relations employees, and customer service representatives.

Dates and Locations:
2021 - TBD

Course Overview:
The workshop is designed to provide hands-on, interactive instruction and concepts for effective engagement with customers and the general public. Following many of the concepts developed by the International Association for Public Participation, workshop attendees will gain a knowledge of the importance of transparent, two-way interactivity with customers when communicating utility issues or topics. Participants will learn about effective techniques to engage the public in ways that are more effective than the standard public hearing or open house.

Attendees will have an opportunity to schedule an individualized session with the instructor on June 10. There is no additional fee for this session.

RED FLAG RULES FOR FRONTLINE 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:
June 10, 2021 - Online

Course Overview:
Perhaps you have been a victim of identity theft yourself, and if so, you understand the pain, stress, and damage it causes. Would it surprise you to learn that utilities are considered an identity theft gateway? The customer accounts your utility maintains and the information your field personnel have access to can be used by would-be thieves to steal the identities of your customers.

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 Red Flag 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.

SEVEN WAYS TO REACH CONSUMERS ONLINE

Who Should Attend:
Communications employees and those responsible for digital advertising.

Dates and Locations:
May 25, 2021 - Online

Course Overview:
In a digital-first world, are your messages reaching your customers and community? Learn how to build an effective advertising strategy for the digital marketplace. We will share tips from Pioneer Utility Resource’s team of cooperative content strategists so that you will not only reach your members, but you will engage them and keep the conversation going.

In this one-hour webinar, Pioneer’s Megan McKoy-Noe will explain how to build an effective digital advertising strategy, including:

1. Search engine marketing
2. Targeted social media advertising campaigns
3. Role of value-driven content (video, eBooks, blogs)
4. Helpful digital marketing tools
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:
2021 - 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 improve his or her communication skills.

Dates and Locations:
February 23 - April 13, 2021 - Online

Webinar Overview:
Effective communication is now more important than ever. Fortunately, this three-part communication series will teach you how to refresh, grow, and expand your communication skills, even in challenging times. You may register for each one separately or for all three at a discounted price.

Please see website for individual course descriptions.

CONECTANDO CON SU CLIENTE: CONNECTING WITH YOUR SPANISH-SPEAKING CUSTOMERS

Who Should Attend:
Customer-facing employees that would like to better communicate with their Spanish-speaking customers.

Dates and Locations:
This course can be offered onsite at your Utility.
Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Webinar Overview:
As communities in the U.S. become increasingly diverse and the Spanish-speaking population grows, organizations in the private and public sectors are looking for ways to better serve and connect with their changing communities.

In this six-part series, participants learn the 100 most commonly used Spanish phrases; identify key terms and phrases most useful to their jobs; collaborate on a job aid/resource for their workplace use; and practice all terms and vocabulary with each other and the instructor. Additionally participants will learn more about working with diverse populations in a culturally competent manner.

At the end of the series, participants will be able to:
- Learn and practice the 100 most commonly used phrases in Spanish
- Communicate using the most relevant Spanish customer service terms for their work
- Identify common customer service scenarios where Spanish would be helpful
- Become familiar with the concept of cultural competence
- Appreciate the business case for working with diverse populations
- Discover freely available practice resources
- Receive and utilize a custom quick-reference job aid created just for them
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:
This course can be offered onsite at your Utility.

Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

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

EFFECTIVE COMMUNICATION FOR CUSTOMER SERVICE

Who Should Attend:
Customer and member service representatives, and anyone that wants to communicate effectively with customers.

Dates and Locations:
This course can be offered onsite at your Utility.

Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview:
With social distancing, office closures, and increased technology usage, effective communication is more important now than ever. Join us for this three-session series to refresh, grow, and expand your communication skills!

Session One: Communication Styles
Have you ever felt challenged communicating with someone? Find yourself asking, “Why don’t they understand me?” Have you put off conversations because they just don’t seem to go anywhere? Then this session is for you! Together we will explore various communication styles, help you identify your own, and provide practical tips for communicating with those who have styles different than your own. You’ll end the class with tips to immediately use at your utility and at home.

Session Two: The Art of a Successful Conversation
Now that you know the basics about communication styles, learn how to utilize them to have a successful conversation every time. This session will also explore listening and empathy as tools for a deeper conversation with better outcomes.

Session Three: Mastering Difficult Conversations
Good conversations are easy, and difficult ones are, well, difficult. While they may never move to easy, they can be easier and more productive. This class will cover the types of difficult conversations you may experience, and provide tactical tips to better manage each one while keeping your cool.

EMOTIONAL INTELLIGENCE FOR CUSTOMER SERVICE SUCCESS

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:
September 2021 - Location TBD

Course Overview:
Emotional intelligence (EI) has been identified as the single driver of professional success in all types of jobs. It plays a particularly crucial role in customer service, especially in the public service sector where customer service is often viewed as social services. We serve members of the community, some of whom may be struggling with mental illness, substance abuse, and other challenges, and this can take a toll on anyone!

Emotional intelligence helps us better connect with customers in order to provide higher quality service, and it helps us manage our own feelings, especially when an interaction starts to go sideways. In this two-part webinar, participants will learn some background on EI, define what it is, and discuss what elements are involved. Participants will examine emotional intelligence within the framework of customer service. They will explore how to deal with potentially difficult people and situations, and how to manage their own emotions to best serve and work with their community.
CUSTOMER AND ENERGY SERVICE

HELPING CUSTOMERS UNDERSTAND ENERGY USAGE AND CONSERVATION MEASURES

Who Should Attend:
Customer and Energy Service and other customer facing roles.

Dates and Locations:
2021 - TBD

Course Overview:
Although electricity is one necessity that Americans cannot do without, many consumers are remarkably uninformed and misinformed on how to understand and control their energy usage and bills, how the utility designs its rates and what to do to make their homes more energy efficient.

Since most Americans take what utilities provide for granted, they do not realize the true value of the reliable service and relatively low cost of electricity. Couple the consumers’ emotions with a basic lack of knowledge and scams perpetrated by companies who falsely advertise the benefits of their products/services and serving these consumers can be challenging.

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:
TBD

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.

OUTAGE COMMUNICATIONS

Who Should Attend:
Employees within the customer service, credit, and collections departments of public power utilities.

Dates and Locations:
This course can be offered onsite at your Utility.

Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview:
Electric utilities depend on their front-line personnel (customer service representatives, receptionists/cashiers, dispatchers, call center employees) to represent them in a professional, efficient manner. These employees are the face and voice of the organization and are many times completely responsible for creating the consumers’ opinion of their utility.

