

# PUBLIC POWER MANAGER CERTIFICATE PROGRAM

MAY 14–18, 2018  
SPRING EDUCATION INSTITUTE  
DENVER, COLORADO



AMERICAN  
**PUBLIC  
POWER**<sup>™</sup>  
ASSOCIATION  
ACADEMY

## Program Requirements

To earn this certificate, participants must complete all requirements within one year:

### Complete the three required courses

- Electric Utility Industry Overview: Strategic Challenges and Trends\*
- Financial Planning, Budgeting and Performance: What Managers Need to Know
- Strategic Leadership for Public Power
  - Focused on six key leadership areas: awareness, character, community, empowerment, service and sustainability

**Complete a post-course project that applies principles from the six key leadership dimensions learned in class. Participants may choose to complete one of three project types.**

## 2018 Schedule

The Public Power Manager Certificate Program courses are held once a year.

### May 14 –18, 2018

As part of the Spring Education Institute

#### Hotel Information

Grand Hyatt Denver  
1750 Welton Street  
Denver, Colorado 80202

#### APPA Room Rate

\$209 Single/Double (plus tax)

#### Reservations

303-295-1234

#### Room Rate Cut-off Date

April 20, 2018

## Registration

To register, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) and click on the **Spring Education Institute**.

## In-House Training

We can bring these courses to your location — a convenient and cost-effective option for groups. Contact the Association's Education Department for details ([EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org)).

\*Participants who can demonstrate knowledge of the utility industry, through work experience or coursework, may opt-out of this course. Contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org) for more information.

## Program Objectives

To develop utility leaders who want to:

- Better understand key operational areas of the electric utility business
- Understand strategic issues and trends within the electric utility industry
- Learn financial management and budgeting techniques and long-term planning methods
- Build leadership skills and capabilities
- Think and act strategically
- Better understand your organization and the context in which it operates
- Empower employees and build highly productive teams
- Anticipate challenges and initiate energizing changes and change management processes to address them
- Build a work environment that stimulates innovation, engagement, and service

## Program Description

With ever-increasing pressures and challenges on utilities from heightened customer expectations, changing regulations, technology advances, and a changing workforce, those who lead and manage public power utilities must be equipped with the knowledge and skills to create an effective and sustainable organization with engaged, skilled and committed employees. The Public Power Manager Certificate Program is designed for a new generation of leaders as well as existing supervisors and managers. It will help these leaders provide organizational direction as they navigate a changing and complex industry environment.

To earn a Public Power Manager certificate, participants must complete the three required courses, then within a year of completing the program curriculum, complete a post-course project that applies principles from the six key leadership dimensions learned in class. Participants may choose to complete one of three project types.

## Who Should Attend

This program is designed for mid-level public power managers and supervisors interested in improving their management, communications, leadership knowledge and skills. New senior managers, and those with experience, who wish to refresh or enhance their knowledge and skills by participating in a highly interactive program that has been developed specifically for public power, will also benefit from this program.

# COURSEWORK

Courses can be taken individually or as part of the certificate program.

## Electric Utility Industry Overview: Strategic Challenges & Trends\*

**Monday, May 14**

**8:30 a.m.–4:30 p.m.**

*Recommended CEUs .7/PDHs 6.5/CPEs 7.8*

*Field of Study: Specialized Knowledge*

### Course Overview

This course provides a largely non-technical overview of the local public power system in its broader operating and business management context. Learn about the electric utility system infrastructure from power grid to meter, its operation, performance, and development. Discuss strategic issues and industry trends that are impacting public power utilities and challenging the traditional public power business model. Each participant will receive a copy of APPA's Electric Utility Basics handbook.

### Course Topics

- Electric utility industry regulation and market restructuring
- Developments in generation and regional transmission
- Developments in local transmission and distribution infrastructure
- Strategic issues and trends for electric utilities
- The public power business model
- How changes in the industry are affecting local public power systems

**Basic.** No prerequisites; no advanced preparation.

### Instructor

R. John Miner, P.E.

\*Participants who can demonstrate knowledge of the utility industry, through work experience or coursework, may opt-out of this course. Contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org) for more information.

# Financial Planning, Management and Budgeting: What Managers Need to Know

Tuesday, May 15

8:30 a.m.–4:30 p.m.

