NWPPA

TRAINING AND EVENT

CATALOG

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

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

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

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

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

Your training team (Dale Mayuiers, Jenny 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 year.

With warm regards,

Elaine

Elaine Dixon
Director of Education and Workforce Development
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NORTHWEST PUBLIC POWER ASSOCIATION

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NOTE:

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

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2018–2019 CALENDAR

CONFERENCES, MEETINGS, AND EVENTS

2018

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NOVEMBER	**7-8** Women in Public Power Conference *Portland, Ore.*	**15** 2019 E&O Committee Meeting *Portland, Ore.*	
DECEMBER	**4-5** Power Supply Workshop *Portland, Ore.*		

2019

JANUARY	**8** Environmental Task Force Meeting *Portland, Ore.*		
FEBRUARY	**7-8** LERG Member Meeting *Boise, Idaho*		
APRIL	**7-8** Environmental Task Force Meeting *Coeur d'Alene, Idaho*	**9-11** Engineering & Operations Conference and Trade Show *Spokane, Wash.*	**24-26** IT Conference *Bend, Ore.*
MAY	**19-22** NWPPA Annual Conference and Membership Meeting *Sacramento, Calif.*		
JUNE	**10-11** Labor and Employee Relations Group Member Meeting *Everett, Wash.*	**19-20** Accounting & Finance Conference *Spokane, Wash.*	
JULY	**17-18** Avian Protection Plan Workshop *Spokane, Wash.*		
SEPTEMBER	**10** Environmental Task Force Meeting *Bend, Ore.*	**10-11** Supply Chain Workshop *Everett, Wash.*	**15-18** Northwest Communications & Energy Innovations Conference *TBD*
OCTOBER	**9-10** LERG Annual Meeting *TBD*	**23-25** 3 Cs Conference *TBD*	
NOVEMBER	**7-8** Women in Public Power Conference *Portland, Ore.*	**18-21** Alaska Electric Utility Conference *Anchorage, Alaska*	

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.
October 23-25, 2019 - Location TBD

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, 2019 - Spokane, Wash.

Conference Overview:
This conference will consist of three general sessions and two concurrent tracks – one focused on the basics of accounting and finance and the other focusing on senior management. Roundtable session will be included. Scheduled topics include; a deep dive into fraud, strategic board management, communication strategies for accounting personnel, the importance of teams, a regional update from Scott Corwin, Public Power Council Executive Director, and a panel discussion with State Association directors. A complete agenda will be available by January 15, 2019. 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:
TBD

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.

AVIAN PROTECTION PLAN WORKSHOP

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

Dates and Locations:
July 17-18, 2019 - Spokane, Wash.

Workshop Overview:
This one-and-a-half-day workshop will provide instruction and lead you in the development or updating of the avian protection plan for your electric utility. The main focus of the workshop will be to cover each topic below with time after each topic for attendees to work on a draft of their own utility's plan. In addition to having time to work on individual plans, the class will discuss each section of the plan for any best practices. Please visit www.nwppa.org for additional details, or contact Jenny Keesey at jenny@nwppa.org or (360) 816-1448.

CONFERENCES AND WORKSHOPS

ENGINEERING & OPERATIONS CONFERENCE AND TRADE SHOW

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

Dates and Locations:
April 9-11, 2019 – Spokane, Wash.

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:
April 24-26, 2019 - Bend, Ore.

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

Please visit www.nwppa.org 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 9-11, 2019 - Location TBA

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 15-18, 2019 - Location TBA

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.

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 19-22, 2019 – Sacramento, Calif.

Conference Overview:
NWPPA will host its 79th annual conference and membership meeting in Sacramento, Califonia. 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.

POWER SUPPLY WORKSHOP

Who Should Attend:
Power supply professionals; policy makers; general managers and CEOs; finance, rate, and risk department managers.

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

Workshop Overview:

This one-and-a-half-day workshop focuses on power supply issues facing electric utilities today. This year's focus will be on capability, capacity, and meeting consumer needs from multiple sources across the West. The keynote speaker, FERC Commissioner Rich Glick, will discuss trends in the market, as well as concerns and opportunities across the nation and in the West.

There will be a networking reception from 5-6 p.m. on Tuesday evening to allow time to follow up with the speakers, meet with colleagues, discuss the issues, and share best practices.

