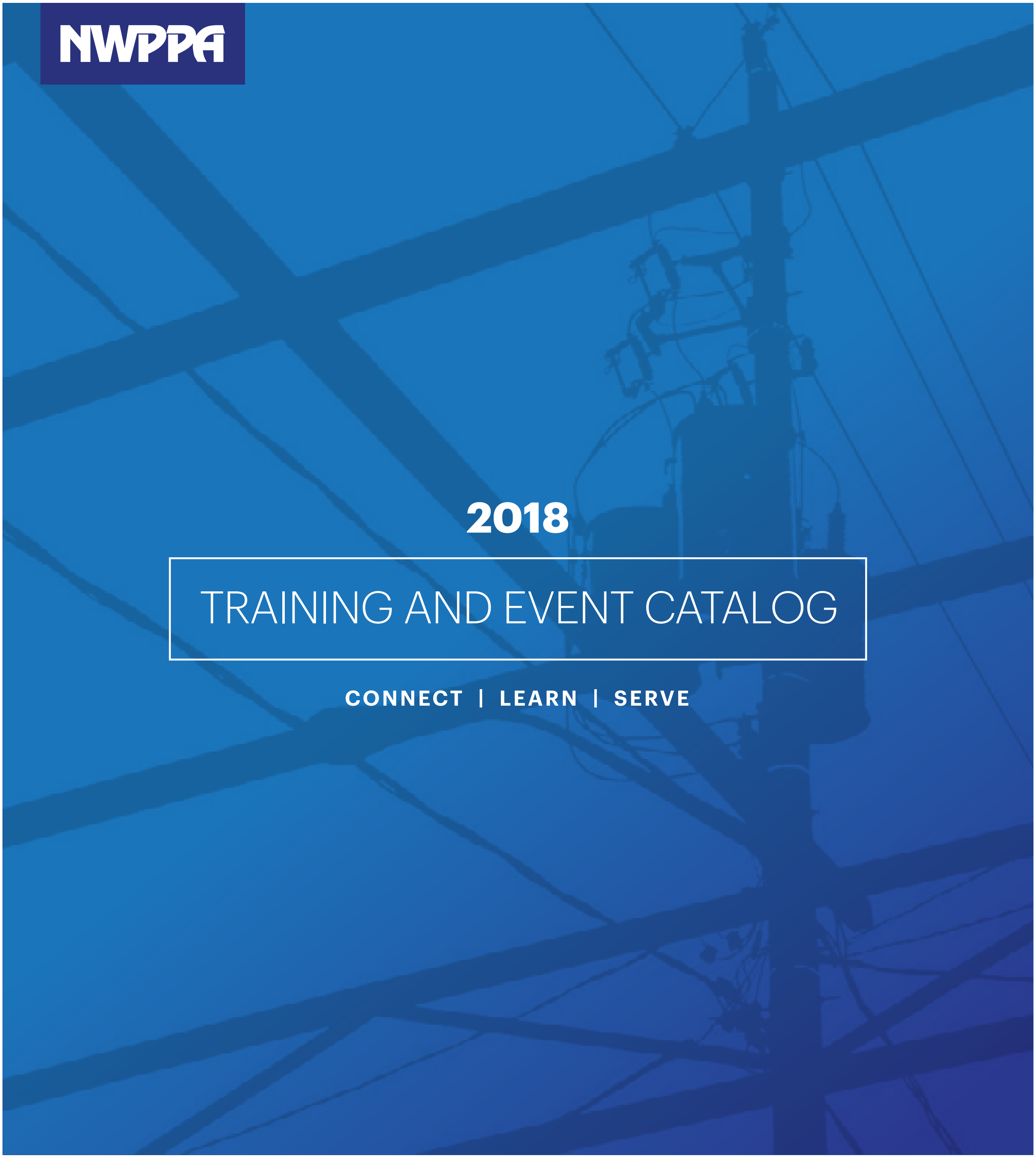
NWPPA



2018

TRAINING AND EVENT CATALOG

CONNECT | LEARN | SERVE

ACCOUNTING AND FINANCE
ADMINISTRATIVE PROFESSIONALS
CUSTOMER AND ENERGY SERVICE
ENGINEERING
ENVIRONMENTAL

HUMAN RESOURCES
INFORMATION TECHNOLOGY
LEADERSHIP
OPERATIONS

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

Welcome to NWPPA's 2018 Training and Event Catalog. As you will see throughout, we are focused on helping you build your skill sets, connect to others, and explore new learning opportunities that support individual, team, and utility development. With retirements increasing and new challenges facing us on the technology, customer, and operations fronts, this is a great time to really focus on what you as an individual can do to meet these challenges (and opportunities!) head on.

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

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

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

Your training team (Dale Mayuiers, Jenny Keesey, Taryn Johnson, Nicole Farabee) and the entire staff at NWPPA work together to bring high-quality, affordable educational opportunities to our membership. We appreciate the opportunity to serve you and look forward to a positive and productive 2018.

With warm regards,

Elaine

Elaine Dixon
Director of Education and Workforce Development
elaine@nwppa.org

(360) 816-1445

NORTHWEST PUBLIC POWER ASSOCIATION

9817 NE 54th Street, Suite 200
Vancouver, WA 98662

(360) 254-0109 | www.nwppa.org

NOTE:

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

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2018 CALENDAR

CONFERENCES, MEETINGS, AND EVENTS

2018

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FEBRUARY	**8** LERG Member Meeting *Portland, Ore.*	**22** Education & Workforce Dev. Committee Meeting *Vancouver, Wash.*	**27** Power Diversion Workshop *Richland, Wash.*	
MARCH	**7-8** IT Conference *Coeur d'Alene, Idaho*			
APRIL	**10-12** Engineering & Operations Conference and Trade Show *Tacoma, Wash.*	**9** Environmental Task Force Meeting *Tacoma, Wash.*		
MAY	**2-3** Administrative Professionals Workshop *Tacoma, Wash.*	**20-23** NWPPA Annual Conference and Membership Meeting *Boise, Idaho*		
JUNE	**7** NWPPA HDL Workshop Portland, Ore.	**19-20** Accounting & Finance Conference *Spokane, Wash.*		
JULY	**11-12** 2019 E&O Committee Meeting *Spokane, Wash.*			
AUGUST	**1** Oregon Utilities Records Management Group *Salem, Ore.*			
SEPTEMBER	**6** Cybersecurity Governance, Risk, and Compliance Workshop *Portland, Ore.*	**11** Environmental Task Force Meeting *Anchorage, Alaska*	**11-12** Supply Chain Workshop *Spokane, Wash.*	**16-19** Northwest Communications & Energy Innovations Conference *Coeur d'Alene, Idaho*
	20-21 Oregon Engineering Roundtable *Newport, Ore.*	**27-28** Montana Engineering Roundtable *Location TBD*		
OCTOBER	**10-12** LERG Annual Meeting *Seattle, Wash.*	**24-26** 3 Cs Conference *Vancouver, Wash.*		
NOVEMBER	**7-8** Women in Public Power Conference *Portland, Ore.*	**15** 2019 E&O Committee Meeting *Portland, Ore.*		
DECEMBER	**4-5** Power Supply Workshop *TBD*			

CONFERENCES AND WORKSHOPS

3 Cs CONFERENCE: CUSTOMER SERVICE, CREDIT, AND COLLECTIONS

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

Dates and Locations:
October 24-26, 2018 – Vancouver, Wash.

Conference Overview:
Join your peers at this annual conference where subject matter experts and utility members share their knowledge and experience with the current key issues in the customer service and credit/collections arenas. Build relationships with others in your field and take home practical information that you can apply to your work. Please visit www.nwppa.org for the agenda, pre-session classes, and additional information, or contact Taryn Johnson at taryn@nwppa.org or (360) 816-1446.

Pre-Conference Class:
All Aboard: Supervisors Guide to Onboarding and Their Critical Role of Employee Development, October 23, 2018

ACCOUNTING & FINANCE CONFERENCE

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

Dates and Locations:
June 19-20, 2018 – Spokane, Wash.

Conference Overview:
The Accounting & Finance Conference is back! This conference will consist of four general sessions and two concurrent tracks – one discussing cooperative-specific topics and the other discussing PUD and municipal-specific topics. Each track will have its own roundtable session. Scheduled topics include: accounting standards, fraud, what auditors are looking for, capital credits, bonds, ratings, municipal debt, capital planning, rates, impact of marijuana load, FEMA accounting, cybersecurity, the utility of the future, a CEO/CFO panel discussion, the next generation CFO, and more. A full agenda will be posted closer to the conference date. Please visit www.nwppa.org for agenda and additional information as it develops, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1448.

ADMINISTRATIVE PROFESSIONALS WORKSHOP

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

Dates and Locations:
May 2-3, 2018 – Tacoma, Wash.

Workshop Overview:
The 360-Professional: Equipping & Empowering YOU!

Throughout the workshop, which is made up of hands-on sessions, attendees will hear from a wide range of presenters and certified instructors on communication skills; how to increase value to existing partnerships; how to use active and precise sentences to ensure your message is delivered; emotional intelligence and crucial conversations; event planning; and software training (TBD). Please visit www.nwppa.org for agenda and additional information as it develops, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1448.

CONFERENCES AND WORKSHOPS

CYBERSECURITY GOVERNANCE, RISK, AND COMPLIANCE WORKSHOP

Who Should Attend:
Policy makers, including board members, commissioners, and general managers; IT managers and staff; engineers; operations staff; risk management personnel; and those who deal with cybersecurity policies and governance.

Dates and Locations:
September 6, 2018 – Portland, Ore.

Conference Overview:
This workshop will introduce participants to risk management concepts (as they apply to IT/ OT cybersecurity) and how to apply, demonstrate, and create cybersecurity policies and governance structures to manage risks. Discussion will include regulatory compliance and requirements for a risk-based cybersecurity program. Participants will learn about asset and information management concepts and practices, which form the cornerstone of a cybersecurity program. Specific areas of discussion will include:

- Risk management basics with an emphasis on cybersecurity risk
- Differences between IT and OT security risks, and the impact of IT/OT integration
- Sound security policy and governance models based on risk assessment
- Integrating risk-based policies with legal and regulatory requirements
- Driving ongoing risk management through asset management strategies
- Strategies for deploying cybersecurity governance and policy

Please visit www.nwppa.org for the agenda and additional information, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1448.

ENGINEERING & OPERATIONS CONFERENCE AND TRADE SHOW

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

Dates and Locations:
April 14-19, 2019 – Spokane, Wash.

Conference Overview:
The NWPPA Engineering and Operations Conference & Trade Show is our largest annual event, and the largest regional event in the West, with over 1,000 attendees, over 30 speakers, and multiple roundtables. In addition, the E&O has a trade show with over 200 exhibit booths staffed by top electric utility industry suppliers and service providers. As the electric utility industry continues to change, attending this event is even more important in developing and maintaining your utility and vendor contacts and staying on top of the latest best practices, products, and services in order to meet your utility customers' needs. Please visit www.nwppa.org for the agenda and additional information, or contact Dale Mayuiers at dale@nwppa.org or (360) 816-1448.

