

# APPA STRATEGIC LEADERSHIP FOR PUBLIC POWER

## THE ACADEMY

AMERICAN PUBLIC  
POWER ASSOCIATION

### Post-Course Project Information 2019

#### APPA Public Power Manager Certificate Program

##### OVERVIEW

Upon completion of APPA's four (4) day Public Power Manager Certificate Program in Glendora, California, each participant has an opportunity to earn the APPA Public Power Manager Certificate. There are three (3) ways to earn this certificate. The first is by leading a demonstration project at the participant's organization (Option A); the second is by developing a research-based white paper on a leadership topic or leadership issue of importance to the participant or the participant's organization (Option B); and the third is to create a well-developed leadership reflection and statement of leadership philosophy, values and vision (Option C).

The purpose of this effort is to provide an opportunity for participants to apply what they have learned in the course to a real issue, challenge, opportunity, or their own personal leadership development at their organization. Regardless of the approach selected, APPA's Public Power Manager Certificate Program requires submittal of a proposal and satisfactory completion of a project, white paper or statement, based on evaluation of a final report by the course instructors through Collaborative Learning, Inc.

# POST-COURSE PROJECT INFORMATION

## REPORT REVIEW

Collaborative Learning will review each final report and provide feedback to the participants and to APPA for determination of the level of completion of certification requirements. The feedback will include, but not be limited to the following:

1. Brief commentary on the strengths of the project,
2. Areas that were carried out or approached successfully in the project
3. Areas for improvement in the project approach, report, or learnings
4. Areas for further exploration

Collaborative Learning will provide its pass/fail recommendation and commentary on the final report to both the participant and to APPA. For questions or support, contact Betsy Aylin, Collaborative Learning, Inc.

[Betsy.Aylin@collaboration-unlimited.com](mailto:Betsy.Aylin@collaboration-unlimited.com).

512-695-4431



# POST-COURSE PROJECT INFORMATION

## Option A: Leadership Demonstration Project

### OVERVIEW

You may complete a post-course leadership demonstration project to apply for APPA's Power Manager Certificate. The project should be one that will bring value to your organization and is either assigned to you by your manager (or governing board) or is otherwise within your normal area of responsibility and authority to implement but requires more than your normal day-to-day work. Having used action learning methodology during the course, the project provides an avenue for further learning by doing. You will be asked to create a project plan, carry out that plan, and assess and report on the project results. Details of the project requirements are outlined in the attached Post-Course Project Information document, including a Project Proposal Guide.

### APPROPRIATE PROJECTS

The project should meet the following criteria:

1. Address a real utility issue, problem, change, or opportunity
2. Be within the purview of the participant so that she or he may have direct control over the effort required to complete the project
3. Be complex enough to require a use of a variety of knowledge, skills, and techniques
4. Be pertinent to the focus of the leadership program (not purely technical)
5. Be contained enough to be completed in no more than twelve (12) months from inception of the project. Note: A project duration of no more than six (6) months is strongly recommended.

The instructors will share examples of project topics and project proposals submitted by previous Public Power Manager Certificate Program participants during the course.

### PROJECT PROCESS

Participants will submit to APPA a project proposal for review and comment by the course presenters and approval by APPA, using the attached Project Proposal Guide. Upon approval of the project, the participant will work with her or his manager, peers, or appropriate others to complete the project and, hopefully, achieve the overall goals of the project. Actions taken and decisions made during the project, and the results of those actions or decisions will be documented in a final report to be prepared and submitted by the participant.

For an additional fee of \$200 payable directly to Collaborative Learning, Inc., participants will be able to engage with instructors in two (2) one-on-one telephone coaching sessions to discuss the project status and the leadership challenges that it presents. Participants will be able to opt for this additional service during the course or at a later date.



# POST-COURSE PROJECT INFORMATION

## PROJECT REPORTING

Each participant will submit a final report to APPA based on the Project Proposal. The final project report will document the results of the project including a description of the activities completed against the project plan, project outcomes, factors impacting the success of the project, and the leader's learning throughout the project. While participants may take up to twelve (12) months following the course to complete the project, for best results APPA strongly encourages a shorter time frame of six (6) months.