*Recommended CEUs .7/PDHs 6.5/CPEs 7.8*

*Field of Study: Specialized Knowledge*

## Course Overview

A critical aspect allowing managers to complete projects and programs is the ability to fund system improvements with a limited impact on customers and elected officials. This program gives managers insight and understanding on financial management, budgeting techniques, long-term financial planning methods and an understanding of the various forms of electric rates. The course also addresses how to convey these methods to utility policymakers.

## Course Topics

- Bond rating agencies
- Determining revenue requirements
- Contributions to city governments
- Financial targets
- Developing a long-term financial plan
- Cost of service studies and information
- Electric rate designs and significant factors affecting rates

**Basic.** No prerequisites; no advanced preparation.

## Instructor

Mark Beauchamp

# Strategic Leadership for Public Power

Wednesday, May 16-Friday, May 18

Wednesday – Thursday: 8:30 a.m.–4:30 p.m.

Friday: 8 a.m.–3:30 p.m.

*Recommended CEUs 2/PDHs 20/CPEs 22.5*

*Field of Study: Specialized Knowledge*

## Course Overview

This course will provide participants with an in-depth perspective on public power leadership by focusing on the development of the individual leader and the leader's role in guiding and developing their organization and its workforce. Participants will use the DiSC Work of Leaders© profile as a source of personal information that will be used during the course to increase awareness of their predominant leadership style and its impact on others. Each of the following dimensions of leadership will be presented in separate course modules of approximately three hours duration:

- Awareness
- Character
- Community
- Empowerment
- Service
- Sustainability

## Module One

### **Awareness: Understanding and being present to the organization, its context and the many people it touches.**

An aware leader engages others in the organization's purpose and has the understanding and presence to influence organizational realities in the context of its internal and external systems. This module focuses on the leader's role in setting the organization's purpose and engaging others in that purpose. It also covers basic principles of systems thinking and their application to the dynamics of the utility organization in its operating environment.

### Learning Objectives

#### Setting purpose

- Understand the leader's role in setting the purpose of the organization
- Learn how to engage others in the organization's purpose

#### Seeing and influencing organizational realities

- Learn ways to assess the utility organization in its changing context
- Discover strategies for addressing organizational realities and needed change

## Recognizing and managing larger system influences

- Gain appreciation for the dynamics of the utility organization in its context
- Understand and apply principles and processes of systems thinking
- Learn to identify intervention points to manage system influences

## Module Two

### **Character: Modeling those abiding values that define a leader, shape the organization's beliefs and guide ethical action.**

Most courses on leadership fail to deal with this fundamental aspect of leadership—character. It is through characteristics like courage, honesty, caring, perseverance, and patience that leaders build sustainable, trust-based organizations. This module focuses on the support and expression of character and core values throughout the organization and the importance of the leader's ongoing development.

#### Learning Objectives

##### **Driving values**

- Understand the leader's role in setting, modeling, and driving values and behaviors
- Learn approaches to defining and communicating desired values and behaviors
- Discover strategies to increase alignment of personal and organizational values and behaviors

##### **Meeting expectations for ethical behavior**

- Increase understanding of the public's expectations for ethical practices
- Explore the role of ethics statements and policy
- Gain insight into the leader's role in setting an ethical tone

##### **Developing yourself**

- Build a commitment to on-going self-reflection and development
- Gain insight in personal strengths and areas for development
- Identify strategies for self-development through self-reflection, on-going feedback and adoption of new practices

## Module Three

### **Community: Fostering connections and a sense of community among the people served by the organization and those who serve them.**

Public power utilities serve at the will of their communities—and the workplace itself is a community. For this reason, understanding how to connect with those inside the organization, as well as with customers and the community at large is a critical part of the leader's role. This module focuses on ways that an effective leader aligns and sustains the work community and the community it serves by building connections between people and purpose.