IT CONFERENCE

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

Dates and Locations:
March 7-9, 2018 - Coeur d'Alene, Idaho
April 2019 - Location TBD

Conference Overview:
Join your peers at this annual event where subject matter experts will present on the latest issues of concern to IT professionals.

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

CONFERENCES AND WORKSHOPS

LABOR AND EMPLOYEE RELATIONS GROUP ANNUAL MEETING

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

Dates and Locations:
October 10-12, 2018 – Seattle, Wash.

Meeting Overview:
Join your peers at this annual meeting where labor relations leaders share their experiences, recommendations, and lessons learned about key labor relations and human resource issues. Join us in Seattle and build your relationships with others in your field and have some fun while you are there at the evening reception and optional outing. Please visit www.nwppa.org for the agenda and additional information, or contact Taryn Johnson at taryn@nwppa.org or (360) 816-1446.

NORTHWEST COMMUNICATIONS & ENERGY INNOVATIONS CONFERENCE

Who Should Attend:
Marketing, public relations, communications, energy services, renewable energy and key accounts employees, as well as any employee and board member with an interest in these areas.

Dates and Locations:
September 16-19, 2018 – Coeur d'Alene, Idaho

Conference Overview:
The NIC is designed with communicators and energy efficiency professionals in mind. We have keynote speakers who will inspire you and challenge your thinking about how we should communicate and innovate in this challenging world of the electric utility industry. Please visit www.nwppa.org for the agenda and additional information, or contact Elaine Dixon at elaine@nwppa.org or (360) 816-1445.

Post-Conference Class:
Secrets of Social Media: Clues for Connecting with Electric Utility Customers, September 19,2018

NWPPA ANNUAL CONFERENCE & MEMBERSHIP MEETING

Who Should Attend:
Utility managers, assistant managers, senior staff, power supply managers, utility board members, commissioners, council members, associate members, and trade association heads.

Dates and Locations:
May 2019 – Sacramento, Calif

Conference Overview:
NWPPA will host its 78th annual conference and membership meeting in Boise, Idaho. The annual meeting golf tournament as well as pre-conference classes will be held in conjunction with this event. Please visit www.nwppa.org for the agenda and additional information, or contact Elaine Dixon at elaine@nwppa.org or (360) 816-1445.

CONFERENCES AND WORKSHOPS

NWPPA/APA ALASKA ELECTRIC UTILITY CONFERENCE

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

Dates and Locations:
November 18-21, 2019 – Anchorage, Alaska

Conference Overview:
This event, which is only held every other year, is focused upon helping Alaskan utilities and employees deal with their current opportunities and challenges. The conference brings a mix of education and networking, along with 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 could not arrive at a better time to help.

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

NWPPA HDL WORKSHOP: ARE YOU READY FOR BLOCKCHAIN, DATA CENTERS, AND GROW OPERATIONS?

Who Should Attend:
Policy makers, including board members, commissioners, and general managers, and others interested in policy considerations of providing service to high-density loads (HDLs) whether from blockchain (Bitcoin) applications, data centers, marijuana grows, or other industries.

Dates and Locations:
June 7, 2018 – Portland, Ore.

Workshop Overview:
Blockchain applications (Bitcoin or other crypto currencies), data centers, and grow operations can use anywhere from 1 megawatt to 100 megawatts or more. As utilities receive more and more inquiries for service for these loads, is your utility prepared? Do you know the issues and have the policies in place to adequately respond to large-scale, high-density requests for service?

These new HDLs can quickly consume utility staff time responding to one-off inquiries for service. Many inquiries about service come from those exploring their options. Further, HDLs may require significant system upgrades; new or different substation or transmission access; or create risks for the utility from potential here-today-gone-tomorrow customers.

With an understanding of the risks and rewards for your system and community, and with sound policies, you can better position your utility to provide service to these loads.

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

CONFERENCES AND WORKSHOPS

POWER DIVERSION WORKSHOP

Who Should Attend:
Engineering, operations, safety, and customer service personnel, as well as anyone seeking the latest information and best practices on power diversion.

Dates and Locations:
February 27, 2018 – Richland, Wash.

Workshop Overview:
This one-day workshop focuses on the issues facing electric utilities today with power (i.e., current, diversion). With a focus on safety for employees and customers, and the understanding and mitigation of the impacts on the utility's bottom line, we will cover a variety of current topics, including:

- Overview of the impacts of current diversion on employee and customer safety and utility income
- Current trends and methods in electricity theft at utilities on lines as well as digital and analog meters
- Methods used to track and detect theft
- Tamper alarms and how utilities use and monitoring these
- Illegal marijuana grow operations and more
- Law enforcement and prosecution of electricity theft
- Best practices for employee and customer safety

To understand the current state of diversion among utilities, and their best practices, we will host a facilitated roundtable and Q&A session to discuss common utility issues and solutions with diversion. Please visit www.nwppa.org for the agenda and additional information, or contact Dale Mayuiers at dale@nwppa.org or (360) 816-1448.

POWER SUPPLY WORKSHOP

Who Should Attend:
Power supply professionals; general managers and CEOs; policy makers; finance and rate department managers; and government and public affairs professionals.

Dates and Locations:
December 4-5, 2018 – Location TBD

Workshop Overview:

The 2018 NWPPA Power Supply Workshop is designed by electric utility power supply professionals to update you on current issues and topics that are important to the West. Managing and planning for power resources and costs have never been more challenging given the prospect that your utility's retail rates could exceed the cost of other providers in the near future. At this workshop we will cover the challenges and opportunities of serving customers with offerings and prices that meet their expectations.

SUPPLY CHAIN WORKSHOP

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

Dates and Locations:
September 11-12, 2018 – Spokane, Wash.

Workshop Overview:
Speakers and case studies will cover various supply chain topics of interest. Proposed topics include:

- Preparing your supply line for emergencies (mutual aid agreements, equipment and labor resources, processes, communication of needs, compliance issues, and tracking for FEMA reimbursement)
- NWPPA Connect demonstration: what is it, what does it do, and how can you be involved
- Material requirements (forecasting, work order demands, ERP, MRP systems, and internal awareness)
- Warehouse safety, housecleaning awareness, forklift training, and aerosol containment
- How to set up a new warehouse
- Tour of a local facility
- Roundtable discussions

Additional details will be provided as the program develops.

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

CONFERENCES AND WORKSHOPS

WOMEN IN PUBLIC POWER CONFERENCE

Who Should Attend:
Women in the power industry.

Dates and Locations:
November 7-8, 2018 – Portland, Ore.

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

INTEREST GROUPS

ENVIRONMENTAL TASK FORCE MEETING

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

Dates and Locations:
September 11, 2018 – Anchorage, Alaska

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

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

Please contact Jenny Keesey at jenny@nwppa.org for additional information about this interest group.

LABOR AND EMPLOYEE RELATIONS GROUP MEMBER MEETING

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

Dates and Locations:
June 11-12, 2018 - Spokane, Wash.

Meeting Overview:
Join us in Spokane at the Red Lion for our June member meeting on Monday afternoon and Tuesday morning. Note that these days are a departure from our usual Thursday/Friday schedule. Please visit www.nwppa.org for the agenda and additional information, or contact Taryn Johnson at taryn@nwppa.org for additional information about this interest group.

INTEREST GROUPS

MONTANA ENGINEERING ROUNDTABLE

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

Dates and Locations:
September 27-28, 2018 - Location 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 Dale Mayuiers at dale@nwppa.org. Questions and topics will be compiled and provided at the meeting.

OREGON ENGINEERING ROUNDTABLE

Who Should Attend:
Engineering managers and staff from People's utility districts, cooperative utilities, and other public power utilities within Oregon. (Only utility employees may attend this event.)

Dates and Locations:
September 20-21, 2018 – Newport, Ore.

Meeting Overview:
The NWPPA Oregon Engineering roundtable is designed to offer learning and networking opportunities for engineering personnel from electric utilities throughout NWPPA's membership within Oregon. This is your chance to join your Oregon colleagues in a casual atmosphere to network and discuss key issues, best practices and hot topics that are important to you and your neighboring utilities.

Please contact Dale Mayuiers at dale@nwppa.org for additional information about this interest group.

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:
March 28, 2018 - Eugene, Ore.
August 1, 2018 - Salem, Ore.

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

COMMITTEES, LISTSERVS, AND OTHER GROUPS

COMMITTEES

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

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

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

LISTSERVS AND GROUPS

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

JENNY KEESEY

Training Manager
(360) 816-1448

jenny@nwppa.org

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

DALE MAYUIERS

Training Manager
(360) 816-1448

dale@nwppa.org

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

TARYN JOHNSON

Training Manager
(360) 816-1446

taryn@nwppa.org

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

ALL EMPLOYEES

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

Taryn Johnson at
taryn@nwppa.org or (360) 816-1446

Want more?

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

BITCOIN OPERATIONS: SERVING THE NEW GAME IN TOWN

Who Should Attend:
Anyone in the areas of policy, engineering, power supply, pricing, customer service, and metering; also those wishing to know more about the impact of bitcoin operations on electric utilities.

Dates and Locations:
February 6, 2018 - Online

Webinar Overview:
With 2017 bitcoin values escalating to $20,000 per coin, cryptocurrency mining has become a rapidly growing industry and operators are seeking places to set up shop. Because these data centers often require large amounts of power, bitcoin investors around the world are coming to the Northwest to take advantage of its low-cost energy.

Many Northwest utilities are just beginning to field inquiries, while others have been responding to inquiries since 2014; some are not yet serving bitcoin operations and others have as many as 13 customers. The power demands run the gamut from just a few kilowatts to more than 300 megawatts.

The needs and expectations of bitcoin operators have created complex issues. During this webinar, we will explore some of these issues, including:

- What is a bitcoin and cryptocurrency? How does a bitcoin mining operation work? Why does it require so much power? What is considered an ideal location?
- What are some of the impacts to your utility system when serving these high-power loads?
- What power supply arrangements should be considered?
- What information do you need to get up front from your potential bitcoin customer?
- What should you consider when sizing the utility equipment to serve a load?
- What tariffs should you have in place to ensure that existing customers are not negatively impacted?
- What kinds of risks come with serving bitcoin operations?
- Does your utility have the staff to handle the volume of engineering, permitting, and other work?
- Are there any best practices in place at other utilities that could help you?

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:
May 15-16, 2018 – Missoula, Mont.
June 5-6, 2018 – Vancouver, Wash.
September 12-13, 2018 – Spokane, Wash.

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

Course Objectives:
In addition to the above, the course will also cover:

- Demand and load curves
- System frequency
- Wheeling
- Load shedding and outages
- Power and demand factors
- System and equipment protection
- Safety, including step and touch potential

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

ALL EMPLOYEES

ELECTRIC UTILITY SYSTEM OPERATIONS FOR MEDIUM TO SMALL UTILITIES

Who Should Attend:
Any electric utility industry employee (utility or vendor) whose job performance will benefit from a basic understanding of the operations and distribution 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. Also, any civil and mechanical engineers, line workers, substation workers, apprentices, and support staff that have direct responsibility for the construction, operation, and maintenance of the utility's distribution system.

Dates and Locations:
TBD

Course Overview:
This popular course presents a clear understanding of the technical heartbeat of a utility by providing employees with a comprehensive understanding of electric utility system operations, transmission, and distribution for smaller utilities. 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.