This is never truer than when the utility faces a crisis situation. And, of course, the most common situation is an outage. Today’s consumers are so dependent on the reliable service offered by their utility, that any outage – from a reclosure operating resulting in a blink to a transmission issue resulting in a lengthy outage – upsets them.

The way the front-line personnel respond can impact consumer trust and the perceived integrity of the utility and its leadership, as well as the continued fiscal success of the utility. As a result, all employees must speak with one voice in these situations.

The class will be a combination of instruction, class discussion, and practice sessions featuring a variety of outage scenarios.
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: 2021 - TBD

Course Overview: Perhaps you have been a victim of identity theft yourself, and if so, you understand the pain, stress, and damage it causes. Would it surprise you to learn that utilities are considered an identity theft gateway? The customer accounts your utility maintains and the information your field personnel have access to can be used by would-be thieves to steal the identities of your customers.

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 Red Flag 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.

UNDERSTANDING COLLECTIONS AND DISCONNECTIONS

Who Should Attend: Employees within the customer service, credit, and collections departments of public power utilities.

Dates and Locations: This course can be offered onsite at your Utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

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.

USING EMPATHY TO SUPPORT EMOTIONAL CUSTOMERS

Who Should Attend: Customer/member service employees and other customer-facing roles.

Dates and Locations: 2021 - TBD

Course Overview: Increasingly, utility customer service employees are faced with difficult conversations, often with emotional customers. Learn how to effectively manage intense emotional customer interactions using empathy and viewing conflict from a different point of view. Attendees will leave with a four-step proven method for controlling their own emotions so that they can lead emotionally distraught – even abusive – customers to a more reasonable state of mind. Topics covered include an exploration of the dynamics of emotional behavior, the various patterns of aggressive/assertive behavior, and how to use your voice and word-choice to help defuse tension or hostility.
ENGINEERING

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:
Yara Amberson at yara@nwppa.org or (360) 816-1446.

**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:**
2021 – TBD

**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.

**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.

**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:**
2021 – TBD

**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

**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 lineworkers. The course will not address work rules.

**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:**
2020 - TBD

This course can be offered onsite at your Utility.

Please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458 to schedule this training.
ENGINEERING

NEW ARC FLASH STANDARDS (IEEE 1584)
Who Should Attend:
Electric utility engineering managers, engineers, and others responsible for developing arc flash standards and/or studies for their utility

Dates and Locations:
2021 - TBD
This course can be offered onsite at your Utility.
Please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458 to schedule this training.

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 WEBINAR SERIES: ALL 12 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:
January 12-December 7, 2021 - Online

Series Overview:
The engineering webinar series is comprised of 12 webinars from January through December 2021. 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 12 webinars at a discounted price.

Note: Recordings of each webinar are available to registrants after the live webinar.

FUNDAMENTALS OF GUYS AND ANCHORS FOR OVERHEAD DISTRIBUTION LINES
Dates and Locations:
January 12, 2021 - Online

Webinar Overview:
When a pole is unable to support wind loading and conductor tension, guys and anchors are required. This webinar focuses on the understanding of the forces to be supported by guys and anchors. Further, strength-rating of the guy and anchor assemblies are required with emphasis on NESC requirements. The effect of guys on the strength of assembly will be addressed.

UNIQUE GUYING APPLICATIONS
Dates and Locations:
February 9, 2021 - Online

Webinar Overview:
Most down guy situations are simple, straight-forward applications to support wind loading and conductor tension, but exceptions are inevitable. This webinar addresses guying options to solve problems of insufficient guy leads and space limitations on poles. Specific applications to be addressed are span guys, spread guys, and sidewalk guys.
ENGINEERING

2017 NESC CLEARANCES FROM BUILDINGS

Dates and Locations: March 9, 2021

Webinar Overview:
Many accidental contacts occur near buildings, which is why this webinar addresses the clearances required by NESC Table 234-1 when passing by a building, but not attached to the building. This webinar provides a working understanding of the clearances required over or beside buildings and other structures.

NESC GROUNDING REQUIREMENTS

Dates and Locations: April 13, 2021 - Online

Webinar Overview:
The NESC provides methods and requirements for grounding distribution systems because proper grounding is an important component of safety for line workers and the public. This webinar addresses the safety goals and describes approved methods for effectively grounding the system neutral and other non-current carrying equipment. Different types of grounding electrodes are covered which provide options for achieving a well-grounded system. The rules for grounding guys and insulating guys, including secondary guys and span guys, and the equipment to be grounded are also addressed.

CONNECTING RESIDENTIAL SOLAR AND BATTERIES TO THE GRID

Dates and Locations: May 11, 2021 - Online

Webinar Overview:
More rooftop solar and commercial solar are being installed by consumers to defray their energy bills, and batteries such as the Tesla Powerwalls are gaining in popularity. The course provides a detailed review and application of IEEE Standard 1547 for interconnection of inverter-based systems including solar and batteries. The webinar will focus on residential scale interconnection.

PRODUCT REVIEW OF THREE-PHASE PAD-MOUNTED SWITCHGEAR

Dates and Locations: June 15, 2021 - Online

Webinar Overview:
There are many different manufacturers of pad-mounted switchgear, so this webinar will explore the characteristics of different devices with summaries of capabilities and applications. This will include insulating mediums (air, oil, SF6, solid dielectric), overcurrent protections, automation, and mounting methods.

HOW TO PLACE CAPACITORS ON A DISTRIBUTION SYSTEM

Dates and Locations: July 13, 2021 - Online

Webinar Overview:
This webinar will discuss placing distribution capacitors to maintain an efficiently operating distribution system. Issues addressed will include defining var flows and their impact on the distribution system; placement of capacitors and that it must consider daily and seasonal variability of var flows; and strategies for placement of capacitors, including voltage support, loss reduction, and capacity release.

NESC CLEARANCE ON POLES

Dates and Locations: August 10, 2021 - Online

Webinar Overview:
Separation and spacing requirements for conductors on the pole are provided throughout the NESC. Often this spacing is reflected in the construction specifications. The webinar will explore the spacing requirements and how those requirements affect the design, as well as the requirements of the NESC as it relates to safe clearances for communication workers and supply utility workers.
ENGINEERING

APPLICATION AND COORDINATION OF OVERHEAD FEES

Webinar Overview: Fuses are the most common overcurrent devices used on overhead power systems. This webinar will discuss the characteristics and application limitations of expulsion fuses; the concept of fuse savings and the coordination requirements for upstream reclosers; the methods used for sizing fuses to protect overhead taps; and methods used to coordinate multiple fuses in services.