#### Learning Objectives

##### **Building relationships**

- Understand keys to building trust-inducing relationships
- Gain skill in using the principles of open-dialogue to enhance relationships
- Discover strategies for maintaining collaborative relationships

##### **Moving beyond differences**

- Understand the benefits of difference and the risks of conformity
- Explore the leader's role in making space for and working with differences
- Work with a model for managing differences and dealing with conflict

##### **Communicating effectively**

- Identify and understand communications challenges for leaders
- Increase skill in using communication tools and approaches effectively
- Learn to strengthen the link between communication and relationship building

## Module Four

### **Empowerment: Enabling employees to continuously develop and fully engage with the organization and each other.**

Empowerment is about the ways leaders develop employees to share in the use the “power levers” of structure, systems, processes and rewards. This module focuses on power sharing to grow leaders and strengthen and further engage the workforce through delegation of authority, building effective teams, and creating a learning environment. It also focuses on the participant's role in developing the leadership and workforce of the future.



## Learning Objectives

### Sharing power

- Understand power sharing as a way to build future leaders and strengthen organizational sustainability
- Learn strategies for sharing power in a way that creates a positive outcome

### Empowering teams and groups

- Understand what makes a work team cohesive and effective while building teamwork skills
- Learn tools for effective team management and resolving team problems
- Gain skills in leading team decision-making

### Developing people for the future

- Understand the leader's role as workforce assessor and developer
- Learn key elements for creating a learning environment to develop people and build knowledge
- Discover and apply strategies for creating the workforce of the future

## Module Five

### **Service: Instilling a service culture and acting in the best interests of the customers, stakeholders and communities that the organization serves.**

When leaders create a compelling culture of customer and community service with employee self-accountability, the many (or competing) interests and actions of the organization become aligned and increasingly effective. This section focuses on understanding customer and stakeholder needs and expectations, as well as clarity about expected results, performance measurement and performance management.

## Learning Objectives

### Serving customers

- Understand the leader's role in building a customer service culture
- Learn how to assess and manage customer interests and satisfaction
- Review and apply "best practices" in customer service

### Understanding stakeholders

- Gain a deeper understanding of the various stakeholders of a public utility
- Discover strategies for communicating with and influencing stakeholder groups
- Explore approaches for balancing different stakeholder interests and needs

## Driving performance and accountability

- Explore the leader's role in defining and driving accountability
- Become familiar with methods and tools for measuring performance and setting performance targets
- Learn the keys to building acceptance of a self-accountability culture

## Module Six

### **Sustainability: Ensuring that the organization is viable and vital for the future.**

This section focuses on helping leaders see their work in a future context. Leaders who devote their time and attention to the future help ensure organizational viability and vitality in the face of uncertainty. These leaders balance the drive for short-term results with the need for long-term success. This module focuses on setting and engaging others in a vision of the future, fostering creativity, and leading the organization through change.

#### Learning Objectives

##### **Setting a vision for the future**

- Understand the leader's role and importance of creating a clear and compelling picture of the future
- Discover ways to engage others in a shared vision
- Learn ways to link the vision to goals, roles and performance

##### **Fostering Innovation**

- Explore the leader's role in innovation for utility sustainability
- Learn to design strategies for building an innovative work environment

##### **Leading change**

- Understand the leader's role in driving change needed for organizational sustainability
- Gain insight into key principles and strategies for successfully guiding organizational and personal change
- Build skills and understanding in the application of change principles to real issues and challenges

**Basic.** No prerequisites; no advanced preparation.

#### **Instructors**

Betsy Aylin, Ph.D.

R. John Miner, P.E.

Mike Renquist, D.Min.

# INSTRUCTORS



**Betsy Aylin, Ph.D.**, is an executive and consultant with Collaborative Learning/Collaboration Unlimited in Austin, Texas. Betsy has broad expertise in leadership development, organization effectiveness and workforce planning. She has worked in an array of industries, including nearly 20 years with public utilities. Betsy has served as adjunct faculty for graduate level programs in the

College of Business Administration at the University of Texas-Austin and in the Masters in Leadership and Ethics program at St. Edwards University in Austin.



**Mark Beauchamp, CPA, CMA, MBA**, is president of Utility Financial Solutions, a consulting practice that specializes in financial planning, cost of service, and rate-setting for public power utilities. He has more than 33 years of experience in electric utility consulting and management. In his previous positions, Mark has assisted utilities with financial planning, cost of service, develop-

ing financial targets for utilities and competitive rate designs.