Course Topics:

- Generation (fossil fuel, hydro, and generation)
- Transmission and distribution, including both overhead and underground
- Customer voltages including single-phase 120V/240V, three-phase 120V/240V, three-phase 208VY/120V, and three-phase 480VY/277V
- Transformers, circuit breakers, and fuses
- Demand/load curves
- System frequency
- Load shedding and outages
- Demand factor and demand charges
- Safety, including step and touch potential

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

ELECTRIC DISTRIBUTION SYSTEMS

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

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.

Dates and Locations:
June 12-13, 2018 – Tacoma, Wash.

Course Overview:
This popular course presents a clear understanding of the technical heartbeat of a utility by providing employees with a comprehensive understanding of electric utility system operations, transmission, and distribution for smaller utilities. 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.

Course Topics:

- Generation (fossil fuel, hydro, and generation)
- Transmission and distribution, including both overhead and underground
- Customer voltages including single-phase 120V/240V, three-phase 120V/240V, three-phase 208VY/120V, and three-phase 480VY/277V
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- System frequency
- Load shedding and outages
- Demand factor and demand charges
- Safety, including step and touch potential

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

ALL EMPLOYEES

SECRETS OF SOCIAL MEDIA: CLUES FOR CONNECTING WITH ELECTRIC UTILITY CUSTOMERS

Who Should Attend:
Anyone interested in learning more about connecting and communicating with customers through social media.

Dates and Locations:
*September 19, 2018 - Coeur d'Alene, Idaho

Course Overview:
This workshop will focus on:

Getting management team and boards on board with social media.

- Spotting the strengths, weaknesses, opportunities, and threats on your utility's Facebook page.
- What to do when private information becomes public, including how to contain the chatter while serving the customer.
- The importance of distinguishing the online critic from the online troll.
- Practical techniques for handling personal encounters with customers, both in-person and online.
- Using spoken and written words that communicate confidence and avoid the words and phrases that suggest insecurity.
- How to manage situations with customers who want to videotape their encounters out in public or inside utility offices and how to explain your decision if the answer is no.

**Pre-conference course for the Northwest Communications & Energy Innovations Conference, September 16–19, 2018.*

ACCOUNTING AND FINANCE

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

Jenny Keesey at
jenny@nwppa.org or (360) 816-1448

Want more?

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

ACCOUNTING & FINANCE FUNDAMENTALS FOR UTILITY PERSONNEL

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

Dates and Locations:
September 20-21, 2018 – Boise, Idaho

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

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

What to Bring:
- 2017 year-end financial report and a calculator.

BUDGET BASICS FOR UTILITIES

Who Should Attend:
Entry-level and intermediate-level accounting staff, or anyone who is new to the budgeting process.

Dates and Locations:
October 23, 2018 - Spokane, Wash.

Course Overview:

In this one-day program, attendees will tackle common budgeting issues to see how each decision impacts the 1) Operating Statement, 2) Balance Sheet, and 3) Statement of Cash Flows. Given the organization's work plan, we will decide if it is an investment or an expense when money is spent. We will discuss budgeting in nominal and real terms, as well as the impact of inflation. At the conclusion, we will examine the effects of the decisions made on key financial ratios and the utility's margin or rate impact.

Course Objectives:
- Understand the links between the financial statements
- Recognize the difference between expenses and capitalization
- Examine the benefits and drawbacks of budgeting

ACCOUNTING AND FINANCE

EVALUATING CAPITAL PROJECTS

Who Should Attend:
Utility accounting and finance personnel, and any employee who budgets for capital projects.

Dates and Locations:
October 24, 2018 - Spokane, Wash.

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

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

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:
March 2, 2018 - Anchorage, Alaska
June 13, 2019 - Vancouver, Wash.

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

Course Topics:
- What is fraud? 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.

LOAD FORECASTING

Who Should Attend:
Analysts and managers who are new to forecasting and statistic analysis, or anyone who needs a refresher course in evaluating load forecasts developed for their utility.

Dates and Locations:
TBD

Course Overview:
Does your current load and revenue forecast reflect the economic, financial, and regulatory realities facing your utility today? Do you understand what goes into the load forecast developed by your utility and BPA? If your utility has not revisited its projected load and forecast methodology recently, it may be time to re-examine these given the TRM rate design and the new economic and regulatory environment utilities are operating in today.

For BPA customers, BPA's TRM rate design relies on the load forecast developed by BPA for your utility in order to project demand and load-shaping charges. The load forecast is also used to determine your utility's need for Tier 2 purchases or new resource acquisitions for the next five to 20 years. While BPA develops forecasts for all BPA customers, it is crucial for each utility to understand, verify, and concur with the forecast methodology and results developed by BPA; the financial consequences of a flawed forecast can have significant impacts on utility rates.

As your utility is planning to meet future loads, it is important to understand how local generation (such as solar distributed generation) and new uses (such as electric vehicles) may influence resource requirements in the future. Incorporating conservation efforts correctly into your forecast will also be important. The afternoon presentation will provide real examples and considerations from BPA and BPA customers.

ACCOUNTING AND FINANCE

MANAGERIAL ACCOUNTING WITH KEY RATIOS

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

Dates and Locations:
TBD

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

- Key evaluation and development of strategies in billing, operations, engineering, communications, governance costs, and finance
- Creating a healthy equity strategy
- Benchmarks for comparison to other utilities
- Evaluating cash flow
- Adequacy in budget development

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

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

NUTS AND BOLTS OF WORK ORDERS

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

Dates and Locations:
December 12-13, 2018 – Vancouver, Wash.

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

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

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

UNBUNDLED COST OF SERVICE AND RATE DESIGN

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

Dates and Locations:
November 14-15, 2018 - Seattle, Wash.

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

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

ADMINISTRATIVE PROFESSIONALS

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

Jenny Keesey at
jenny@nwppa.org or (360) 816-1448

Want more?

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

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 1: ALL FOUR DAYS

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

Dates and Locations:
March 13-16, 2018 - Anchorage, Alaska

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

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

Dates and Locations:
March 13, 2018 - Anchorage, Alaska

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

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

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

Dates and Locations:
March 14, 2018 - Anchorage, Alaska

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

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

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

ADMINISTRATIVE PROFESSIONALS

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

Dates and Locations:
March 15, 2018 - Anchorage, Alaska

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

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

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

Dates and Locations:
March 16, 2018 - Anchorage, Alaska

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

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

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: ALL FOUR DAYS

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

Dates and Locations:
December 11-14, 2018 – Vancouver, Wash.

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

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

Dates and Locations:
December 11, 2018 – Vancouver, Wash.

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

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

ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 2: POSITIVE ASSERTIVENESS

Dates and Locations:
December 12, 2018 – Vancouver, Wash.

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

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

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

Dates and Locations:
December 13, 2018 – Vancouver, Wash.

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

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

ADMINISTRATIVE PROFESSIONALS

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

Dates and Locations:
December 14, 2018 – Vancouver, Wash.

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

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

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: ALL FOUR DAYS

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

Dates and Locations:
October 2-5, 2018 – Spokane, Wash.

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

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

Dates and Locations:
October 2, 2018 – Spokane, Wash.

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

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

ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 2: PROJECT MANAGEMENT

Dates and Locations:
October 3, 2018 – Spokane, Wash.

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

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

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

Dates and Locations:
October 4, 2018 – Spokane, Wash.

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

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

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

Dates and Locations:
October 5, 2018 – Spokane, Wash.

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

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

CUSTOMER AND ENERGY SERVICE

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

Taryn Johnson at
taryn@nwppa.org or (360) 816-1446

Want more?

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

ALL ABOARD: SUPERVISORS GUIDE TO ONBOARDING AND THEIR CRITICAL ROLE OF EMPLOYEE DEVELOPMENT

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

Dates and Locations:
*October 23, 2018, Vancouver, Wash.

Course Overview:
Challenging work and making a difference are key drivers for many when they are considering joining your organization or changing jobs within it. As a leader, how do you create a positive experience for a new employee through every stage of his or her career?

This highly interactive one-day workshop will focus on onboarding new employees; creating and implementing learning pathways; coaching for success; and keeping your own resiliency strong along the way.

During this class, you will learn:

- How to successfully onboard new employees and start on the right foot together
- How to coaching for success through the employment lifecycle
- Roles and responsibilities in employee development and how to implement learning pathways
- How to have conversations around career development

You'll leave this workshop refreshed, recharged, and carrying some new tools in your toolbox. Plus, you'll learn from other leaders and have some fun along the way.

**Pre-conference course for the 3 Cs Conference: Customer Service, Credit, and Collections, October 24-26, 2018.*

COMMUNICATION ESSENTIALS FOR SUCCESS

Who Should Attend:
Anyone who needs to communicate effectively with others in their utility as well as with customers and members.

Dates and Locations:
April 11-12, 2018 - Spokane, Wash.

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.

Course Objectives:

- Identify your communication style.
- Learn what makes communication effective and meaningful.
- Learn effective methods for listening.
- Identify successful verbal and non-verbal communication methods.
- Develop strategies for managing stress during difficult communication situations.
- Identifying what is important to a variety of generations, cultures, and genders.
- Develop an effective communication strategy plan.

CUSTOMER AND ENERGY SERVICE

COMMUNICATION TUNE UP WEBINAR SERIES: ALL THREE SESSIONS

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

Dates and Locations:
February 13 - April 17, 2018 - Online

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

Webinars in this series include:

- Communication Styles: Why Can't You Hear Me
- Listening for Effective Problem Solving
- Managing Angry Customers

Please see below for individual course descriptions.

COMMUNICATION STYLES: WHY CAN'T YOU HEAR ME?

Dates and Locations:
February 13, 2018 - Online

Course Overview:
Ever wonder why someone is not getting your message? It could be as simple as a style difference. How often have you run into, "Well, that is what you said," but the other person says, "But that is not what I meant." Understanding our different styles can help us better communicate with our customers, our peers, and even with those in our personal lives.

This webinar will cover the following topics:

- The different communication styles
- Your own communication style
- How your style impacts your communication with others
- A plan for enhancing your style as you communicate with others

LISTENING FOR EFFECTIVE PROBLEM SOLVING

Dates and Locations:
March 13, 2018 - Online

Course Overview:
Today, more than ever, customers want to be heard and feel that their issues are truly resolved. Effective listening on your part will help you resolve their concerns more effectively. This session will focus on understanding what is important to customers and how to determine the real issues at hand. You will gain skills to help you be laser-focused on listening to your customers.

This webinar will cover the following topics:

- What an effective listener is as it relates to customer service
- Your own listening style strengths
- Effective listening skills
- A personal action plan for increasing your listening skills

MANAGING ANGRY CUSTOMERS

Dates and Locations:
April 17, 2018 - Online

Course Overview:
Each of us has our own "angometer" that goes off when we are frustrated with a situation. How we manage that meter in ourselves and others is the key. Managing angry conversations is the delicate art of balancing effective customer service with successful temperament management.