Dates and Locations:
September 14, 2021 - Online

MULTI-CIRCUIT DESIGN CONSIDERATIONS

Webinar Overview: Designing a double circuit line is similar to designing a single circuit with an added degree of complexity. This webinar discusses the challenges of designing a double circuit line, including large angle poles, equipment poles, circuit spacing, and guying and anchoring.

Dates and Locations:
October 12, 2021 - Online

METHODS FOR IMPROVING RELIABILITY

Webinar Overview: Reliability, expressed as SAIDI, SAIFI, and CAIDI, is used to help compare the reliability of a system from year to year as well as comparison to other utilities. The webinar will explain the indices (SAIDI, SAIFI, and CAIDI) and the use of outage data to develop actionable methods for improving reliability. The webinar will also discuss methods for improving reliability via several case studies.

Dates and Locations:
November 9, 2021 - Online

MOTOR STARTING

Webinar Overview: Mitigation of power quality issues due to motor starting on the power system can be one of the most difficult challenges faced by electric utility personnel. This course discusses how to prepare a motor starting analysis for various types of motor starters. The impact of the various motor starters on the starting current and starting torque will also be discussed as well as mitigation techniques.

Dates and Locations:
December 7, 2021 - Online

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.

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.

Dates and Locations: 2021 - Location TBD
STAKING TECHNICIAN CERTIFICATION PROGRAM:
BASIC SURVEYING

Who Should Attend:
Staking technicians.

Dates and Locations:
June 21-23, 2021 - Richland, Wash.

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

STAKING TECHNICIAN CERTIFICATION PROGRAM:
CONSTRUCTION CONTRACT ADMINISTRATION

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
TBD

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:
June 24-25, 2021 - Richland, Wash.

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:
TBD

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.

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

STAKING TECHNICIAN CERTIFICATION PROGRAM:
LINE INSPECTION

Who Should Attend:
Staking technicians.

Dates and Locations:
January 28-29, 2021 - Online

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: NESC & UTILITY SPECIFICATIONS

Who Should Attend:
Staking technicians.

Dates and Locations:
October 18-20, 2021 - Stevenson, WA

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 21-22, 2021 - Stevenson, WA

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:
TBD

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

Who Should Attend:
Staking technicians and engineers.

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.
STAKING TECHNICIAN CERTIFICATION PROGRAM: PHASE 2

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
TBD

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

STAKING CERTIFICATION PROGRAM: PROTECTION/BASIC SECTIONALIZING DESIGN

Who Should Attend:
Staking technicians.

Dates and Locations:
January 27-28, 2021 - Online

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.
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:
January 25-27, 2021 - Online

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
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:
TBD

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.

DEPARTMENT OF TRANSPORTATION HAZARDOUS MATERIALS TRAINING FOR UTILITY PERSONNEL

Who Should Attend:
Any employee who offers a DOT-regulated hazardous material for transport; 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.

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.
ENVIRONMENTAL

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

Who Should Attend:
First responders who are likely to witness or discover a hazardous substance release and those individuals who respond to releases for the purpose of protecting nearby persons, property, or the environment from the effects of the release.

Dates and Locations:
TBD

Course Overview:
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 is designed to train operations-level responders to take defensive actions to a hazardous materials spill. The content focuses on activities such as hazard assessment; selecting and using protective equipment; implementing the facility emergency response plan; and setting up decontamination. It does not focus on intending to stop the release. Highlights include 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. (Must be renewed annually.)

Note: Additional training may be required (24-hour or 40-hour HAZWOPER) depending upon the requirements of your position.

The class will be broken into three modules totaling the required eight hours. You must attend all three sessions to get credit for the class. This class satisfies the OSHA requirement for first responder operations level as well as annual 8-hour refresher training per 29 CFR1910.120(q) or 29 CFR 1926.65 (q) for 8, 24, or 40-hour trained employees.

Topics will include a review of the OSHA standard and requirements

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:
TBD

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:
October 20-21 - Skamania, WA

Course Overview:
Is your utility in compliance with U.S. 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 U.S. EPA rules regarding PCB use and management.

Day 1 will focus on foundational PCB issues for attendees who are just beginning their education on this complex subject. On day 2 we will transition to 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, and 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:
After attending this class, you should be able to:

• 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 record keeping related to PCBs or other regulated materials
• Correctly interpret and apply current and future federal and state regulations to your utility

SPCC PLAN DEVELOPMENT FOR UTILITY PERSONNEL

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

Dates and Locations:
February 2-9, 2021 - Online

Course Overview:
Designed for electric utilities as part of NWPPA’s Environmental Series, this eight-hour course is intended as a detailed review of the oil Spill Prevention, Control, and Countermeasure (SPCC) rules, strategies for development of plans, and review of existing plans. 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. This class includes substantially more information than previous classes and includes significant time for discussion of attendees’ plans and questions.

Information provided in the course will focus on the federal requirements for SPCC plans and review EPA guidance for SPCC inspectors. Attendees will receive course materials that include an overview of the regulation, access to additional resources, and steps to ensure compliance. Students will receive plan templates and links to valuable online information. Attendees are encouraged to bring a copy of their current plan(s) to class for discussion or bring their plan-specific questions.
**HUMAN RESOURCES**

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

Yara Amberson at yara@nwppa.org or (360) 816-1446.

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

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**CREATE A RESPECTFUL WORKPLACE AND STOP ILLEGAL HARASSMENT & DISCRIMINATION**

**Who Should Attend:**
Recommended for all-employee training or anyone who needs to communicate effectively with coworkers, customers, and members, in his or her utility.

**Dates and Locations:**
This two-hour course is offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

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**Course Overview:**
Human Resource professionals and managers at all levels are responsible for managing an ever-changing and increasingly diverse workforce whose members represent a variety of cultures, backgrounds, and social experiences. Ensuring that the workplace is discrimination and harassment-free not only reduces the risk of liability, but also maximizes the productivity and engagement levels of your employees. In this informative program, we discuss an organization’s legal responsibility to prevent and correct harassment and discrimination, as well as where an organization can or should draw the line between appropriate and inappropriate behavior in the workplace. Attendees will also learn many useful tips to help recognize and respond to complaints of harassment, discrimination and retaliation, as well as steps to take to prevent these types of destructive behaviors in the future.