## FINAL PROJECT REPORT

The final project report will be based on the Project Proposal and shall include the following content:

1. **Executive summary (1 to 2 pages)**
  - a. Short summary of project need, description, activities, outcomes, and learnings
2. **Project description (2 to 3 pages)**
  - a. Background
  - b. Description
  - c. Goals
3. **Actions carried out (2 to 3 pages)**
  - a. Description of actions taken in comparison with the approved project proposal
  - b. Actions taken by the participant as project leader
  - c. How the participant worked with the project team or others
  - d. Impacts of actions
4. **Degree of acceptance or resistance to the effort (1-2 pages)**
  - a. How the project response by others is judged
  - b. Steps taken to build acceptance
  - c. Any points of resistance and actions taken to move the project forward
5. **Final outcomes of the project (2 to 3 pages)**
  - a. The degree to which goals were achieved as set
  - b. Any unanticipated outcomes and how those impacted the project progress
  - c. Impact on any stakeholder groups, including the project team (or those carrying out the work of the project), other utility groups, customers, or any other constituents
6. **Leader learning (2 pages)**
  - a. What the participant discovered about her or himself, interactions with others, ability to lead based on ACCESS characteristics
  - b. Learning against proposed learning goals
7. **Next steps based on current results (1 to 2 pages)**
  - a. If the project was a one-time effort, describe project close out activities and communication
  - b. If the project is to become an on-going program or activity, describe what will be done to ensure a smooth transition into the utility's on-going operation



# POST-COURSE PROJECT INFORMATION

## 8. Conclusions (1 to 2 pages)

- a. Overall benefit of project for the utility or constituent groups
- b. Limitations of the project
- c. Final observations

Note: Any significant changes in project focus since the time of approval of Project Proposal should be discussed with one of the course instructors as soon as the need for these changes is apparent.

## Project Proposal Guide for Option A: Leadership Demonstration Project

### OVERVIEW

**Leadership Demonstration Project.** This document provides guidance on how your project should be written up for submission to APPA. Using the content of this guide, describe the project you are going to lead and complete in fulfillment of the APPA process for certification as a Public Power Manager. When completed, please submit the proposal to Rachael Harb at [rharb@publicpower.org](mailto:rharb@publicpower.org) with a copy to Emma Wright at [ewright@publicpower.org](mailto:ewright@publicpower.org). **Your proposal is requested by August 30, 2019.** Extensions can be granted, if necessary, but early completion and submission of the proposal is strongly encouraged. Your proposal will be reviewed by APPA and the course instructors, and you will receive a notice of approval and/or recommended changes within two weeks of submittal.

### PROPOSAL FORM

<b>PROJECT NAME</b>		Date submitted
<b>PROJECT LEAD</b>	Participant Name leading the project	
<b>ORGANIZATION</b>	Name of utility or other organization	
<b>PROJECT SPONSOR/S</b>	Person within the utility or organization that will receive, review, and/or support the work of the project. Include any support required from others in the organization.	
<b>PROJECT BACKGROUND</b>	<ul style="list-style-type: none"> <li>• The factors and conditions that create a need for this project</li> <li>• How this project will benefit the organization and/or constituent groups, including customers</li> </ul>	1 to 2 pages
<b>PROJECT DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• The specific issues, problems, or opportunities that the project will address</li> <li>• The constituents who will have a stake in the project outcome (internal or external) or who are likely to be affected by the project</li> <li>• A general description of what will be done</li> <li>• A high-level project plan listing key tasks and milestones</li> </ul>	2 to 3 pages



## POST-COURSE PROJECT INFORMATION

<b>PROJECT GOALS</b>	<ul style="list-style-type: none"> <li>Desired outcomes of the project that are written as S.M.A.R.T. goals</li> </ul>			½ to 1 page
<b>PEOPLE INVOLVED</b>	<ul style="list-style-type: none"> <li>Team or people working on the project under your leadership. Note: The people working with you may vary across the project life cycle.</li> </ul>			½ to 1 page
<b>RESOURCES REQUIRED</b>	<ul style="list-style-type: none"> <li>Materials</li> <li>Technology (software)</li> <li>Time commitments</li> <li>Equipment</li> <li>Other</li> </ul>	Date Needed	Cost, if appropriate	1 page (may be an attached table)
<b>LEADER LEARNING &amp; DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>Your personal goals for the project based in part on ACCESS Leadership characteristics (Accountability, Character, Community, Empowerment, Service, and Sustainability) that you want to develop</li> <li>Why leading this project is meaningful to you</li> <li>Any skills or aspects of leadership or project management you would like to explore through the project</li> </ul>			½ to 1 page
<b>PROJECT TIME LINE</b>	Start Date		Final Report Date	
<b>PROJECT SUCCESS MEASUREMENT</b>	Describe how you will know if the project is successful based on: <ul style="list-style-type: none"> <li>Achievement of project goals</li> <li>Leader’s learning / development interests</li> <li>Project time-line</li> <li>Beneficial impact</li> <li>Specific metrics, if appropriate</li> </ul>			½ to 1 page



# POST-COURSE PROJECT INFORMATION

## Project Proposal Guide for Option B: Leadership Research White Paper

This document provides guidance on how your project should be written up for submission to APPA. Using the content of this guide, describe the project you are going to research and complete in fulfillment of the APPA process for certification as a Public Power Manager. When completed, please submit the proposal to Rachael Harb at [rharb@publicpower.org](mailto:rharb@publicpower.org) with a copy to Emma Wright at [ewright@publicpower.org](mailto:ewright@publicpower.org). **Your proposal is requested by August 30, 2019.** Extensions can be granted, if necessary, but early completion and submission of the proposal is strongly encouraged. Your proposal will be reviewed by APPA and the course instructors, and you will receive a notice of approval and/or recommended changes within two weeks of submittal. Once the project is approved for initiation, coaching is available from one or more of the instructors.