This webinar will cover the following topics:

- Issues that are triggers for your own anger
- Issues that are triggers for your customers
- A model for managing angry conversations
- Strategies for managing angry conversations

CUSTOMER AND ENERGY SERVICE

CRAFTING STRATEGIC STAFFING PLANS; SOLUTIONS FOR NOW AND THE FUTURE

Who Should Attend:
Customer service and credit/ collections managers and supervisors as well as managers from other departments who are challenged with staffing shortages.

Dates and Locations:
TBD

Course Overview:
Managing customer service operations is challenging when employees have unscheduled or long-term absences and when operational emergencies occur. In critical industries such as utilities, managers must have multiple options to cover workforce shortages. This class addresses staffing shortages due to FMLA, vacations, additional workloads, emergencies, and unscheduled absences. Participants will explore multiple solutions/alternatives (short term and long term) when staffing shortages occur in their utilities.

CUSTOMER RELATIONS: BUILDING RAPPORT

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

Dates and Locations:
May 8-9, 2018 – Vancouver, Wash.

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.

Course Objectives:
- Identify the foundational skills for creating satisfied customers.
- Create a branding strategy for yourself.
- Describe behaviors for managing service opportunities.
- Apply skills, strategies, and choices for handling challenging customer situations.
- Identify and use methods for managing stress to ensure service success.

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:
September 18-19, 2018 – Vancouver, Wash.

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

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

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

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

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

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

UNDERSTANDING COLLECTIONS AND DISCONNECTIONS

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

Dates and Locations:
December 4-5, 2018 - Portland, Ore.

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.

ENGINEERING

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

Dale Mayuiers at
dale@nwppa.org or (360) 816-1448

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BEST PRACTICES IN RELIABILITY

Who Should Attend:
Engineers, reliability engineers, and managers who have the responsibility to maintain or improve system reliability.

Dates and Locations:
July 19, 2018 – Spokane, Wash.

Course Overview:
Power cost and service reliability are keys to customer satisfaction. For reliability assessment, it is important to benchmark your system nationally and locally to determine goals for improvements. This course will present methods for benchmarking systems. In addition, methods of analyzing outage data beyond traditional dashboard summaries will be presented to help identify trends and actionable solutions. Trends in system protection and best practices will be presented that challenge historical methods and can improve reliability statistics and customer satisfaction.

Course Objectives:
- Determine goals for reliability improvements
- Analyze outage data to identify actionable solutions
- Identify new trends in overcurrent protection
- Identify best practices in reliability improvement

CASE STUDIES OF ETHICS IN DESIGN AND OPERATIONS

Who Should Attend:
New engineers, experienced engineers, and professional engineers, as well as managers.

Dates and Locations:
TBD

Course Overview:
Ethics in engineering is a difficult subject, with many contradicting guidelines that make proper application a challenge. The course material reviews the National Society of Professional Engineer's Code of Ethics as well as the Code of Professional Conduct required by Professional Engineering Boards in the Northwest. The class participants will serve as judge and jury on actual historical ethical conflicts cases. Group discussion of conflicting guidelines will be addressed for better understanding of the guidelines. This class qualifies for continuing education credits for professional engineers.

Course Objectives:
- Identify Fundamental Canons of the NSPE Code of Ethics
- Identify Codes of Professional Conduct in various Northwest States
- Adjudicate ethical conflicts
- Identify sources of ethical authority

ENGINEERING ENGINEERING WEBINAR SERIES

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

Dale Mayuiers at
dale@nwppa.org or (360) 816-1448

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ENGINEERING WEBINAR SERIES: ALL 11 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:
Dates vary. Please see individual web pages or course descriptions below.

Webinar Overview:
The engineering webinar series is comprised of 11 webinars from January through November 2018. 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 11 webinars at a **discounted price.**

CHARACTERISTICS OF UNDERGROUND PRIMARY CABLE FREE WEBINAR

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 9, 2018 – Online

Webinar Overview:
To efficiently size underground cables, one must first understand the physical structure of the conductors and the function of the components of the underground cable. Understanding the function and limitation of each layer of the underground cables enables the designer to more effectively design underground distribution lines.

SIZING SINGLE-PHASE TRANSFORMERS

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

Dates and Locations:
February 13, 2018 – Online

Webinar Overview:
To size a transformer, it is necessary to understand basic electric theory, transformer theory, and the thermal loading characteristics of a transformer. Multiple considerations must be evaluated to determine the correct size of transformer needed for maximum efficiency and reliability. These considerations include weather conditions affecting peak demand, building/house size, appliances, and voltage flicker.

SIZING THREE-PHASE TRANSFORMERS

Who Should Attend:
Engineering personnel and others who would benefit from an understanding of current electric utility engineering principles and practices

Dates and Locations:
March 13, 2018 – Online

Webinar Overview:
Transformers are one of the most significant costs to be considered when serving new customers, and this is especially true for three-phase services. Unlike single-phase transformers, which are generally shared by two or more services, three-phase transformers are typically dedicated to one consumer. Sizing three-phase transformers is based on three methods: panel rating, comparable facility, and diversity of the loads.

TRANSFORMER BANKING

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

Dates and Locations:
April 10, 2018 – Online

Webinar Overview:
A designer's goal should be to provide the most efficient, economical, and reliable power to the consumer. To achieve this goal, a designer must consider the numerous configurations to combine two or three distribution transformers to supply power to a service, and the advantages and disadvantages of each configuration.

TRENDS IN FUSE SAVINGS

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

Dates and Locations:
May 8, 2018 – Online

Webinar Overview:
The goal of fuse saving is to avoid expensive fuse replacement and to avoid lengthy consumer outages. However, fuse saving schemes are not practical for all distribution lines. The distribution system must be evaluated to determine the sections of line where implementation of a fuse saving scheme will be beneficial, and to determine the coordination for a fuse saving scheme.

APPLICATION AND USE OF FAULT INDICATORS

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

Dates and Locations:
June 19, 2018 – Online

Webinar Overview:
Locating faults on underground distribution systems is often frustrating and challenging. Installation of fault indicators can provide a means to quickly locate the source of the outage, thereby drastically reducing the outage time. The challenges to using fault indicators include when and where to install fault indicators to be most beneficial and cost effective. In addition, fault indicators need to be selected based on the continuous current and available fault current.

ENGINEERING ENGINEERING WEBINAR SERIES

UNDERSTANDING AND MITIGATING UPLIFT

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

Dates and Locations:
July 10, 2018 – Online

Webinar Overview:
Uplift is a common problem in the electric utility industry. Understanding the causes for uplift is the beginning of solving and preventing uplift on the distribution system. Recognizing instances where uplift typically occurs will lead to design practices that eliminate the problem before construction. Understanding the causes of uplift will also help designers redesign existing structures to correct existing problems.

UNDERSTANDING CONSTRUCTION SPECIFICATIONS

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

Dates and Locations:
August 14, 2018 – Online

Webinar Overview:
The purpose of construction specifications, whether RUS specifications or individual utility specifications, is to create a uniform construction criterion for the electric distribution system. Engineers, designers, superintendents, and linemen need a working knowledge of the utility specifications to ensure that the power lines are designed and built to be safe, reliable, and efficient. The discussion of construction specifications will include materials, design parameters, maximum line angles, and design guides.

DESIGN AND FRAMING OF RISER POLES

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

Dates and Locations:
September 11, 2018 – Online

Webinar Overview:
The design of a riser pole must consider the underground cable attachment to the pole, the placement of arresters to reduce lead lengths, different types of terminators, and switches. This webinar will discuss different framing methods for riser poles that meet NESC requirements as well as operational goals. Common errors in framing risers will be presented and analyzed.

PROFESSIONAL ETHICS FOR UTILITY PERSONNEL

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

Dates and Locations:
October 9, 2018 – Online

Webinar Overview:
Ethics is not always black and white or good and evil. Often simple situations, such as going to lunch with someone, can be considered a breach of ethics. Using realistic examples, this webinar will discuss possible pitfalls when working with vendors, government officials, consumers, etc., and offer methods to avoid such situations.

PRIMER ON CURRENT DEMAND-SIDE MANAGEMENT PRACTICES

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

Dates and Locations:
November 13, 2018 – Online

Webinar Overview:
Demand-side management is employed with various goals and methods, including sustainability, improving load factor, reducing generation requirements, reduction in transmission congestion, and reducing wholesale power costs. This webinar will address the tools used in the industry to manage the system demand. The advances in communication, such as RF mesh radio systems and smart thermostats, have increased the number and types of tools available for deployment.

ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

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QUALIFIED WORKER TRAINING - OSHA 1910.269

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

Dates and Locations:
September 19, 2018 – Spokane, Wash.

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: BASIC SURVEYING

Who Should Attend:
Staking technicians.

Dates and Locations:
June 2019 - Location TBD

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: CONSTRUCTION CONTRACT ADMINISTRATION

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
November 8-9, 2018 – Bend, Ore.

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: EASEMENT ACQUISITION

Who Should Attend:
Staking technicians.

Dates and Locations:
June 2019 - Location TBD

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

Course Objectives:

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: JOINT USE AND MAKE READY SURVEYS

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
November 7-8, 2018 – Bend, Ore.

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

ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

STAKING TECHNICIAN CERTIFICATION PROGRAM: NESC & UTILITY SPECIFICATIONS

Who Should Attend:
Staking technicians.

Dates and Locations:
February 5-7, 2018 - Seattle, Wash.

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

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: OBTAINING PERMITS

Who Should Attend:
Staking technicians.

Dates and Locations:
February 8-9, 2018 - Seattle, Wash.

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

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

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

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
June 6-8, 2018 – Spokane, Wash.

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:
November 13-16, 2018 – Anchorage, Alaska

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 WITH TRANSFORMER AND CONDUCTOR SIZING

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
February 12-16, 2018 - Kalispell, Mont.

Course Overview:
This session of the NWPPA Staking Program will cover the following areas:

Application of the NESC

The National Electrical Safety Code (NESC) 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

Sizing Transformers and Conductors
This course focuses 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. The instructors will also review basic circuit theory and its application in an electric distribution system; and cover transformer connections and their application to specific electrical loads.

STAKING TECHNICIAN CERTIFICATION PROGRAM: SIZING TRANSFORMERS AND CONDUCTORS

Who Should Attend:
Staking technicians.

Dates and Locations:
June 4, 2018 – Spokane, Wash.

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:
November 5-7, 2018 – Bend, Ore.

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:
June 5, 2018 – Spokane, Wash.

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

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

ENVIRONMENTAL

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Jenny Keesey at
jenny@nwppa.org or (360) 816-1448

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DEPARTMENT OF TRANSPORTATION HAZARDOUS MATERIALS TRAINING FOR UTILITY PERSONNEL

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

Dates and Locations:
January 8, 2018 - Seattle, Wash.

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

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

Additionally, this course will cover:

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

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

ENVIRONMENTAL

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

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

Dates and Locations:
September 12, 2018 – Anchorage, Alaska

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

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

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:
January 10-11, 2018 - Seattle, Wash.
January 9-10, 2019 - Portland, Ore.

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

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

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

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

SPILL PREVENTION, CONTROL AND COUNTERMEASURES (SPCC)

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

Dates and Locations:
September 10, 2018 - Anchorage, Alaska

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

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

HUMAN RESOURCES

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Taryn Johnson at
taryn@nwppa.org or (360) 816-1446

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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.