**Note:** This course can be offered in a two-part series: Part one is a two-hour training for employees and managers, and Part two is a three hour supplemental training for managers only.

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**DIVERSITY, EQUITY, INCLUSION, AND BELONGING: BREAKING DOWN STEREOTYPES AND BUILDING CONNECTIONS**

**Who Should Attend:**
Managers, supervisors, HR staff, and anyone who wants to learn how to create a more inclusive workplace.

**Dates and Locations:**
July 20, 2021 - Online

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**Course Overview:**
Issues of sexual harassment, gender discrimination, LGBTQ+, race, national origin, religion, and bullying are all at the forefront of conversations these days as collective societal voices raise awareness of inappropriate behavior. There is also no shortage of stories displaying the contempt, bias, and even hate people have for others that continues to feed the social discord. Fortunately, there is hope amidst the rubble in the form of respect, curiosity, and friendly no-pressure conversations. Instead of trying to address every possible diversity topic, this two-hour course focuses on facilitating regular conversations between regular people in the spirit of making more meaningful connections with each other. Join us for this innovative program as we get to know each other a little better, break down stereotypes, and learn how to foster a stronger sense of belonging among team members.
HUMAN RESOURCES

EMPLOYER COLLECTIVE BARGAINING TEAM PREPARATIONS

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.

Dates and Locations:
TBD

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.

This program is valid for 16 PDCs for the SHRM-CPSM or SHRM-SCPSM.

EMPLOYMENT LAW UPDATE: THINK OUTSIDE THE EMPLOYMENT LAW BOX

Who Should Attend:
Managers, supervisors, and HR Staff.

Dates and Locations:
This course is offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview:
Understanding regulatory changes and how they may impact your industry or organization is a critical part of enterprise risk management. Generally speaking, you have probably thought about whether to have certain policies and if the policies you do have are good ones, but have you ever considered using a change in the law to initiate internal conversations about organizational change in other areas? In this unique and informative program, we review changes in the law, as well as how strategic contributors can use this information to open dialogue and foster communication within management to lead opportunities for organizational change.

Note: This course can be offered in sessions ranging from 90 minutes to three hours.
HUMAN RESOURCES

EMPLOYMENT LAW WEBINAR SERIES: ALL THREE WEBINARS

Who Should Attend:
Managers, supervisors, and HR staff.

Dates and Locations:
2021- TBD

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.

TOP 10 EMPLOYMENT LAW LANDMINES

Dates and Locations:
2021- TBD

Course Overview:
Understanding regulatory changes and how they may impact your industry or organization is a critical part of enterprise risk management. This course will discuss the top 10 employment law landmines and leadership accountability expectations. Some of them may be obvious; others will sneak up on you. From interviewing to termination, absences to absent-mindedness, time and money (never enough of both), and more. This brief session is meant to provide insight into the scope of legal hazards surrounding you and the questions you should be asking to learn more in each of the areas. This webinar will provide a must-have checklist for anyone interested in leadership risk mitigation and management.

This program is valid for 1 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

MANAGING ABSENCES, FAMILY LEAVE, AND REASONABLE ACCOMMODATIONS

Dates and Locations:
2021- TBD

Course Overview:
The unpredictability of intermittent leave is challenging and frustrating enough to manage without someone taking advantage of the system or abusing leave rights. Where do we draw the line between use and abuse, and what can we do about it? Join us as we explore the fuzzy line between use and abuse, and discuss the tools and strategies employers can use to curb family leave abuse.

This program is valid for 1 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

ADA—STRESS, ANXIETY, AND MENTAL DISORDERS AS DISABILITIES

Dates and Locations:
2021- TBD

Course Overview:
This webinar will cover the mental disorders that fall under the protection of ADA and an interactive process you can use to determine if an employee is entitled to reasonable accommodation due to a disorder.

This program is valid for 1 PDCs for the SHRM-CP℠ or SHRM-SCP℠.
HUMAN RESOURCES

HARASSMENT AND DISCRIMINATION PREVENTION FOR ALL EMPLOYEES

Who Should Attend: All employees

Dates and Locations: This course can be offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview: Be kind, be respectful, and play nice with others. More than just playground rules from our parents, these social value propositions should be the hallmark of every workplace. Social division, religious beliefs, political ideologies, misinformation, and overall bad behavior continue to create unnecessary barriers to our commitment to EEO principles of equality, inclusion, and tolerance. Using gamification and an engaging, interactive group exercise, this informative program uses dynamic scenarios, humor, and war stories to explore how and where to draw the line between appropriate and inappropriate behavior in our quest to create a sustainably respectful workplace. Let’s play!

HARASSMENT AND DISCRIMINATION PREVENTION FOR MANAGERS

Who Should Attend: Supervisors, managers, general managers, and CEOs.

Dates and Locations: This course can be offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview: Tailored specifically for leaders, this program covers an organization’s legal responsibility to prevent and correct all forms of illegal harassment and discrimination, and provides useful tips to recognize and respond to complaints of harassment, discrimination, and retaliation. Using dynamic stories and examples, participants will also explore how to maneuver and manage the challenging grey areas of what’s acceptable and not acceptable behavior in the workplace and when a response is required. Join us for this must-see program!

You can also enhance your learning and knowledge further by joining us for the Harassment and Discrimination Prevention class for all employees on June 24 to hear what your team is hearing so you are better prepared to hold them accountable to expectations!

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.

Dates and Locations: TBD

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.

This program is valid for 16 PDCs for the SHRM-CPSM or SHRM-SCPSM.

ONBOARDING FOR SUCCESS

Who Should Attend: Managers, supervisors, and human resources personnel.

Dates and Locations: TBD

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.
LABOR NEGOTIATIONS WEBINAR SERIES: NEGOTIATIONS FROM START TO FINISH

Who Should Attend:
General managers, labor relations professionals, members of collective bargaining/negotiating teams, HR professionals, and anyone who wants to truly understand negotiations/collective bargaining from beginning to end.

Dates and Locations:
September 15-29, 2021 - Online

Series Overview:
This three-part webinar series will cover three key areas of negotiations: preparation; use of the three dynamics of time, information, and power (there are over 30 of these); and closing the deal.

LABOR NEGOTIATIONS WEBINAR SERIES: PREPARING FOR SUCCESS

Dates and Locations:
September 15, 2021 - Online

Webinar Overview:
This is the first webinar in a three-part webinar series that will cover three key areas of negotiations: preparation; use of the three dynamics of time, information and power (there are over 30 of these); and closing the deal.