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

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.~~
September 2019 – Location TBA

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.

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:
January 8, 2019 - Portland, Ore.
April 8, 2019 - Spokane, Wash.
September 10, 2019 - Bend, Ore.

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:
February 7-8, 2019 - Boise, Idaho
June 10-11, 2019 - Everett, Wash.

This program is valid for 8 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

Meeting Overview:
Join your peers at this member meeting where labor relations leaders share their experiences, recommendations, and lessons learned about key labor relations and human resource issues. Please visit www.nwppa.org 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 – Missoula, Mont.~~

Meeting Overview:
The long-standing NWPPA Montana Engineering Roundtable is designed to offer learning and networking opportunities for engineering personnel from electric utilities throughout NWPPA's membership within Montana. This is your chance to join with your Montana colleagues in a casual atmosphere to network and discuss key issues and hot topics that are important to you and your Montana customers. In advance of the meeting, please email any questions and discussion topics that you wish to add to the agenda to Dale Mayuiers at dale@nwppa.org. 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:
~~October 11-12, 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 14, 2019 - Newport, 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
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dale@nwppa.org

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

TARYN JOHNSON

Training Manager
(360) 816-1446

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

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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.

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:
November 28-29, 2018 - Ashton, Idaho
May 21-22, 2019 - Ashland, Ore.
June 4-5, 2019 - Vancouver, Wash.
September 17-18, 2019 - 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 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:
March 12-13, 2019 - Roseville, Calif.

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

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

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:
November 13, 2019 - Vancouver, Wash.

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

Course Topics:

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

What to Bring:

- 2017 year-end financial report and a calculator.

ACCOUNTING AND FINANCE

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

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

Dates and Locations:
February 26-27, 2019 - Anchorage, Alaska

Course Overview:

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

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

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

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:
November 14, 2019 - Vancouver, Wash.

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

Course Topics:

- What is fraud? 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.

ACCOUNTING AND FINANCE

INNOVATIVE RATE DESIGN

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

Dates and Locations:
April 16-17, 2019 - Bend, Ore.

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

Course Topics:

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

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.
February 28-March 1, 2019 - Anchorage, Alaska
October 9-10, 2019 - Missoula, Mont.

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

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

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

UNBUNDLED COST OF SERVICE AND RATE DESIGN

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

Dates and Locations:
November 14-15, 2018 - Seattle, Wash.
September 25-26, 2019 - Spokane, Wash.

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

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

ADMINISTRATIVE PROFESSIONALS

For more information about upcoming courses for all employees, or to find out about 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:
December 10-13, 2019 - Portland, Ore.

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

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

Dates and Locations:
December 10, 2019 - Portland, Ore.

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

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

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

Dates and Locations:
December 11, 2019 - Portland, Ore.

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

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

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

ADMINISTRATIVE PROFESSIONALS

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

Dates and Locations:
December 12, 2019 - Portland, Ore.

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

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

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

Dates and Locations:
December 13, 2019 - Portland, Ore.

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

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

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2: ALL FOUR DAYS

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

Dates and Locations:
December 11-14, 2018 – Vancouver, Wash.
March 19-22, 2019 - Boise, Idaho

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

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

Dates and Locations:
December 11, 2018 – Vancouver, Wash.
March 19, 2019 - Boise, Idaho

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

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

ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 2, DAY 2: POSITIVE ASSERTIVENESS

Dates and Locations:
December 12, 2018 – Vancouver, Wash.
March 20, 2019 - Boise, Idaho

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

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

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

Dates and Locations:
December 13, 2018 – Vancouver, Wash.
March 21, 2019 - Boise, Idaho

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

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

ADMINISTRATIVE PROFESSIONALS

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

Dates and Locations:
December 14, 2018 – Vancouver, Wash.
March 22, 2019 - Boise, Idaho

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

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

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3: ALL FOUR DAYS

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

Dates and Locations:
October 1-4, 2019 – Newport, Ore.

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

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

Dates and Locations:
October 1, 2019 - Newport, Ore.

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

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

ADMINISTRATIVE PROFESSIONALS

ADMINISTRATIVE PROFESSIONAL CERTIFICATE LEVEL 3, DAY 2: PROJECT MANAGEMENT

Dates and Locations:
October 2, 2019 - Newport, Ore.

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

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

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

Dates and Locations:
October 3, 2019 - Newport, Ore.