### OVERVIEW

**Leadership Research White Paper.** Research and develop a “white paper” report that explores in more depth one of the ACCESS leadership dimensions covered in the course or a leadership issue that is important to your organization at this time. ACCESS dimensions are: Accountability, Character, Community, Empowerment, Service, and Sustainability. The paper should include original research on the ACCESS leadership topic or organizational leadership issue selected, as well as a description of its applicability to the organization. The final report paper should include 1) a statement of the topic or issue being researched and why it is relevant now, 2) key research findings relevant to the topic or issue, 3) questions raised by the research including gaps in knowledge, and 4) a discussion of the applicability of the findings to your organization including any specific ways the research will be put into use. A reference list or bibliography must be included, and it is expected that the final white paper will be 10 to 15 pages in length.

### WHITE PAPER PROPOSAL FORM

<b>PROJECT NAME</b>		Date submitted
<b>PROJECT LEAD</b>	Participant name	
<b>ORGANIZATION</b>	Name of utility or other organization	
<b>PROJECT SPONSOR/S</b>	Person within the utility or organization that will receive, review, and/or support the work of this research project. Include any support required or desired from others in the organization.	
<b>PROJECT BACKGROUND</b>	<ul style="list-style-type: none"><li>• Why do you desire or sense a need to do research in the ACCESS Leadership Dimension of _____ or leadership topic of interest?</li><li>• What are some of the factors present in your organization that you feel create a need for this research?</li><li>• How will this research project benefit the organization and/or constituent groups, including customers?</li></ul>	½ to 1 page



# POST-COURSE PROJECT INFORMATION

<b>PROJECT DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• The specific issues, problems, or opportunities that the project will or may address</li> <li>• A general description of what will be done in your research and how you intend to proceed</li> <li>• A high-level project plan listing key tasks and milestones (please address the discipline that you intend to express to bring about completion)</li> </ul>	1 to 3 pages			
<b>PROJECT GOALS</b>	<ul style="list-style-type: none"> <li>• Desired outcomes of the research project that are written as desired learnings or research goals.</li> </ul>	½ to 1 page			
<b>PEOPLE INVOLVED</b>	<ul style="list-style-type: none"> <li>• List of all those with whom you will report or discuss progress, findings, opportunities and gaps</li> </ul>	½ page			
<b>RESOURCES REQUIRED</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"> <ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul> </td> <td style="width: 15%; text-align: center;">Date Needed</td> <td style="width: 35%; text-align: center;">Cost, if appropriate</td> </tr> </table>	<ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul>	Date Needed	Cost, if appropriate	½ page (may be an attached table)
<ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul>	Date Needed	Cost, if appropriate			
<b>LEADER LEARNING &amp; DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Your personal goals for the project based in part on the additional ACCESS Leadership characteristics (Accountability, Character, Community, Empowerment, Service, and Sustainability) that you want to develop in addition to researching the one key Dimension</li> <li>• Why is this research project and writing a “White Paper” meaningful to you (if not answered above in “background”)</li> <li>• Any specific skills or aspects of leadership or project management you would like to explore through the project</li> </ul>	½ to 1 page			
<b>PROJECT TIME LINE</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Start Date</td> <td style="width: 50%;">Final Report Date</td> </tr> </table>	Start Date	Final Report Date		
Start Date	Final Report Date				
<b>PROJECT SUCCESS MEASUREMENT</b>	<p>Describe how you will know if the research project is successful based on:</p> <ul style="list-style-type: none"> <li>• Achievement of project goals</li> <li>• Leader’s learning / development interests</li> <li>• Project time-line</li> <li>• Beneficial impact (in self? others? organization?)</li> <li>• Specific metrics, if appropriate</li> </ul>	½ to 1 page			





# POST-COURSE PROJECT INFORMATION

## Project Proposal Guide for Option C: Personal Leadership Reflection and Statement

This document provides guidance on how your project should be written up for submission to APPA. Using the content of this guide, describe the project you are going to start and complete in fulfillment of the APPA process for certification as a Public Power Manager. When completed, please submit the proposal to Rachael Harb at [rharb@publicpower.org](mailto:rharb@publicpower.org) with a copy to Emma Wright at [ewright@publicpower.org](mailto:ewright@publicpower.org). **Your proposal is requested by August 30, 2019.** Extensions can be granted, if necessary, but early completion and submission of the proposal is strongly encouraged. Your proposal will be reviewed by APPA and the course instructors, and you will receive a notice of approval and/or recommended changes within two weeks of submittal. Once the project is approved for initiation, coaching is available from one or more of the instructors.