Preparation is mandatory for success, especially at the bargaining table. This first of three segments covers both the big and little things that, with a bit of preparation, can make for a smoother and more successful experience. The instructor will cover a wide range of preparation activities, including selecting and training team members; planning; facility selection; records maintenance; developing and vetting proposals; maintaining communication; and establishing ground rules.

LABOR NEGOTIATIONS WEBINAR SERIES: NEGOTIATIONS BOOT CAMP

Dates and Locations:
September 22, 2021 - Online

Webinar Overview:
This is the second webinar in a three-part webinar series that will cover three key areas of negotiations: preparation; use of the three dynamics of time, information and power (there are over 30 of these); and closing the deal.

Regardless of whether you use a win-win, interest-based, or some other approach in both formal and informal negotiations, you will learn the proper use of the three basic dynamics of time, information, and power (there are over 30 of these) as tools for resolving many different sorts of conflicts. This is the second webinar in a three-part series.

LABOR NEGOTIATIONS WEBINAR SERIES: CLOSING THE DEAL

Dates and Locations:
September 29, 2021 - Online

Webinar Overview:
This is the last webinar in a three-part webinar series that will cover three key areas of negotiations: preparation; use of the three dynamics of time, information and power (there are over 30 of these); and closing the deal.

In this final webinar of a three-part series, attendees will learn best practices for avoiding common unfair labor practices (ULPs) and cover the many issues/challenges involved with impasses; bundling/packaging; internal and external influences; communication; mediation; ratification; publication of the contract (CBA); and post negotiation training.
### 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:**
- **August 17-31, 2021 - Online**

**Series Overview:**
This is a series of three webinars on labor relations issues. You can take each webinar separately or register for all three at a discounted rate.

#### EMPLOYEE AND LABOR RELATIONS BASICS

**Dates and Locations:**
- **August 17, 2021 - Online**

**Course Overview:**
Whether you’re brand new to working with a union contract or you’ve learned from hard knocks, this reality-based 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? 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.

#### DISCIPLINE - JUST CAUSE AND DUE PROCESS

**Dates and Locations:**
- **August 24, 2021 - Online**

**Course 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 that can ultimately sabotage an otherwise proper discipline.

#### GRIEVANCE PROCESSING

**Dates and Locations:**
- **August 31, 2021 - Online**

**Course 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.
INFORMATION TECHNOLOGY

For more information about upcoming courses for all employees, or to find out about bringing an event to your utility, please contact:
Yara Amberson at yara@nwppa.org or (360) 816-1445.

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:
January 26-28, 2021 - Online

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:
August 24-27, 2021 - Online

Course Overview:
A 4-day online, hands-on security course that teaches students how to harden, monitor and protect Microsoft Windows-based networks.

Based on more than 15 years of security assessment and penetration testing experience, this course goes beyond theory and best practices and delivers proven, field-tested solutions for mitigating, monitoring and protecting Microsoft Windows-based networks.

Students will learn in a hands-on environment that resembles a real-world network consisting of Windows Servers and Workstations, Microsoft Exchange, Microsoft SQL Server, Active Directory, Kali Linux, and more. Students will learn effective countermeasures to defend against common attack tools and techniques. 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.
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:
2021 - TBD

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.

This course can be offered onsite at your utility. Please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458 to schedule this training.

DEVELOPING YOUR DEPARTMENT’S STRATEGIC PLAN

Who Should Attend:
Managers, supervisors, and individual contributors who develop department-level strategy to implement their utility’s strategic goals and strategies. Individuals who are not experienced in strategic planning are also encouraged to attend.

Dates and Locations:
May 18 - June 2, 2021

Course Overview:
This series of five sessions will help utility professionals build department- and work-group-level strategic plans that follow the utility-level strategic plan. This will help utility professionals implement the utility’s strategic goals through relevant department plans and activities. The five sessions will cover:

• Strategic planning framework
• Alternative scenarios and strategic goals
• Strategy formulation
• Strategy implementation
• Capstone session

The instructor will discuss strategic planning concepts in an industry context and utility perspective, and then help you drill down to how this impacts you and your department. Strategic planning concepts will be explored using the utility strategic plan, as well as an illustrative department strategic plan. You will then practice applying the strategic planning concepts through a team department strategic plan.
# MANAGEMENT AND LEADERSHIP

## EASY TOOLS TO IMPLEMENT ENTERPRISE RISK MANAGEMENT

**Who Should Attend:**
Utility professionals that want a simple method to identify enterprise risks at their utilities and are looking for ways to integrate enterprise risk information into planning processes.

**Dates and Locations:**
TBD

## A HOW-TO SERIES ON BOARD MEETINGS

**Who Should Attend:**
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

**Dates and Locations:**
July 20 - August 24, 2021 - Online

## INTRODUCTION TO ROBERT’S RULES

**Who Should Attend:**
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

**Dates and Locations:**
July 20, 2021 - Online

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**Course Overview:**
Enterprise risk management (ERM) is the discipline of examining the impact of potential financial, operational, regulatory, environmental, legal, safety, and reputation risks on an organization. Sound enterprise risk management practices help utilities improve their operational and organizational effectiveness. Enterprise risk information can inform strategy, tactics, compliance, audit, financing, and operational processes.

This program is for utilities that are considering how to develop ERM practices and for utilities that have taken initial steps to start an ERM approach. Participants from organizations where no formal ERM processes exist today will get help from the instructor on how to get started. And, participants from organizations where some preliminary ERM work has been completed, will get assistance from the instructor with “next steps.”

**Series Overview:**
A How-To Series on Board Meetings is comprised of 6 webinars from July through August 2021. Descriptions for each webinar can be found below. Webinars can be taken individually or as an entire series; however, by registering for the full series you will receive all 6 webinars at a discounted price.

**Course Overview:**
Robert’s Rules of Order is the most common authority for running board meetings, yet the book is 800+ pages long and difficult to read. This interactive class distills the key points that board members need to know in order to work within this system and serve their community effectively. Learn how to make motions and amend them, the correct role of the chair, how to deal with inappropriate remarks, and more.

**Goal:** To empower you to participate in board meetings using four fundamental guidelines from Robert’s Rules of Order.