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

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

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

Dates and Locations:
October 4, 2019 - Newport, Ore.

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

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

CUSTOMER AND ENERGY SERVICE

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

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

Want more?

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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 coworkers, as well as with customers and members, in his or her utility.

Dates and Locations:
April 23-24, 2019 - Vancouver, 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 19-April 16, 2019 - Online

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

Please see below for individual course descriptions.

COMMUNICATIONS ACROSS GENERATIONS

Dates and Locations:
February 19, 2019 - Online

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

Course Objectives:

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

TELEPHONE EXCELLENCE

Dates and Locations:
March 19, 2019 - Online

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

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

Course Objectives:

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

CUSTOMER AND ENERGY SERVICE

LISTENING FOR SUCCESS

Dates and Locations:
April 16, 2019 - Online

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

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

CUSTOMER AND ENERGY SERVICE

KEY ACCOUNTS WORKSHOP: BOTH SESSIONS

Who Should Attend:
Utility professionals tasked with developing, leading, contributing, and/or maintaining a key accounts or business support program; also utility and community leaders interested in starting or upgrading a key accounts or business community support program.

Dates and Locations:
July 17-18 and August 14-15, 2019

Workshop Overview:
Communities thrive on business and commerce. The common thread in strong communities is the relationships forged with local businesses and the partnerships that help them thrive. One key partnership is the locally owned and operated utility. Public power is the secret ingredient that adds tremendous value to a business community, which is why a solid and principle-driven key accounts program is critical to ensure long-term success. In this multi-day workshop, we explore the imperatives of a successful program, discuss how to launch a successful program, and discuss your specific issues and obstacles as well as how to overcome them.

This is a two-part session leading to a Credential in Key Accounts from NWPPA. **By registering for both sessions, you will receive a discount off of the total registration fee.**

KEY ACCOUNTS WORKSHOP SESSION 1: HOW TO BUILD AND LAUNCH A PROGRAM

Who Should Attend:
Utility professionals tasked with developing, leading, contributing, and/or maintaining a key accounts or business support program. This series will also benefit utility and community leaders interested in starting or upgrading a key accounts or business community support program.

Dates and Locations:
July 17-18, 2019 – Tacoma, Wash.

Course Overview:
This is a two-part session leading to a Credential in Key Accounts from NWPPA. By registering for all four days, you will receive a discount off the total registration fee.

Course Objectives:
- Building the foundation: how to develop and maintain key account support teams, gain buy in, and start the process of building or retooling a current program
- Launching the program: finalizing the development phase and properly launching the program to the utility, to the leadership, and the business community.

KEY ACCOUNTS WORKSHOP SESSION 2: TOOLS AND METHODOLOGY TO CREATE A CUSTOMER ACTION PLAN

Who Should Attend:
Utility professionals tasked with developing, leading, contributing, and/or maintaining a key accounts or business support program; also, utility and community leaders interested in starting or upgrading a key accounts or business community support program.

Dates and Locations:
August 14-15, 2019 – Vancouver, Wash.

Course Objectives:
- Key Accounts Tools and Methodologies – Explore the latest tools, services, and methodologies available to the key accounts representative and how to the leverage the right tools for success.
- The Customer Action Plan (CAP) – Discuss the critical importance of the CAP and begin the process of completing a CAP with a real-world customer.

CUSTOMER AND ENERGY SERVICE

RAISING YOUR ENERGY IQ 101

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

Dates and Locations:
May 1-2, 2019 - Sacramento, Calif.

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

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

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

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

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

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

RAISING YOUR ENERGY IQ 201

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

Dates and Locations:
August 20-21, 2019 - Portland, Ore.

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

Course Objectives:

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

CUSTOMER AND ENERGY SERVICE

RED FLAG RULES FOR FRONT LINE EMPLOYEES

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

Dates and Locations:
February 12, 2019 - Online

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

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

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

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

DISTRIBUTION ENGINEERING SERIES: SESSION 1—PLANNING AND ANALYSIS

Who Should Attend:
Engineers and senior technical personnel involved in distribution system design, planning, modeling, and analysis.

Dates and Locations:
June 10-14, 2019 - Vancouver, Wash.

Course Objectives:
The following will be covered in this course:

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

Please bring a laptop and calculator to the course.