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

HUMAN RESOURCES

NEGOTIATING YOUR COLLECTIVE BARGAINING AGREEMENT

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

Dates and Locations:
June 5-7, 2018 - Vancouver, Wash.

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

Course Topics:

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

INFORMATION TECHNOLOGY

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

Jenny Keesey at
jenny@nwppa.org or (360) 816-1448

Want more?

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

HARDENING WINDOWS NETWORKS

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

Dates and Locations:
September 25-28, 2018 - Vancouver, Wash.

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

During this class, students will harden a network consisting of:

- Microsoft Exchange
- Outlook Web Access
- Proxy Server
- Microsoft IIS
- Microsoft Windows 7/10
- MS Windows Server 2008/2012
- Microsoft Windows SQL Server
- Microsoft Software Update Services
- Firewall

The instructor will cover the following topics:

- Common exploitation techniques
- Active directory group policies
- Authentication mechanisms
- Windows auditing
- Log monitoring and alerting
- Oracle Java deployment ruleset
- Windows AppLocker/software restriction
- Syslog event logging
- Host firewall configuration
- Network traffic analysis
- Proxy server
- File system security
- Microsoft LAPS
- Microsoft EMET
- SNORT intrusion detection

As part of the final lab, students will:

- Deploy host and network intrusion detection in a virtual Windows network (Snort, syslog, Windows events)
- Run automated attacks and identify the source, destination, and type of attack
- Harden a virtual Windows network
- Run automated attacks to test Windows hardening

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

INFORMATION TECHNOLOGY

OVERVIEW OF THE CYBERSECURITY CAPABILITY MATURITY MODEL (C2M2)

Who Should Attend:
IT professionals and others who are responsible for information technology programs.

Dates and Locations:
March 6, 2018 - Coeur d'Alene, Idaho

Course Overview:
This class will provide an overview of Cybersecurity Capability Maturity Model (C2M2) v1.1, a model that organizations can use to evaluate, prioritize, and improve cybersecurity capabilities. This model is a common set of industry-vetted cybersecurity practices grouped into 10 domains and arranged according to maturity level. An evaluation tool allows organizations to evaluate their implementation of the C2M2 practices, resulting in a score for each domain. Scores can then be compared with a desired score as determined by the organization's risk tolerance for each domain. The model is also valuable for internal and external benchmarking.

The original model was established as a result of White House efforts to understand and improve cybersecurity capabilities and posture in the electricity subsector.

The class will cover:

- The 10 domains of the model:
- Risk management
- Asset, change, and configuration management
- Identity and access management
- Threat and vulnerability management
- Situational awareness
- Information sharing and communications
- Event and incident response, continuity of operations
- Supply chain and external dependencies management
- Workforce management
- Cybersecurity program management
- The four maturity indicator levels
- The organizational survey and scoring tool

Note: Please visit the website for an expanded course description.

LEADERSHIP

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Elaine Dixon at
elaine@nwppa.org or (360) 816-1445

Want more?

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905.1—ASSESSING GOVERNANCE: TAKING A CONTINUOUS IMPROVEMENT APPROACH TO GOVERNING YOUR CO-OP

Who Should Attend:
Directors, policy makers, and general managers. This event is a pre-conference class for the ORECA summer meeting..

Dates and Locations:
July 10, 2018 - Hood River, Ore.

Course Overview:
Putting a governance assessment on your board's to-do list may be a good idea. Similar to a board performance evaluation, a governance assessment is a thoughtful and thorough review of governance bylaws, policies, and practices. Doing this from time to time can help ensure that your co-op is keeping up with evolving member preferences and changes in the law. This course is designed to walk directors or boards through the governance assessment process. It covers a number of different areas such as nominating and elections; member access to information; or board composition. There is no one-size-fits-all review and priorities vary.

955.1 YOUR BOARD'S CULTURE—ITS IMPACT ON EFFECTIVENESS

Who Should Attend:
Any board member, commissioner, or general manager interested in better understanding board culture and its impact on effectiveness

Dates and Locations:
May 21, 2018 - Boise, ID

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.

Course Topics:
- How boardroom cultures develop and how they impact the board's effectiveness
- Case studies in boardroom conflict and boardroom complacency, and what directors can do to limit threats and risks of a counterproductive culture
- How boards deal with risk and other unintended consequences

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

977.1 EQUITY MANAGEMENT AND BOARDROOM DECISION MAKING

Who Should Attend:
Directors, policy makers, and general managers.

Dates and Locations:
TBD

Course Overview:
In this class, board members will consider common boardroom decisions and how these decisions impact the cooperative's financial strength. In two days, attendees will cover a year's worth of key financial decisions and how they affect the cooperative's equity position. Concepts will be reinforced through practical and strategic exercises designed to give attendees a theoretical understanding that they can apply to situations at their own co-op.

Course Objectives:
- Explain the purpose and function of key financial statements (balance sheet, statement of cash flows, statement of operations).
- Apply a process for determining a board's philosophy regarding key financial metrics (TIER, Equity, MDSC).
- Analyze the impact of boardroom decisions (plant growth, construction, etc.) and tradeoffs between key financial areas (e.g., rates, equity, and capital credits).
- Communicate clear guidance to the CEO regarding financial decisions.

LEADERSHIP

EMPLOYMENT LAW WEBINAR SERIES: ALL THREE WEBINARS

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

Dates and Locations:
May 1-22, 2018 – Online

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

ADA—STRESS, ANXIETY, AND MENTAL DISORDERS AS DISABILITIES

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

Dates and Locations:
May 1, 2018 – Online

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.

During the webinar, you will learn the answers to these questions:

- What fits into the ADA category?
- Are stress, anxiety, and mental disorders covered under ADA law?
- What should you do if an employee claims accommodation?
- How do you determine the validity of a claim?
- What if this accommodation would create a hardship for the organization?
- How do you plan for the next steps?
- How can you manage the legal risks?

ACCEPTING EVERY HUMAN'S NATURE AT WORK

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

Dates and Locations:
May 15, 2018 – Online

Course Overview:
We each have the ability to give warmth and kindness to others, but choosing to tap into that propensity can be another story when traditional notions of gender boundaries are being pushed and tested.

LGBTQ+, sexual identity, sexual orientation, cis-gender, transgender, third gender, gender X, and gender neutral are all part of our new vocabulary, and they bring expectations and responsibilities in the workplace.

During this informative program you will explore:

- Current workplace rights and protections
- The implications of third-gender status
- Possible family leave and disability accommodations for transitioning employees
- Workplace policy interpretation
- Bathroom selections
- Best practices for moving the organization forward in accepting all employees as they are and who they want to be

LEADERSHIP

MANAGING ABSENCES, FAMILY LEAVE, AND REASONABLE ACCOMMODATIONS

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

Dates and Locations:
May 22, 2018 – Online

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.

During this webinar, you will learn:

- What you need to know about managing employees who are taking time off for pregnancy, illness, FMLA/OFLA leave, disability, and workers compensation leave
- The basics of the various leave laws
- How to track leave correctly
- How all the leave laws work together
- Factual scenarios tailored to address common issues and concerns you may have
- Tips for maintaining productivity, employee morale, and your sanity
- What you can say and not say, and how you can address the morale aftermath

ENTERPRISE RISK MANAGEMENT: A SUCCESSFUL IMPLEMENTATION

Who Should Attend:
Chief financial officers, senior-level accounting staff, auditors, general managers/CEOs, policymakers, and legal counsel. (Please note that ERM: Adding Value to Your Organization is not a prerequisite for this class.)

Dates and Locations:
October 17-18, 2018 – Vancouver, Wash.

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. Implementing ERM helps utilities achieve their objectives by improving their operation and organizational effectiveness. A strong ERM program will integrate risk management with strategy, tactics, and operational processes.

In this class, the instructor will help participants identify specific organizational needs and develop implementation plans that can be effectively executed within their utilities. This will include risk disclosure, risk mapping, controls maturity ranking, risk dashboard, and communications plans. This program will also provide some examples of how other organizations have implemented ERM and feature a panel of guest speakers talking about implementing enterprise risk at their organizations. Day 1 will focus on how to use ERM to its greatest effect. On day 2, the instructor will address how to improve an ERM program's effectiveness. Participants will have an opportunity to hear from guest presenters on their ERM programs and to work on tools to improve their ERM program.

Please see course web page for course objectives and additional information.

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

LEADERSHIP

ENTERPRISE RISK MANAGEMENT: ADDING VALUE TO YOUR ORGANIZATION

Who Should Attend:
Chief financial officers, senior-level accounting staff, auditors, general managers/CEOs, policymakers, and legal counsel.

Dates and Locations:
June 13-14, 2018 – Spokane, Wash.

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. Implementing ERM helps utilities achieve their objectives by improving their operation and organizational effectiveness. A strong ERM program will integrate risk management with strategy, tactics and operational processes.

Course Objectives:
On day one of this class, the instructor will help participants plan how to implement ERM at their organizations or increase the effectiveness of existing ERM programs within their organizations. The session will include recommended steps for launching and maintaining an ERM program internally within the organization. Day 1 will focus on the application of ERM within the utility.

During day two, participants will learn about various tools and methods to report and measure risks. The instructor will share practical decision-making tools and techniques with participants, demonstrating how energy professionals can apply risk analysis and mitigation planning to significant organizational initiatives.

Please see course web page for course objectives and additional information.

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

ENTERPRISE RISK MANAGEMENT: CUSTOMIZE YOUR ERM PROGRAM

Who Should Attend:
Utility professionals who are responsible for developing, implementing, managing, and/or sponsoring enterprise risk management within their organizations. It will be important for participants to have a good foundation and working knowledge of ERM terminology and concepts (for example, NWPPA ERM classes or prior ERM training or work experience).

Dates and Locations:
March 7-8, 2018 - Seattle, Wash.

Course Overview:
NWPPA is adding a third new enterprise risk management (ERM) session to help utilities build and enhance their ERM programs. The objective will be for attendees to leave the workshop having completed key elements in their ERM program. The course format is different from NWPPA's two other ERM program offerings, which are instructional (ERM: Adding Value to Your Organization and ERM: A Successful Implementation). In this session, attendees will have an opportunity to work on their individual ERM programs and bring work products back to their organization. The instructor will be providing consulting support to the participants and will facilitate peer feedback of program elements prepared by participants.

It is expected that participants have differing needs, depending upon how their ERM programs have been implemented to date at their respective utilities. Therefore, for most of the workstreams, participants will be able to select from several options. Following course registration, participants will be asked to make their selections from the options included in each of the six workstreams so the instructor can organize the training materials.

Based upon the options selected, the instructor will guide participants to complete the assignments during the session. The participants will have time to work independently; receive coaching from the instructor; and share ideas with, and receive peer input from, other workshop participants. Because of time constraints, participants will only be able to pursue one option per workstream. However, participants are welcome to attend future workshops in order to explore other options (the instructor will invite requests from participants for future workstream topics).

Please see the course Web page for course workstream information and required materials.

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

LEADERSHIP

FUTURE-PROOF YOUR BUSINESS: THRIVE IN TIMES OF CHANGE

Who Should Attend:
Utility and business individuals, leaders, and teams.