**Learning outcomes:**
1. List four fundamental guidelines.
2. Make a Point of Order when guidelines are broken.
3. Label and respond to five inappropriate remarks.
4. Make and amend a motion.
MANAGEMENT AND LEADERSHIP

GUIDE YOUR BOARD TO BETTER DECISIONS

Who Should Attend:
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

Dates and Locations:
July 27, 2021 - Online

Course Overview:
Discussion and decision-making are the heart of the board's work, yet often they are challenging. This webinar gives the chair the tools, tips and guidelines to ensure effective discussion and better decisions. Robert's Rules of Order has surprising answers, and we will provide psychological insights to use them effectively. Includes Sample Discussion Guidelines for Local Governments and information on how to manage inappropriate remarks.

Goal: To equip you to guide your board to hold effective discussion and make better decisions.

Learning outcomes:
1. Describe the authority of the chair vs. the members of the meeting
2. List the two different qualities that are needed to be an effective chair
3. State 4 common meeting mistakes that hamper good discussion
4. Apply the rules of decorum to keep discussion productive
5. State the verbiage to respond when inappropriate remarks are made

GET WHAT YOU WANT USING MOTIONS

Who Should Attend:
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

Dates and Locations:
August 3, 2021 - Online

Course Overview:
Do you feel frustrated by the system of motions in Robert's Rules of Order? Motions aren't difficult, they're just weird! Get the insights and tips to use motions effectively and influence the outcome of your meetings. We will expand on the information contained in Session I and explain the baffling concept of “Precedence of Motions.” When you can use motions effectively, you gain influence and power. Includes key reference material and 5 Sample Motion Scripts.

Goal: To equip you to make and process motions correctly in order to achieve your goals.

Learning outcomes:
1. Make a main motion.
2. Move to amend a main motion.
3. Use the “Precedence of Motions chart” to know when to make other motions.
4. Describe how to table, reconsider, rescind, or amend a previous decision.

DEALING WITH A DIFFICULT CHAIR OR MEMBER

Who Should Attend:
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

Dates and Locations:
August 10, 2021 - Online

Course Overview:
Elected chairs sometimes assume that they are the “decider” and can direct the course of board meetings as they choose. What can members do when a chair has this misunderstanding? What if it’s a board member who lacks the spirit of cooperation and compromise? How can a board function if one member is an outlier or contrarian? Robert's Rules has answers for you! We will explore the framework for board meetings, who is in charge of what, and how to ensure that the majority rules. This webinar combines essential procedural guidelines with psychological insight to help you manage your meetings in the face of dysfunction.

Goal: To equip you to deal with an overbearing chair or a difficult board member.

Learning outcomes:
1. Describe how group authority is more significant than any one individual, even the chair
2. Take the right steps when a chair oversteps his or her authority
3. Be able to sanction a board member whose actions are harmful to the board
4. Apply the motions “Point of Order” and “Appeal”

continued...
MANAGEMENT AND LEADERSHIP

MEETING MINUTES IN ROBERT'S RULES

Who Should Attend:
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

Dates and Locations:
August 17, 2021 - Online

Course Overview:
Learn the key guidelines from Robert's Rules of Order for processing meeting minutes. We will cover the 4 different types of minutes, the minutes approval process, the role of the secretary/clerk, how to change minutes once adopted, and more. Note that this webinar will not discuss the actual act of listening and recording what is said. Includes 20 key points staff should know, and publication Guidelines for Meeting Minutes in Local Government.

Goal: To give you confidence in taking minutes and serving your board when parliamentary issues arise.

Learning outcomes:
1. State the correct purpose of taking minutes.
2. List four different types of minutes.
3. Describe how motions and amendments are processed and recorded.
4. Recommend best practices on minutes to the board.
5. State the verbiage to use when speaking up at a board meeting.

ADVANCED MOTIONS PRACTICE AND TEST YOUR SKILLS

Who Should Attend:
Any utility employee or board member who is involved with board meetings, board procedures, or taking and maintaining board meeting minutes.

Dates and Locations:
August 24, 2021 - Online

Course Overview:
You’ve learned the basics of how motions and amendments work, but how do you apply those skills in practice? This interactive and entertaining advanced workshop provides the opportunity to make, amend, postpone, table motions etc., in a supportive setting. We will practice as a whole and in breakout groups.

Goal: To strengthen your meeting skills by making motions live, and test your skills in Robert’s Rules.

Learning outcomes:
1. Strengthen your understanding of how motions and amendments work.
2. Gain the “muscle memory” of making motions spontaneously.
3. Observe how the chair responds to difficult situations.
4. Test your skills on key points of Robert’s Rules of Order.

HYDROPOWER POLICY FORUM

Who Should Attend:
Utility general managers and CEOs; utility board directors, commission-ers, and council members; Government Relations Committee members, and legislative and government relations staff.

Dates and Locations:
January 14, 2021 - Online

Course Overview:
Join NWPPA’s Legislative & Regulatory program for its second in a series of policy forums intended to inform and educate its members on the current policy climate for issues important to consumer-owned utilities in the greater Northwest.

In this forum, we will hear from Michael Taggert, legislative director for Wash-ington Representative Cathy McMorris Rodgers, long-time advocate and leader in recognizing the value of hydroelectric power as a clean renewable resource and in modernizing the hydroelectric power licensing process. Taggert not only manages policy for Rep. McMorris Rodgers but he is also the lead staffer on the congresswoman’s hydro bill called the Hydropower Clean Energy Future Act. He will discuss the bill’s path forward and his boss’ agenda as ranking republican on the House Energy & Commerce committee in the 117th Congress.

Also joining us is Malcolm Woolf, the president and CEO for the National Hydropower Association. Woolf will discuss hydro’s role in clean energy policy, the goal and next steps in NHA’s “uncommon dialogue” with environmental advocacy groups, and NHA’s goals in the 117th Congress.
MANAGEMENT AND LEADERSHIP

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.

Webinar 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

Dates and Locations:
This course can be offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

LEADING TEAMS

Who Should Attend:
Managers, supervisors, foreman, team leaders, project managers, and anyone who manages a team.

Dates and Locations:
September 28-29, 2021 - Spokane, WA

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:
TBD

Managing and Leading Change

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. You’ll also learn practical models for successful change implementation.

Course Overview:
This interactive six-part course 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 sessions, you will learn how to influence (or guide) human behavior through effective negotiation and facilitation techniques.

Dates and Locations:
This course can be offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Who Should Attend:
Managers, supervisors, foreman, team leaders, project managers, and anyone who manages a team.