DISTRIBUTION ENGINEERING SERIES: SESSION 2—OVERCURRENT PROTECTION

Who Should Attend:
Engineers and senior technical personnel involved in selecting and coordinating overcurrent protection devices.

Dates and Locations:
July 17-18, 2019 - Vancouver, Wash.

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

NESC FOR ENGINEERING AND OPERATIONS STAFF

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

Dates and Locations:
March 19-20, 2019 - Seattle, Wash.

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

Course Objectives:

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

ENGINEERING

NEW ARC FLASH STANDARDS (IEEE 1584)

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

Dates and Locations:
February 6-7, 2019 - Anchorage, Alaska
March 6-7, 2019 - Portland, Ore.
May 22-23, 2019 - Spokane, Wash.

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

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

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

ENGINEERING ENGINEERING WEBINAR SERIES

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

Want more?

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

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.

ENGINEERING ENGINEERING WEBINAR SERIES

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.

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.

ENGINEERING ENGINEERING WEBINAR SERIES

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:
April 2019 - Location TBD

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: BASIC SURVEYING

Who Should Attend:
Staking technicians.

Dates and Locations:
June 3-5, 2019 - Richland, Wash.

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

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

 Rev. 11.6.2018

ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

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 6-7, 2019 - Richland, Wash.

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: JOINT USE AND MAKE READY SURVEYS

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
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.

STAKING TECHNICIAN CERTIFICATION PROGRAM: LINE INSPECTION

Who Should Attend:
Staking technicians.

Dates and Locations:
February 12-13, 2019 - Seattle, Wash.

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

Course Objectives:
In this course, the student will learn the principles of making an inspection, including:
- The importance of a systematic method
- Elements that should be checked
- Different ways to perform the actual inspection

ENGINEERING STAKING TECHNICIAN CERTIFICATION PROGRAM

STAKING TECHNICIAN CERTIFICATION PROGRAM: NESC & UTILITY SPECIFICATIONS

Who Should Attend:
Staking technicians.

Dates and Locations:
October 7-9, 2019 - Vancouver, Wash.

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

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

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: OBTAINING PERMITS

Who Should Attend:
Staking technicians.

Dates and Locations:
October 10-11, 2019 - Vancouver, Wash.

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

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

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

Who Should Attend:
Staking technicians and engineers.

Dates and Locations:
~~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.

Rev. 11.6.2018

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 CERTIFICATION PROGRAM: PROTECTION/ BASIC SECTIONALIZING DESIGN

Who Should Attend:
Staking technicians.

Dates and Locations:
February 11-12, 2019 - Seattle, Wash.

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

Course Objectives:
The following topics will be covered:

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

STAKING TECHNICIAN CERTIFICATION PROGRAM: SIZING TRANSFORMERS AND CONDUCTORS

Who Should Attend:
Staking technicians.

Dates and Locations:
February 13-14, 2019 - Seattle, 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:
February 14-15, 2019 - Seattle, 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.

HAZARDOUS WASTE MANAGEMENT IN WASHINGTON

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

Dates and Locations:
July 16, 2019 - Spokane, Wash

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

ENVIRONMENTAL

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

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

Dates and Locations:
September 11, 2019 - Bend, Ore.

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 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

Want more?

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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

LABOR RELATIONS WEBINAR SERIES: ALL THREE WEBINARS

Who Should Attend:
HR and labor relations personnel who work with union employees and union business managers.

Dates and Locations:
May 7, 14, and 21, 2019 – Online

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

LABOR RELATIONS WEBINAR SERIES: EMPLOYEE AND LABOR RELATIONS BASICS

Who Should Attend:
HR and labor relations personnel who work with union employees and union business managers.

Dates and Locations:
May 7, 2019 – Online

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

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

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

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

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

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

Who Should Attend:
HR and labor relations personnel who work with union employees and union business managers.

Dates and Locations:
May 14, 2019 – Online

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

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

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

HUMAN RESOURCES

LABOR RELATIONS WEBINAR SERIES: GRIEVANCE PROCESSING

Who Should Attend:
HR and labor relations personnel who work with union employees and union business managers.

Dates and Locations:
[May 21, 2019 – Online]

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

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

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

NEGOTIATING YOUR COLLECTIVE BARGAINING AGREEMENT

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

Dates and Locations:
[June 11-13, 2019 - Everett, Wash.]