Dates and Locations:
April 9, 2018 - Tacoma, Wash.

Course Overview:
No one can predict the future. We may have a preferred future, but what if it's wrong? Organizations that thrive in times of change prepare for multiple possibilities. In this session, we will spend time exploring four possible scenarios about the utility of the future created with fellow NWPPA members. As we explore each scenario, we will generate options for small steps to take today that will hedge our bets against the uncertainty of tomorrow.

Full information about the future is never available so we make our business plans using the best information we have. The 'tyranny of the present' and our expertise can limit our thinking. In this workshop you will have the opportunity to explore variations of the future using a proven strategic thinking process called Scenario Planning. With your colleagues you will review drivers and forces that affect your industry. You will explore 4 plausible, probable and possible futures and identify small ways you can 'hedge your bets' to inform your strategic planning today.

Note: This is a highly interactive session and would be beneficial to attend with fellow team members.

INFLUENCING OTHERS: MASTERING HUMAN DYNAMICS

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

Dates and Locations:
May 23-24, 2018 – Vancouver, Wash.

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

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

LEADERSHIP

INTRODUCTION TO ROBERTS RULES OF ORDER

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

Dates and Locations:
*May 21, 2018 – Boise, Idaho

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

Course Topics:

- The functions of the major motions
- How precedence of motions works
- The basic rights of members
- Eight fundamental principles of debate
- The rights of members and the presider, and how they are related
- How a member can challenge the presider's decision
- Disorder in meetings
- Coting and abstentions
- Knowing how to table or postpone a topic to another day

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

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

MANAGING CHANGE AND TRANSITION

Who Should Attend:
General managers, managers, supervisors, and anyone who has taken Leadership Skills.

Dates and Locations:
April 18-19, 2018

Course Overview:
This one-and-a-half day program gives a broad overview of specific skills in how to deal with organization change. The class has three components:

- The three phases of the change and transition process, and how to personally handle each.
- Your work style and how to effectively work with others during a time of change and stress.
- Communication skills used in difficult conversations and strategies for problem solving with others.
- Course Topics:
- Specific actions to take in working through the organizational change process.
- The DiSC style inventory.
- Listening and verbal skills used in solving problems with others. Emphasis is on communicating in ways that do not cause defensive reactions and ways to find mutually agreeable solutions.

Special Instructions:
Prior to attending this course, participants will receive a link to take the DiSC assessment. Please complete the assessment, print the report, and bring a copy with you to the course. The reports provide a thorough understanding of your work style and specific recommendations on how to work effectively with people having different styles. This assessment will be used extensively throughout the day-and-a-half session.

LEADERSHIP

MANAGING IN A MULTIGENERATIONAL WORLD

Who Should Attend:
Managers and supervisors who would like to develop practical skills for working with all generations in today's workplace.

Dates and Locations:
April 10, 2018 - Spokane, Wash.

Course Overview:
The world of work is changing every day, and it is important to find different ways to enrich, grow, and retain our new workforce. In this course, we will focus on strategies for coaching, giving feedback, rating performance, and motivating. You will learn about all of the generations (including our newest, Generation Z) and how to effectively coach and lead them in the workplace.

You will have an opportunity to practice, discuss, and develop strategies for success with these generations.

Course Topics:
- An understanding about what motivates different generations
- Effective strategies for feedback across generations
- Actions to motivate different generations
- A coaching strategy for different generations
- Techniques and strategies to effectively manage different generations
- A methodology to create an engaging workforce that engages all generations

MANAGING CONTRACT LABOR AND LINE CREWS IN OPERATIONS

Who Should Attend:
Operations managers, line superintendents, supervisors, and those who have responsibility for contract management and management of contractors in operations at a utility.

Dates and Locations:
TBD

Course Overview:
This class focuses on the role of the supervisor manager in an operations department where he or she manages a variety of contracts, as well as those contractors performing the work.

Participants will learn techniques designed to:

- Properly manage contracts to reduce the overall risk to the utility.
- Clarify expectations and contract terms on the job site.
- Improve the efficiency of, and the working relationships with, contractors.
- Create a positive, well-structured, and professional work environment with contractors.

LEADERSHIP

SITUATIONAL SELF LEADERSHIP

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

Dates and Locations:
[October 24-25, 2018 – Spokane, Wash.]

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

Key Concepts:

- Situational Leadership II: Learn the world's most popular leadership model, taught from the perspective of the self-leader rather than the manager.
- Assumed Constraints: Learn to recognize those perceived barriers that can be transcended or avoided.
- Points of Power: Learn the five sources of power at work and how each can be activated to help achieve goals and experience greater autonomy and competence.
- Proactive Conversations: Learn how to seek the direction and support they need, and learn how to proactively conduct one-on-one conversations with your manager.

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

Key Concepts:

- Utilize the Situational Leadership II Model as the organizing framework for individual development.
- Understand a validated and researched model for individual differences using the MBTI Type Preferences and Temperament Theory.
- Identify individual strengths and areas for development to self-reliance.
- Address individual needs and communication styles using personality preferences.
- Learn ways to capitalize on individual differences when working together.
- Apply the lessons in an action plan for when you return to your job.

Course Objectives:

- Get what you need to be more self-reliant.
- Identify personality differences in order to meet individual development needs.
- Diagnose what to communicate and how to communicate with others.

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

Elaine Dixon at
elaine@nwppa.org or (360) 816-1445

Want more?

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

NRECA CCD 2600: DIRECTOR DUTIES AND LIABILITIES

Who Should Attend:
Directors, policy makers, and general managers.

Dates and Locations:
TBD

Course Overview:
Boards are responsible for directing the affairs of the cooperative. This course discusses and explains the duties of loyalty, obedience, and due care; and the need for directors to acquire the minimum knowledge and skills necessary to fulfill their responsibilities within the cooperative context.

Course Topics:
- An overview of today's multi-billion-dollar electric utility business
- The concepts and values that govern cooperatively owned businesses and related types of organizations
- Legal and regulatory concepts affecting public utilities
- Key legal documents such as articles of incorporation and bylaws
- The role of management and guidelines for maintaining an effective relationship with the CEO

NRECA CCD 2610: UNDERSTANDING THE ELECTRIC BUSINESS

Who Should Attend:
Directors, policy makers, and general managers.

Dates and Locations:
March 28, 2018 - Eugene, Ore.

Course Overview:
The electric utility industry is an evolving high-tech system that must be designed and engineered to meet regulatory and consumer standards for reliability, quality, and safety. This requires an appropriate investment on a planned and ongoing basis. This course provides directors with an understanding of the key components of the electric utility industry.

Course Topics:
- The basic functions and cost components of generation, transmission, and distribution
- Current and emerging technologies that are impacting utility operations and policies
- Issues related to distributed generation that the board may need to address
- How environmental issues and national policies impact the cooperative
- The board’s role to ensure a safe working environment

NRECA CCD 2620: BOARD OPERATIONS AND PROCESS

Who Should Attend:
Directors, policy makers, and general managers.

Dates and Locations:
TBD

Course Overview:
The board of directors is responsible for managing the affairs of the cooperative. In fulfilling its duties, the board typically can only take official action via majority vote in a duly convened meeting. This course focuses on the legal requirements for holding board meetings, and also on the human factors and group processes that make such meetings productive and effective.

Course Topics:
- The individuals and groups with whom the board must maintain effective working relationships.
- Understanding, working with, and responding to members.
- How public officials and opinion leaders impact the cooperative and the board's role in building and maintaining effective relationships.
- Lessons and guidelines regarding key internal relationships with the board chair, the attorney, and the board itself.

NRECA CCD 2630: STRATEGIC PLANNING

Who Should Attend:
Directors, policy makers, and general managers.

Dates and Locations:
March 29, 2018 - Eugene, Ore.

Course Overview:
Boards have ultimate responsibility for ensuring and evaluating the long-term health of the organization. They help fulfill this duty through strategic thinking; identifying goals through strategic planning and authorizing the appropriate allocation of resources through the adoption of financial policies, budget review, and approval; and monitoring management's progress toward strategic goals. This course teaches directors how to participate effectively in strategic thinking and planning processes.

Course Topics:
- The difference between strategic thinking and strategic planning
- Analyzing your cooperative's strengths, weaknesses, opportunities, and threats
- Recognizing the board's oversight responsibility
- Using the strategic plan in the annual evaluation of the cooperative's accomplishment and as the foundation of the CEO's performance appraisal

NRECA CCD 2640: FINANCIAL DECISION MAKING

Who should attend:
Directors, policy makers, and general managers.

Dates and Locations:
August 21-22, 2018 - Vancouver, Wash.

Course Overview:
This course helps directors understand the role of the board in financial planning, including identifying the basic documents used in financial planning and reporting. It also covers assessing the issues that drive financial decisions, balancing competing goals, and taking responsibility to monitor and evaluate results.

Course Topics:
- The key financial decisions boards must make
- Three key financial documents and three key financial ratios
- The basics of allocating and retiring capital credits policy
- Key elements of an Equity Management Policy
- Rate-making basics

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

Elaine Dixon at
elaine@nwppa.org or (360) 816-1445

Want more?

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

FOREMAN LEADERSHIP #1: PREPARING FORMEN FOR LEADERSHIP; LEARNING TO LEAD OTHERS

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
January 24-25, 2018 - Portland, Ore.

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

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

Some other things that you will learn:

- Leadership style assessment: what is yours and does it work?
- The five bases of power: projecting a positive and energetic image that inspires others to respect you.
- Characteristics of the retiring Baby Boomers and X and Y generations, and how to deal with each.
- The communication cycle: how to listen and talk like a leader.
- The performance management cycle: the essence of task and process management.

FOREMAN LEADERSHIP SKILLS #2 - EFFECTIVE PROBLEM SOLVING; TRANSITIONING FROM EMPLOYEE TO FOREMAN

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
February 27-28, 2018 - Vancouver, Wash.

Course Overview:
How do you know if your crew is performing at its best? Do you see potential for improvement, but you do not know where to start? Day one of this course will provide you with tools for diagnosing your own team and matching your diagnosis to an intervention technique. Through the use of case studies, class discussion, and interactive sessions, participants will address typical concerns, including identifying, diagnosing, and resolving problems; making optimal decisions; and using relevant documentation to track progress and evaluate results. On this day, attendees will learn:

- The seven characteristics of effective leaders
- The five-step decision-making/problem-solving process
- The group dynamics cycle and how it may influence decision making
- Decision-making and problem-solving tools/models and how to appropriately use each one

The second day is designed to provide participants with an understanding of the dynamics of workplace relationships and strategies for how to better manage those; and improve relationships through an effective delegation of duties, tasks, and responsibilities. Participants will gain insight into the connection between relationships and how motivation through delegation will assist you in reconciling both. The seminar focuses primarily on dealing with employees who allow

continued

changed relationships to negatively impact their performance and disrupt the work environment. Techniques of counseling and discipline will be covered. In addition, the session will provide participants, through group discussions and small group activities, with a variety of alternatives, techniques, and action plans for effectively counseling employees and for handling chronic difficult situations through a formal disciplinary process. On this day, attendees will learn about:

- Motivation: theory versus practice.
- Delegation defined: what it is ... and is not!
- Counseling versus discipline: which is appropriate?
- Identifying the five-step process for counseling an employee.
- Using a counseling interview for win-win outcomes.
- How to end a counseling/discipline interview on a positive theme.