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.
MANAGEMENT AND LEADERSHIP

NWPPA/NRECA BLC 955.1
YOUR BOARD’S CULTURE: IT’S IMPACT ON EFFECTIVENESS

Course Overview:
Directors have official responsibilities but they also tend to conform to the unique culture of their boardroom. Some cultures can promote board effectiveness, but others lead to conflict, complacency or similar counterproductive behaviors. This course explains the concept of boardroom culture through an examination of real board case studies and discusses why directors should understand and monitor their own boardroom cultures.

Who Should Attend:
Policymakers

Dates and Locations:
September 7, 2021 - Kennewick, WA

NWPPA/NRECA CCD 952.1 - INCREASING INFLUENCE AND BUILDING BOARD CONSENSUS

Course Overview:
Electric cooperative boards face new challenges in finance, technology, and energy transition while navigating shifting population demographics. This course provides directors with the skills necessary to successfully meet these complex challenges. Through group discussion and case studies, participants will learn enhanced conflict resolution, negotiation techniques, how to navigate difficult power asymmetries, how to establish influence, and the importance of team diversity in avoiding group think.

Who Should Attend:
Policymakers

Dates and Locations:
October 19, 2021 - Salem, OR

ROBERT’S RULES OF ORDER - MEETING MANAGEMENT AND DEMOCRATIC ORDER

Course Overview:
Robert’s Rules of Order can be baffling and intimidating, 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. The result: smooth, efficient, and fair meetings.

Who Should Attend:
Board members, 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

Note: Course may be eligible for credit towards NRECA Credentialed Cooperative Director Program
STAKEHOLDER RELATIONS AND NEGOTIATIONS

Course Overview:
This four-part webinar series is comprised of the following online virtual sessions to help utility professionals build expertise in stakeholder relations and negotiations:
- Utility Stakeholders and Internal Planning
- Negotiation Styles
- Stakeholder Mapping
- Negotiation Simulation

Instructor Julie Ryan will provide the content including Q&A, polling, examples, and active discussion. She will also set up activities for you to practice the concepts of negotiation during the breakout sessions. Class activities will draw from real-life utility stakeholder issues, simplified and adapted for classroom teaching. At the end of the four sessions, you should feel more comfortable interacting with utility stakeholders and be able to:
- Understand their natural go-to style of negotiations and learn to apply it, and other styles, to varied circumstances
- Recognize stakeholders’ negotiations styles and develop an approach to work effectively with them
- Strategize to understand stakeholders’ perspectives and how to engage with them most effectively
- Develop a Stakeholder Negotiation Plan

Who Should Attend:
Utility managers, supervisors, and individual contributors who want to better understand their utility stakeholders, understand stakeholder relations, and represent their utility well in stakeholder negotiations.

Dates and Locations:
May 26-June 2, 2021 - Online

UTILITY RISK PLANNING - PAST, PRESENT, AND FUTURE

Course Overview:
This one-day workshop will explore utility risks and how to prepare and mitigate them. It is not a workshop focusing on processes and procedures. Instead, the objectives are to discuss “learnings” from actual utility risks that emerged and to plan for future potential risk events. The instructor will provide content and examples, as well as set up activities and smaller breakout discussions for participants to network and share experiences with peers. The workshop materials will include the instructor’s slides, worksheets for in-class activities, and relevant articles.

Who Should Attend:
Policy makers, general managers, senior utility leaders, risk managers, and department heads responsible for managing utility risks.

Dates and Locations:
September 7, 2021 - Kennewick, WA

WILDFIRES: WHAT UTILITIES NEED TO KNOW

Course Overview:
Every wildfire season brings new issues to the forefront while utilities are still in recovery mode from the prior season(s). NWPPA has created a timely forum series to tackle various issues and facilitate discussion between members, public officials, responders, and others. Topics will be influenced by the participants. Some likely topics include risk and mitigation planning; power system shut-off criteria; advanced technology and materials for assessment and hardening; crisis communications and coordination of incident teams; vegetation management approaches; insurance coverage; and more.

This forum will combine two different aspects of the wildfire issue. The first portion will feature an expert presenting on animal contacts that cause fires. The second part will be an interactive panel of utility managers who are involved with, and reacting to, state wildfire policy discussions. The panelists will share their experiences in the state working groups around policy and potential legislation. They will also discuss the creation of a system shutoff policy and other risk mitigation measures at their utilities. They will be ready for your questions, so please join the conversation!

Who Should Attend:
Utility managers, policymakers, operations staff, and others who are involved with wildfire-related issues.

Dates and Locations:
March 30, 2021 - Online
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:
Jenny Keesey at jenny@nwppa.org or (360) 816-1458

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

FOREMAN LEADERSHIP CERTIFICATE PROGRAM PART 1

Who Should Attend:
Utility foreman, line supervisors, and crew supervisors and crew leaders

Dates and Locations:
September 21-23, 2021 - Whitefish, MT

Course Overview:
The Foreman Leadership Skills Program is designed to support the development of skills needed to lead operations crews in the electric utility industry. Key success factors are utilized to ensure learning takes place where it will have the greatest impact. Real life scenarios, gathered from utility situations, are the focus of discussions and allow participants to work together to determine options, next steps, actions, help needed and the best possible outcome. Activities, both in and outside, reinforce the learning and provide practice. They also keep the participants engaged and energized during the long program days.

FOREMAN LEADERSHIP CERTIFICATE PROGRAM PART 2

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
2021 - TBD

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 Jenny Keesey at (360) 816-1458 or jenny@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.
The Leadership Skills series will have a new format. The series will be comprised of three courses that can be taken in any order. To complete the Leadership Skills Certificate program, participants must complete Situational Leadership and Working Styles, Challenging Communication, and HR Basics & Building a Better Workplace. For individuals who have taken Leadership Skills Series classes prior to 2020, please contact Jenny Keesey at jenny@nwppa.org to discuss your specific training plan.

**Note:** For individuals who began working toward the Leadership Skills Certification prior to December 2019 and were unable to complete Leadership Skills #3, please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458, for how to fulfill this requirement.

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**LEADERSHIP SKILLS SERIES: UNDERSTANDING SLII LEADERSHIP STYLES**

**Who Should Attend:**
Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**Dates and Locations:**
April 13-14, 2021 - Online

**Webinar Overview:**
This webinar is part of the Leadership Skills Series Program. The SLII Experience 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 to use the appropriate leadership style to respond to the needs of the person. You will stretch your comfort zone and participate in challenging activities that require you to demonstrate your familiarity with SLII content. The course will also teach you how to integrate material into your own personal leadership style.