### OVERVIEW

**Personal Leadership Reflection and Statement.** Participants will create a descriptive statement that summarizes their personal philosophy or credo of leadership--purpose, driving values, and aims that underlie their leadership practice, and will discuss its application in their current role and organization. The narrative will include, at a minimum, 1) a credo or statement of personal leadership philosophy (purpose, values, aims) of about 500 words, supported by 2) evidence of reflection on how their current leadership practice aligns with or differs from their philosophy, 3) a self-assessment of the strengths, challenges and opportunities relative to their practice (may include feedback from others), and 4) a listing of ways in which they want to develop themselves as a leader including through receiving mentoring and/or coaching within their current organization or from someone outside the organization. It may include ways in which the leader's philosophy and values align with or differ from the culture of the organization. The sum total of this engagement should be the values-purpose-aims statement as well as the evidence of elements 2, 3, and 4, totaling 10 to 15 pages.

### PERSONAL LEADERSHIP REFLECTION PROPOSAL

<b>PROJECT NAME (If any)</b>		Date submitted
<b>LEAD</b>	Participant name	
<b>ORGANIZATION</b>	Name of utility or other organization	
<b>PROJECT SPONSOR/S</b>	Person within the utility or organization that will receive, review, and/or support the work of this effort in reflection, assessment and narrative plus statement. Include any support required or desired from others in the organization, including feedback.	
<b>PROJECT BACKGROUND</b>	<ul style="list-style-type: none"><li>• Why is now the time for you to embark on the adventure of clarifying your leadership philosophy and practice?</li><li>• What are some of the factors present in your organization that you feel create a need and/or a</li></ul>	½ to 1 page



## POST-COURSE PROJECT INFORMATION

	<p>response to your understanding and application of your leadership approach?</p> <ul style="list-style-type: none"> <li>• How will the production of a statement or credo benefit the organization and/or constituent groups, including customers, plus other arenas of concern you have?</li> <li>• What were the values or styles you discovered in your PVA or DiSC that personal reflection will enhance?</li> </ul>				
<b>PROJECT DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• What are some of the specific issues, problems, or opportunities you seek to address in your leadership statement</li> <li>• A general description of what will be done in your reflection (journaling, conversation with others, classes, readings, etc.) and how you intend to proceed</li> <li>• A high-level plan listing key steps and milestones (please address the discipline that you intend to express to bring about completion)</li> </ul>	1 to 2 pages			
<b>PROJECT GOALS</b>	<ul style="list-style-type: none"> <li>• Desired outcomes of the project which may include insights, desired changes in practice, growing strengths, addressing leadership deficits or defining new approaches for dealing with leadership challenges.</li> </ul>	½ to 1 page			
<b>PEOPLE INVOLVED</b>	<ul style="list-style-type: none"> <li>• List of all those with whom you will receive feedback and/or report or discuss progress, findings, opportunities and gaps.</li> </ul>	½ page			
<b>RESOURCES REQUIRED</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul> </td> <td style="width: 15%; vertical-align: top; text-align: center;">Date Needed</td> <td style="width: 35%; vertical-align: top;">Cost, if appropriate</td> </tr> </table>	<ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul>	Date Needed	Cost, if appropriate	½ page (may be an attached table)
<ul style="list-style-type: none"> <li>• Materials</li> <li>• Technology (software)</li> <li>• Time commitments</li> <li>• Equipment</li> <li>• Other</li> </ul>	Date Needed	Cost, if appropriate			
<b>LEADER LEARNING &amp; DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>• Your personal goals for the project based in part on the ACCESS Leadership characteristics (Accountability, Character, Community, Empowerment, Service, and Sustainability) that you want to develop</li> <li>• Why is this reflection project and writing a credo (values-purpose statement) meaningful to you (if not answered above in “background”)</li> <li>• The specific capabilities, skills or aspects of you would like to explore through this reflection project.</li> </ul>	½ to 1 page			



# POST-COURSE PROJECT INFORMATION

<b>PROJECT TIME LINE</b>	Start Date	Final Report Date
<b>PROJECT SUCCESS MEASUREMENT</b>	Describe how you will know if the research project is successful based on: <ul style="list-style-type: none"><li>• Leader’s learning / development interests</li><li>• Time line for completion of your leadership statement</li><li>• Beneficial impact (in self? others? organization?)</li><li>• Specific metrics, if appropriate</li></ul>	½ to 1 page