FOREMAN LEADERSHIP SKILLS #3: REDUCING CONFLICTS; COMMUNICATION AND CUSTOMER SERVICE

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
November 14-15, 2018 – Boise, Idaho

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

- The two basic causes of conflict and how to identify them.
- How to stay engaged on a productive, solution-focused conversation in spite of distractions.
- Using the right words to aid in handling difficult situations.
- How to utilize an effective six-step road map to help create the appropriate environment for resolving disputes.

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

The skills learned will serve to enhance the performance of all employees who interact with fellow employees and customers, resulting in reduced stress, more efficient utilization of transaction time, and improved customer satisfaction. The course will cover areas such as knowing what customers expect, assessing the personality types of customers, how to control problem situations, creating a positive image for customers, and effective phone and email communications. Other topics include:

- The ABC's Blueprint of effective communication.
- The four universal customer expectations.
- Creating positive customer experiences by using the appropriate communication style.
- Handling all customer transactions professionally and efficiently.
- The five basic strategies for handling stressful customer situations.

FOREMAN LEADERSHIP SKILLS #4: DEVELOPING MANAGEMENT SKILLS; BUILDING AN EFFECTIVE WORK GROUP

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
December 4-5, 2018 – Vancouver, Wash.

Course Overview:
One of the more difficult tasks any leader faces is learning to effectively manage his or her job and that of others. The realities of shorter deadlines, competing priorities, endless meetings, constant interruptions, and higher quality expectations are just a few of the challenges individuals face on a day-to-day basis. Yet, the number of hours in the day remains the same. In order to be effective in the job, leaders must be good managers of time; learn how to delegate effectively; learn how to put organizational tools and techniques to use; and learn how to analyze, plan, and schedule activities based on priorities. The purpose of day one is to assist participants in learning all of the above as a means of being more effective at their jobs. Learning objectives for day one include:

- Learning how to develop and using a "can do" attitude
- Establishing goals
- Knowing what to prioritize
- Analyzing how your time is spent
- Developing a master plan for being more effective
- Knowing when to schedule things
- Controlling interruptions
- Improving meetings
- Conquering procrastination
- Developing team work

Almost everything we do in our work is done within the context of a team effort. However, more often than not, the difficult part facing the team leader is inspiring individuals to work together toward a common end or goal. Day two is designed to assist participants in learning the skills of being an effective team builder, the effectiveness of teamwork, and the importance of being an effective team leader. Learning objectives for day two include:

- Learning why some teams succeed and others fail
- Identifying some pitfalls of a team
- Knowing what you can do to help your team succeed
- Reducing and resolving conflict on a team
- Discussing the results of team members not treating each other with dignity and respect
- Knowing what to do at the first hint of a dispute
- Setting appropriate ground rules for team members
- Maintaining control and remain impartial

FOREMAN LEADERSHIP ACCELERATED PROGRAM PART 1

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
March 20-22, 2018 - Great Falls, Mont.
October 2-4, 2018 - Portland, Ore.

Course Overview:
This course is part one of a two-part accelerated course and covers most of the modules in the full Foreman Leadership Certificate Program. This program is specifically designed to be taken as two three-day sessions and should not be mixed with other Foreman classes. If you have questions, please contact Elaine Dixon at (360) 816-1445 or elaine@nwppa.org.

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

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

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

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

FOREMAN LEADERSHIP ACCELERATED PROGRAM PART 2

Who Should Attend:
Foremen and crew leaders.

Dates and Locations:
June 5-7, 2018 – Great Falls, Montana

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 and should not be mixed with other Foreman classes. If you have questions, please contact Elaine Dixon at (360) 816-1445 or elaine@nwppa.org.

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

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

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

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

LEADERSHIP LEADERSHIP SKILLS SERIES

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

Jenny Keesey at
jenny@nwppa.org or (360) 816-1448

Want more?

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

LEADERSHIP SKILLS #1: SITUATIONAL LEADERSHIP

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

Dates and Locations:
September 19-20, 2018 – Boise, Idaho
June 26-27, 2018 - Hermiston, Ore.

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

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

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

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

LEADERSHIP SKILLS #2: LEADERSHIP CHALLENGES

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

Dates and Locations:
June 6-7, 2018 – Whitefish, Mont.

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

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

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

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

Dates and Locations:
May 16-17, 2018 – Kennewick, Wash.
September 26-27, 2018
November 7-8, 2018 – Truckee, Calif.

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

Day 1:
This session will be focused on a review of SLII and practicing the skills utilizing the "21 Days to Becoming an Effective Situational Leader" as a guide. You will learn 21 steps and practice them to deepen and extend the learning so that it becomes second nature to set SMART goals, diagnose development levels, and use the matching leadership style.

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

Day 2:
In the Myers-Briggs Type and temperament segment, you will be utilizing tools that, when applied independently, will help leaders improve their effectiveness. This session will integrate the MBTI®, temperament, and SLII®. You will be able to take a more comprehensive inventory of employees' strengths and blind spots to more accurately diagnose who they are. You will be better equipped to partner with employees to execute an action plan to help employees be more effective.

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

LEADERSHIP LEADERSHIP SKILLS SERIES

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

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

Dates and Locations:
April 25-26, 2018 – Bend, Ore.
October 10-11, 2018 – Roseville, Calif.
November 7-8, 2018 - Hermiston, Ore.

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

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

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

LEADERSHIP SKILLS #5: SUPERVISING UNION EMPLOYEES

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

Dates and Locations:
TBD

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

LEADERSHIP SENIOR LEADERSHIP SKILLS SERIES

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

Elaine Dixon at
elaine@nwppa.org or (360) 816-1445

Want more?

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

SENIOR LEADERSHIP SKILLS SERIES: ALL FIVE SESSIONS

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
February 27-December 5, 2018

Locations vary. Please see individual web pages or course descriptions below.

Course Overview:
NWPPA offers Senior Leadership Skills, a leadership series designed for the next level of leadership development for our members. Senior Leadership Skills is a powerful learning experience that blends classroom training, coaching, and everyday work into one integral leadership development process. It focuses not just on what leaders learn, but also on how they learn it. This series of classes, online tools, templates, and application assignments enables the leader to practice and apply essential skills within the context of an actual job. To maximize the benefit of this series, NWPPA strongly encourages a cohort approach. It is our intention that this cohort will navigate and complete the series together, thus building strong relationships and support networks in public power in the West. By registering for all five classes, you will receive a discount off the total registration fee.

Course Objectives:
Senior Leadership Skills has three core themes:

- Lead yourself: You will learn how to build essential skills and capabilities within yourself; you will learn a great deal about yourself, including your values, strengths, and working styles; and you will receive practical tools for developing your own leadership philosophy, aligning your priorities, and enhancing your leadership credibility.
- Lead your team: You will learn how to build and sustain a strong working team. Through situational team leadership, you will receive practical tools to build trust, encourage engagement, enhance problem solving, and help move your team(s) through different stages of team development. You will learn a simple yet powerful coaching tool that will help you coach your team to unlock performance breakthroughs by understanding key elements of human performance and how to influence them. You will also learn and practice a repeatable process for structuring coaching conversations.
- Lead your organization: You will learn how you can make a positive contribution to the success of your organization. There is a big difference between knowing how to survive in the organization and knowing how to help your organization succeed. You will learn the tools that will help you provide aligned and collaborative leadership within the context of your role in the organization.

LEADERSHIP SENIOR LEADERSHIP SKILLS SERIES

SENIOR LEADERSHIP SKILLS SERIES SESSION 1: LEAD YOURSELF

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
February 27 – March 1, 2018 – Vancouver, Wash.

Course Overview:
Senior Leadership Skills is the next level of leadership development offered by NWPPA for its members. Session 1 will provide a clear roadmap of the entire Senior Leadership Skills learning experience. You will see how this program is specifically designed for the workplace leader within the public power electric utility industry.

Course Objectives:
This three-day session provides a solid foundation for your leadership learning experience. You begin by focusing on leading yourself. Specifically, you will participate in activities, engage in discussion, and apply tools that will help you gain insight into yourself, your role, and your interaction with others.

You will learn how to:

- **Know your role:** Take time and apply tools that will help you clearly define your role as a leader within the context of your organization, and take on an ownership mindset when it comes to your role as a leader.
- **Know yourself:** Apply tools to better understand your values, working styles, and unique strengths as a leader. Learn how to engage trusted associates in helping you know yourself better.
- **Align yourself:** Align and adjust your priorities, style, and daily efforts to the needs and expectations of those who matter most to you.
- **Account for your own success:** Learn practical tools for increasing and sustaining high levels of accountability within yourself and your team; prepare to have a productive development discussion with your coach; and craft a strategic plan for yourself as a leader.

SENIOR LEADERSHIP SKILLS SERIES SESSION 2: LEAD YOUR TEAMS

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
April 18-19, 2018 - Salt Lake City, Utah

Course Overview:
Senior Leadership Skills is the next level of leadership development offered by NWPPA for its members. This program is specifically designed for the workplace leader within the public power electric utility industry.

Course Objectives:
This two-day course will teach you the skills to build trust, encourage collaboration, enhance problem solving, and help move your team(s) through the different stages of team development. It is a core framework of the following five steps:

- **Perform model:** The first step teaches participants how to identify the characteristics of high-performing teams. Assess current teams for potential gaps and take corrective action.
- **Team charter:** The second step introduces the template for documentation of goals, assignments, and accomplishments. Through this process, participants learn how to build and maintain a team structure.
- **Team development:** Next, we identify and describe the five stages of team development. Participants are taught to diagnose the characteristics and needs of any team and then deploy those skills within existing teams.
- **Situational leadership II:** The fourth step explains how situational leadership is integrated to match team leadership behaviors to a team's development stage. Participants learn to analyze, diagnose, think about, and apply leadership concepts effectively in any situation.
- **Tools for team leadership:** The final step imparts team dynamics and strategies for higher performance. Participants are given tools to focus on meeting structure and facilitation; they then learn how to plan agendas, create action plans, and evaluate the effectiveness of meetings.

SENIOR LEADERSHIP SKILLS SERIES SESSION 3: COACHING

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
June 13-14, 2018 – Hood River, Ore.

Course Overview:
Senior Leadership Skills is the next level of leadership development offered by NWPPA for its members. This program is specifically designed for the workplace leader within the public power electric utility industry.

The role of coach is perhaps the most important role a leader can fill in today's workplace. Effective coaching creates focus, improves skills, ensures accountability, and increases results. To coach effectively requires a genuine desire, a consistent process, and a practical set of tools.

This two-day session provides you with a roadmap and set of tools to effectively coach others to higher levels of excellence. Through hands-on exercises, you will practice a five-step coaching process that you can apply immediately on the job. The outcome will be higher commitment, tighter alignment, clearer focus, increased results, and consistent behavior.