This is one of three courses that qualifies for credit toward NWPPAs Leadership Skills Series Certificate. For more information about this and other certificate programs, please see the NWPPA Certificate program brochure.

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**LEADERSHIP SKILLS SERIES: CHALLENGING COMMUNICATIONS**

**Who Should Attend:**
Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**Dates and Locations:**
September 22-23, 2021 - Hood River, OR

**Webinar Topics:**
- 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

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**LEADERSHIP SKILLS SERIES: UNDERSTANDING SLII LEADERSHIP STYLES**

**Who Should Attend:**
Supervisors and managers, and employees who will be transitioning to a supervisory or managerial role in the future.

**Dates and Locations:**
April 13-14, 2021 - Online

**Webinar Overview:**
This webinar is part of the Leadership Skills Series Program. The SLII Experience 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 to use the appropriate leadership style to respond to the needs of the person. You will stretch your comfort zone and participate in challenging activities that require you to demonstrate your familiarity with SLII content. The course will also teach you how to integrate material into your own personal leadership style.

This is one of three courses that qualifies for credit toward NWPPAs Leadership Skills Series Certificate. For more information about this and other certificate programs, please see the NWPPA Certificate program brochure.
LEADERSHIP SKILLS SERIES: 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:
TBD

Course Overview:
This is one of three courses that qualifies for credit toward the Leadership Skills Series Certificate from NWPPA. For more information about this and other certificate programs, please see the NWPPA Certificate Program Brochure.

This course is for anyone who wishes to obtain an overview and basic working knowledge of employment and labor laws that affect their business.

On day one, you 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 you 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
INCIDENT INVESTIGATIONS

Who Should Attend:
Any manager, supervisor, foreman, lead employee, or human resource employee; as well as anyone who may be involved in, or is responsible for, investigating an employee accident or near hit.

Dates and Locations:
2021 - TBD

Course Overview:
This class will explore incident investigation processes and the need for investigating employee incidents and near hits. Discussions will include the need to evaluate an organization’s safety culture, incident investigation policy, and associated processes.

OPERATIONS
LINEWORKERS

For more information about upcoming lineworker courses, or to find out about bringing an event to your utility, please contact:
Jenny Keesey at jenny@nwppa.org or (360) 816-1458

LINEWORKER SKILLS SERIES: AC TRANSFORMERS, ADVANCED THEORY AND PRACTICAL APPLICATION

Who Should Attend:
Journeyman lineworkers, foremen, supervisors, engineers, and those involved in planning, scheduling, and engineering operations for a utility.

Dates and Locations:
This course can be offered onsite at your utility. Please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458 to schedule this training.

Course Overview:
This advanced two-day class provides attendees with a journeyman lineworker’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.

Want more?
Please see pages 4 through 11 for additional conferences, workshops, meetings and events.
LINEWORKER SKILLS SERIES: EQUIPOTENTIAL GROUNDING

Who Should Attend:
Line crew supervisors and managers, crew foremen, lineworkers, and substation workers.

Dates and Locations:
This course can be offered onsite at your utility. Please contact Jenny Keesey at jenny@nwppa.org or (360) 816-1458 to schedule this training.

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.

LINEWORKER SKILLS SERIES: LINEWORKER RIGGING

Who Should Attend:
Lineworkers and line crew foremen.

Dates and Locations:
TBD

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.

LINEWORKER SKILLS SERIES: PERSONAL PROTECTIVE BONDING AND GROUNDING

Who Should Attend:
All electrical workers involved in personal protective grounding.

Dates and Locations:
September 16, 2021 - Online

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.

LINEWORKER SKILLS SERIES: REGULATORS AND CAPACITORS - POWER QUALITY FOR LINEWORKERS

Who Should Attend:
Electrical lineworkers, 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.
## OPERATIONS  LINEWORKERS

### LINEMAN VIRTUAL ROUNDTABLE

**Who Should Attend:**
All line crew employees, operations supervisors/managers, and electrical workers.

**Dates and Locations:**
- July 22, 2021 - Online
- August 19, 2021 - Online
- October 21, 2021 - Online
- November 18, 2021 - Online

This course can be offered onsite at your utility. Please contact Yara Amberson at yara@nwppa.org or (360) 816-1445 to schedule this training.

### METERING FOR LINEWORKERS

**Who Should Attend:**
Journeyman lineworkers 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:**
TBD

**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 lineworker’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:
Jenny Keesey at jenny@nwppa.org or (360) 816-1458

SUBSTATION SERIES: PRINT READING AND ELECTRICAL CIRCUIT TROUBLESHOOTING TECHNIQUES

Who Should Attend: Lineworkers, 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
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 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.

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.

SUBSTATION SERIES: SUBSTATION TRANSFORMERS & LTC DIAGNOSTICS

Who Should Attend:
Line and substation personnel, as well as engineers who have responsibility 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 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.
For more information about upcoming supply chain courses, or to find out about bringing an event to your utility, please contact:
Jenny Keesey at jenny@nwppa.org or (360) 816-1458

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

OPERATIONS SUPPLY CHAIN

UTILITY WAREHOUSING FROM A TO Z

Who Should Attend:
Warehouse and materials management professionals.

Dates and Locations:
January 6-19, 2021

This course can be offered onsite at your utility. Please contact Roy Cevallos at roy@nwppa.org or (360) 816-1446 to schedule this training.

Course Overview:
In this four-part course, attendees will be introduced to a variety of critical warehousing topics. Each day will cover a new topic.

**Introduction to Utility Warehousing** provides a thorough overview of the logistics and warehousing functions, as well as storage, materials handling, and automation. Day one also addresses how to effectively deal with everyday operations and stakeholders.

**Receiving, Shipping and Safety** provides a working knowledge of these warehouse processes. Day two also covers safety and risk management concepts from a warehouse focus.

**Inventory Operations and Materials Management** addresses the physical and documentation aspects of these processes. On day three, attendees will review a case study to develop shared improvement ideas for warehouse operations.

And finally, **Inventory Control, Automation, Returns, and Supervision** addresses understanding and relating to warehouse management and supervision requirements.
### Key development goals:
1. ________________________________________________________________________________________________________________________________________________
2. ________________________________________________________________________________________________________________________________________________
3. ________________________________________________________________________________________________________________________________________________

### Actions needed for development:
1. ________________________________________________________________________________________________________________________________________________
2. ________________________________________________________________________________________________________________________________________________
3. ________________________________________________________________________________________________________________________________________________

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

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