This program is valid for 16 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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:
June 25-28, 2019 - 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.

LEADERSHIP

For more information about upcoming courses for all employees, or to find out about brining 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.

914.1 COOPERATIVE COMMUNICATIONS AND PUBLIC OPINION

Who Should Attend:
Directors, policy makers and general managers. This event is a pre-conference class for the ORECA Annual Meeting, but is open to all.

Dates and Locations:
November 27-28, 2018 - Salem, Ore.

Course Overview:
Given the challenges of the evolving energy landscape, effective communications from the cooperative is an area of increasing importance. Whether it is communicating future rate increases or advertising the cooperative's participation in renewable energy programs, strong communications programs can strengthen your identity with member-consumers and build loyalty.

Course Topics:

- The difference between the communication roles and responsibilities of directors and those of cooperative staff
- The purpose of a communications policy
- The value of a message
- How a cooperative can manage messages and public perception

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

EMPLOYMENT LAW WEBINAR SERIES: ALL THREE WEBINARS

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

Dates and Locations:
April 2-30, 2019 - Online

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

WRITING MEANINGFUL JOB DESCRIPTIONS

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

Dates and Locations:
April 2, 2019 - Online

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

LEADERSHIP

RECRUITING AND ONBOARDING

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

Dates and Locations:
April 23, 2019 - Online

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

EFFECTIVE DOCUMENTATION FOR MANAGERS

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

Dates and Locations:
April 30, 2019 - Online

This program is valid for 1.5 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

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 7-8, 2019 - Vancouver, Wash.

This program is valid for 16 PDCs for the SHRM-CP℠ or SHRM-SCP℠.

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

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.

LEADERSHIP CREDENTIALED COOPERATIVE DIRECTOR CERTIFICATE PROGRAM

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:
~~October 16, 2018 - Cordova, Alaska~~

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:
~~October 15, 2018 - Cordova, Alaska~~

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:
TBD

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 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:
January 15-17, 2019 - Portland, Ore.
March 12-14, 2019 - Roseville, Calif.
April 16-18, 2019, Aberdeen, Wash.

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:
February 19-21, 2019 - Portland, Ore.
May 7-9, 2019 - Roseville, Calif.
July 23-25, 2019 - Aberdeen, Wash.

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:
April 17-18, 2019 - Bend, Ore.
July 10-11, 2019 - Leavenworth, Wash.

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

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

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

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

LEADERSHIP SKILLS #2: LEADERSHIP CHALLENGES

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

Dates and Locations:
March 20-21, 2019 - Boise, Idaho
September 18-19, 2019 - Newport, Ore.

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:
November 7-8, 2018 – Truckee, Calif.
May 14-15, 2019 - Spokane, Wash.
October 16-17, 2019 - Tacoma, Wash.

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

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

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

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

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

LEADERSHIP 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:
November 7-8, 2018 - Hermiston, Ore.
February 6-7, 2019 - Vancouver, Wash.
June 5-6, 2019 - Missoula, Mont.

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:
March 12-14, 2019 - Vancouver, Wash.

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

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

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

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

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

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

LEADERSHIP 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

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

Dates and Locations:
June & October 2019 - TBA

Series Overview:
A new Senior Leadership Skills program will be offered in 2019. Check back for course details coming soon, or contact Elaine Dixon at elaine@nwppa.org or (360) 816-1445.

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:
January 16-17, 2019 - 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 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?

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

LINEMAN SKILLS SERIES: AC SYSTEM TROUBLESHOOTING

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

Dates and Locations:
October 2019 - Location TBD

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:
April 30-May 1, 2019 - Boise, Idaho
December 4-5, 2019 - Spokane, 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:
May 2, 2019 - Boise, Idaho

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:
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.
March 28, 2019 - Vancouver, Wash.
October 17, 2019 - Boise, Idaho

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.

OPERATIONS SUBSTATION SERIES

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.
March 27, 2019 - Vancouver, Wash.
October 16, 2019 - Boise, Idaho

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.

WAREHOUSING: INVENTORY, MATERIALS MANAGEMENT, AND SUPERVISION

Who Should Attend:
Warehouse and materials management professionals.

Dates and Locations:
March 26-27, 2019 - Shelton, 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 26-27, 2019 - Hayden, Idaho

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

2019 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

Rev. 11.6.2018

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