Course Objectives:
- Set the context for coaching
- Create practical success plans with those you coach
- Provide everyday coaching to support successful completion of the plan
- Diagnose and address specific coaching needs and opportunities
- Effectively review success with those you coach

SENIOR LEADERSHIP SKILLS SERIES SESSION 4: LEAD YOUR ORGANIZATION

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
October 16-17, 2018 – Whitefish, Mont.

Course Overview:
Senior Leadership Skills Session 4 will provide tools for building your team and contributing to the leadership in your organization. There is a big difference between knowing how to survive in the organization and knowing how to help your organization succeed. This session will help you do both. You will learn and apply key tools for maximizing and sustaining high performance within your team. In doing so, you will make clear ties to the success of your organization.

Course Objectives:
- Create team and organizational identity
- Foster team and organizational trust
- Ensure team and organizational alignment
- Facilitate team and organizational performance
- Guide team and organizational transition

SENIOR LEADERSHIP SKILLS SERIES SESSION 5: LEAD YOUR ORGANIZATION, SUSTAIN EXCELLENCE, AND MANAGE CHANGE

Who Should Attend:
General managers, directors, and experienced leaders of teams.

Dates and Locations:
December 4-5, 2018 – Vancouver, Wash.

Course Overview:
This session will enable you to bring all learning together into one culminating and powerful process. It helps you connect the classroom learning with the leadership realities of your everyday life. The session will be a great recap of previous sessions as well as an opportunity for you to organize a personal leadership growth plan for going forward. You will have time to articulate your leadership story, clarify your opportunities to lead, and prepare your growth plan for the next six to nine months.

Course Objectives:
- Bring all of your previous learning together for your advantage going forward.
- See and articulate your own story and how that qualifies you to lead today.
- Identify and clarify your call to lead. Who needs your leadership today?
- Create your plan for growth.

OPERATIONS

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

Dale Mayuiers at
dale@nwppa.org or (360) 816-1448

Want more?

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

BARCODE INTEGRATION: INVENTORY MADE EASY

Who Should Attend:
Purchasing and warehousing personnel; business and systems analysts; IT employees; and anyone interested in the financial impacts of implementing a barcode system in the warehouse or facility property.

Dates and Locations:
February 28, 2018 - Online

Webinar Overview:
This webinar will explore how extended mobility can help your utility manage and maintain accurate inventory through mobile, wireless, and RFID technologies. You will learn how wireless materials management and ERP-integrated, real-time data exchange can help control the receipt and expense of materials inventory in the warehouse or other facility property.

INCIDENT INVESTIGATION

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:
March 22, 2018 - Coeur d'Alene, Idaho

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.

Course Topics:
- Define incident investigation language
- Process for conducting the investigation:
- Preserve the scene
- Gathering information
- Interview the employee involved
- Interview the witnesses
- Asking why
- Analyzing facts
- Determining the root cause
- Implementing solutions (to improve injury/illness prevention program)
- Preparing an investigation kit
- Roles and responsibilities
- Writing the investigation report
- Review case studies—attendees will be expected to provide an example of one of their investigations for group analysis (This exercise is intended to be a learning experience for all.)

OPERATIONS LINEWORKERS

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

Dale Mayuiers at
dale@nwppa.org or (360) 816-1448

Want more?

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LINEMAN SKILLS SERIES: AC SYSTEM TROUBLESHOOTING

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

Dates and Locations:
April 18, 2018 - Seattle, Wash.

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

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

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

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

Dates and Locations:
May 16-17, 2018 – Bend, Ore.
October 17-18, 2018 Anchorage, Alaska
December 5-6, 2018 – Richland, Wash.

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

LINEMAN SKILLS SERIES: LINEMAN RIGGING

Who Should Attend:
Linemen and line crew foremen.

Dates and Locations:
March 22, 2018 - Coeur d'Alene, Idaho

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

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

LINEMAN SKILLS SERIES: PERSONAL PROTECTIVE GROUNDING

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

Dates and Locations:
September 18, 2018 – Spokane, Wash.

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

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

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

Dates and Locations:
June 21, 2018 – Richland, Wash.

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

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

METERING FOR LINEMEN

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

Dates and Locations:
October 25, 2018 – Bend, Ore.

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 an introduction to current diversion. Current transformer metering and special hot topics will be discussed as they relate to exposure to metering from a lineman's point of view.

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

OPERATIONS SUBSTATION SERIES

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

Dale Mayuiers at
dale@nwppa.org or (360) 816-1448

Want more?

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

SUBSTATION SERIES: PRINT READING AND ELECTRICAL CIRCUIT TROUBLESHOOTING TECHNIQUES

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

Dates and Locations:
May 9-10, 2018 – Richland, Wash.
November 7-8, 2018 – Bend, Ore.

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:
October 25, 2018 – Bend, Ore.

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:
November 13-16, 2018 – Shelton, Wash.

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

Course Objectives:

Introduction to power systems and protective relaying:

- power system faults and abnormal conditions
- basic fault calculations and relay settings
- relay applications standards references and documentation

Technical tools:

- trigonometry
- phasors in relay circuits
- 3 phase power systems
- power system grounding

Instrument transformers:

- potential transformers
- grounding and shielding of instrument transformer circuits
- current transformer testing

Relay design and basic elements:

- operational features
- ratings
- 15 basic element characteristics

Control circuits:

- contacts
- sneak circuits
- battery testing
- finding grounds

Transformer protection and control:

- testing overcurrent, differential and sudden pressure
- testing voltage regulation and paralleling
- emergency replacement of transformers

Maintaining relay systems:

- what tests to perform
- reviewing relay operations
- Analyzing relay events:
- troubleshooting
- case histories

Commissioning tests; safety, manual and automatic testing of CTs and relays:

- testing methodology
- field testing philosophies
- field checks on instrument transformers
- relay programming and testing

Commissioning tests; testing circuits, wiring and functional tests:

- point to point drawing check
- wire checking
- AC circuit testing
- functional tests

Commissioning tests; in service readings:

- phasing tests
- in service readings

Commissioning tests; commissioning numerical relays:

- dynamic characteristics
- programmable logic
- in Service readings
- diagnosing abnormal conditions

Commissioning; project management:

- pre-job engineering
- critical path
- outage planning
- typical jobs

Testing power line carrier:

- test procedures for line traps, tuners, transmitters and receivers

Redundant systems:

- primary and backup
- dual trip coil
- dual battery
- physical isolation

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:
May 8, 2018 – Richland, Wash.

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

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

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

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:
October 24, 2018 – Bend, Ore.

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

Course Topics:

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

OPERATIONS SUPPLY CHAIN

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

Taryn Johnson at
taryn@nwppa.org or (360) 816-1446

Want more?

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

NAVIGATING THE BUY AMERICA PROGRAM

Who Should Attend:
Those who work in or support the utility's supply chain functions such as purchasing, inventory, materials management, and warehousing, as well as operations personnel who work on federal highway projects.

Dates and Locations:
TBD

Webinar Overview:
This webinar will cover the federal Buy America program and identify the types of utility projects that fall under the program requirements. John Ho from the Washington State Department of Transportation will explain how the program requirements apply to materials purchasing, storage, distribution to job site, and the return of unused materials back to storage. He will also review the changes made to the program in early 2017. Cathy Wannamaker of Clark Public Utilities will talk about how Clark navigated through the requirements during recent projects and share some of the lessons they learned.

Webinar Topics:
- Buy America vs. Buy American
- Department of Transportation oversight
- Projects that fall under the program
- Requirements for purchasing and storage of materials
- Required forms
- Waivers
- Supply contractors

INDUSTRIAL VENDING MACHINES: ARE THEY RIGHT FOR YOUR UTILITY?

Who Should Attend:
Utility warehousing and inventory control employees; procurement and purchasing employees; and decision makers overseeing utility supply-chain segments.

Dates and Locations:
June 5, 2018 - Online

Webinar Overview:
This webinar will feature a panel consisting of three utility supply-chain professionals who will relate their unique experiences associated with the integration of vending machines into their respective utility warehouses. From conception to implementation, the discussion will focus on logistics, acceptance issues, and other challenges each had to overcome. They will also share lessons learned and provide time for Q&A.

Webinar Topics:
- Identifying your needs
- Finding the right vendor
- Making your case
- Overcoming pushback
- The advantages of allowing line crews 24/7 access to critical supplies
- What supplies are appropriate for vending machines
- Providing user accountability through reporting
- Reduce overall consumption
- Check-in and check-out features
- How vending invoicing can accurately distribute costs by user
- Contracts

OPERATIONS SUPPLY CHAIN

WAREHOUSING: INVENTORY, MATERIALS MANAGEMENT, AND SUPERVISION

Who Should Attend:
Warehouse and materials management professionals.

Dates and Locations:
March 21-22, 2018 - Tacoma, Wash.

Course Overview:
Day one is designed to provide participants with a working knowledge of warehouse inventory operations and materials management. The class will address the physical and documentation aspects of the processes.

Course Topics:
- The inventory process
- Inventory categories
- Inventory stock organization
- ABC analysis
- Inventory codes and locations
- Inventory control
- Replenishment
- Inventory demand
- Forecasting

Day two is designed to provide participants with a working knowledge of warehouse inventory control, returns, and automation. The class will address the physical and documentation aspects of the processes; and include a session on understanding and relating to warehouse management and supervision requirements. In addition, attendees will take a tour of a utility warehousing facility to see hands-on applications of industry benchmark operations.

Course Topics:
- Inventory audits and cycle counts
- Warehouse management systems
- Industrial vending
- Bar coding and RFID
- The return materials process
- Returns triage
- Material disposition
- Business implications
- Personal leadership, supervision, and customers

WAREHOUSING: OVERVIEW, SHIPPING, RECEIVING, AND SAFETY

Who Should Attend:
Warehouse and materials management professionals

Dates and Locations:
February 13-14, 2018 - Vancouver, Wash.

Course Overview:
The first day is designed to provide individuals with a thorough overview of warehousing logistics and functions. The class will also address the physical and documentation aspects of the processes as well as a more specific review of storage, materials handling, and automation. In addition, it will provide overviews of effective ways to deal with everyday operations and stakeholders.

Course Topics:
- Overview of the utility logistics process
- Interfaces and handoffs to stakeholders
- Quality business operations and principles
- Materials storage and distribution
- Dealing with everyday operations

Day two is designed to provide participants with a working knowledge of warehouse receiving, shipping, and safety. The course will address the physical and documentation aspects of the processes, and include a case study to stress warehouse improvement. In addition, attendees will go on a tour of the Clark Public Utilities' warehousing facility to see hands-on applications of industry benchmark operations.

Course Topics:
- Materials management review
- The receiving processes
- Inspection procedures
- Analysis and documentation
- The order picking process
- The shipping process
- Documentation
- The six-step process of risk management
- Utility specific requirements
- Handling hazardous materials and miscellaneous commodities

INDEX

PERSONAL DEVELOPMENT AND EVENT PLANNER

2018 PERSONAL DEVELOPMENT PLAN

Key development goals:

1. ____
   ____
2. ____
   ____
3. ____
   ____

Actions needed for development:

1. ____
   ____
2. ____
   ____
3. ____
   ____

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

Date	Event Name	Page #	Location	Notes

Northwest Public Power Association
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Vancouver, WA 98662
www.nwppa.org | (360) 254-0109

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