**R. John Miner, P.E.**, is an executive manager, educator and consultant with more than 45 years of experience in the electric utility industry. He is president of Collaborative Learning, Inc./Collaboration Unlimited of Austin and San Antonio, Texas, and has been an APPA instructor for more than 30 years and an instructor for the University of Wisconsin for 20 years. Before forming his own company, he worked for the Austin, Texas,

Electric Utility Department, Rochester Public Utilities in Minnesota, and as an assistant professor at the University of Houston.



**Mike Renquist, D.Min.**, is an organizational development consultant and trainer with Collaborative Learning/Collaboration Unlimited in Austin, Texas. He has more than 25 years of experience in a variety of sectors and has trained more than 150 organizations nationwide. He has designed and implemented programs on process re-engineering, managerial and leadership development, and employee

performance assessment and improvement. For 11 years, he was adjunct faculty for the Business Leadership Center at the Cox Business School.

**For detailed instructor bios, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) and click on Spring Education Institute.**

# CERTIFICATE COMPLETION REQUIREMENT

After completing the required coursework, participants must:

- Submit a post-course project that addresses a real issue, problem, change, or opportunity at your utility, applying principles from the six key leadership dimensions learned through the coursework.
  - Participants may choose to complete one of the following project types: (1) a project that addresses a real issue, problem, change, or opportunity at their utility, (2) a leadership research paper, or (3) a personal leadership reflection and statement.
  - Participants will receive project guidelines that describe what is expected.

## Post Course Webinar Series

Attendees are encouraged to enroll in a four-webinar series to further enhance their personal and professional leadership development, provide a reflection opportunity for individual and group learning, and support the design and completion of the PPMCP project noted above. These events are designed with the same interactive approach used in the leadership course, providing relevant utility-oriented information, enhanced leadership content, and an opportunity for peer-based learning and problem solving.

- Webinars are 90 minutes and will be led by two instructors from the Strategic Leadership course
- They will be held on a quarterly basis after the coursework is completed
- There is an additional fee of \$295 to participate in this series

## Timing

Participants must complete the program requirements within one year of attending their last course in the certificate program.

## Questions?

Contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org) or 202-467-2919.

## Enrollment Fees\*

### Members

Registration received on or before April 23	\$2,400
Registration received after April 23	\$2,650

### Nonmembers

Registration received on or before April 23	\$4,800
Registration received after April 23	\$5,050

The enrollment fee includes the three courses, cost of study material, post-course project review and grading.

\*For more information and pricing for the Electric Utility Industry Overview course opt-out option, contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org).

## REGISTRATION INFORMATION

To register, visit [www.PublicPower.org/Academy](http://www.PublicPower.org/Academy) and click on the **Spring Education Institute**.

# ACCREDITATION



## Continuing Education Units

The American Public Power Association is accredited by the International Association for Continuing Education and Training (IACET) and is authorized to issue the IACET CEU. For information regarding certification status, attendance requirements and obtaining attendees transcripts, visit [www.PublicPower.org](http://www.PublicPower.org) or contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org) or 202/467-2919.

## Professional Development Hours

APPA educational practices are consistent with the criteria for awarding Professional Development Hours (PDHs) as established by the National Council of Examiners for Engineering and Surveying (NCEES). Course eligibility and number of PDHs may vary by state.

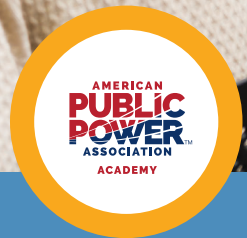


## Continuing Professional Education Credits

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

There are no prerequisites for the courses offered; no advance preparation is required for any courses. All courses are group-live offerings. Credit hours and areas of study for the courses are listed in this brochure. For more information regarding administrative policies, such as clarification of requirements, complaints, and refunds, please contact [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org).

# IN-HOUSE TRAINING



## LET US COME TO YOU!

Offering the Public Power Manager Certificate Program courses on-site—at a location of your choosing—is an efficient and affordable way for groups of employees to complete a number of the program's requirements in just five days. This format also allows you to customize the content to address the specific goals that are important to your organization.

For more information, contact APPA's Education Department at [EducationInfo@PublicPower.org](mailto:EducationInfo@PublicPower.org).



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