



AMERICAN PUBLIC POWER ASSOCIATION

Public Power Manager Certificate Program

Duration: 4 days

Timing: June 24-27, 2019 (8:30 a.m. – 4:30 p.m. Monday – Wednesday; 8:30 a.m. – 3 p.m. on Thursday)

Accreditation: Varies by class (see below)

Attendance Cap: 25 people

CERTIFICATE 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

- **Electric Utility Industry Overview** (*online*)
APPA will also provide recordings for a 5-webinar Electric Utility 101 Webinars Series, to take the place of the in-person day one “Electric Utility Industry Overview” course in the Public Power Manager Certificate Program. Webinars can be viewed at your convenience and do not need to be viewed prior to the June 24 start date.
- **Financial Planning, Management and Budgeting: What Managers Need to Know**
Monday, June 24 (8:30 a.m. – Noon)
- **Strategic Leadership for Public Power**
Monday, June 24 – Thursday, June 27
1 – 4:30 p.m. Monday

8:30 a.m. – 4:30 p.m. Tuesday – Wednesday
8:30 a.m. – 3 p.m. Thursday



ABOUT THE 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.

Dawn Lund is Vice President of Utility Financial Solutions, and has over 20 years of experience in financial analysis for utility systems. She provides financial assessment, cost of service studies and financial plans for utilities throughout the U.S., Canada, Guam and the Caribbean and teaches a variety of financial planning courses for the American Public Power Association.

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.

CERTIFICATE COMPLETION REQUIREMENT*

After completing the required coursework, participants who are interested in graduating from the certificate program 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

**These step is only required for those who intend to complete from the APPA Public Power Manager Certificate Program and earn their graduation plaque.*

Timing

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



COURSE DESCRIPTIONS

Day 1: Financial Planning, Management and Budgeting: What Managers Need to Know

Monday, June 24, 2019 (8:30 a.m. – Noon)

Recommended CEUs .3/PDHs 3.25/CPEs 3.8

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 provides managers with insight and understanding on financial management, budgeting techniques, long-term financial planning methods, and an understanding of the various forms of electric rates. Attendees will also learn 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

Course Level

Basic. No prerequisites, no advance preparation.

Instructor

Dawn Lund

Days 2-5: Strategic Leadership for Public Power

Monday, June 24 – Thursday, June 27

1 – 4:30 p.m. Monday

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

8:30 a.m. – 3 p.m. Thursday

Recommended CEUs 2.15/PDHs 21.5/CPEs 25.8

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, and 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 work- place 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

COURSE LEVEL/ADVANCE PREPARATION

Basic: No prerequisites; some advance preparation. Participants will need to complete the following items prior to class (detailed instructions will be supplied prior to the training):

- ACCESS Leadership questionnaire (to be completed by their manager and themselves)
- Learning plan
- Online personal values assessment
- Read a brief discussion of Action Learning

INSTRUCTORS

Betsy Aylin, Ph.D.
R. John Miner, P.E.