



# Credentialed Director Courses

**T**he Credentialed Cooperative Director (CCD) curriculum demonstrates NRECA's commitment to directors, ensuring they have an opportunity to develop the competencies they need to succeed in a new and uncertain environment. The CCD certificate is awarded upon the successful completion of all five CCD courses in the curriculum. The two courses listed below will be offered in the 2012 rotation. The remaining three will be offered in 2013.

\*At the August 2008 WECA board meeting, the board approved a motion to allow any directors who have already earned their CCD or BL certification to audit those courses they have already taken at a reduced rate of 50 percent of the full fee, if space permits. In order to receive this reduction, the member cooperative must note this on its registration form prior to attending the program.

Course 2620.05 (1 Credit\*)  
May 16, 2012 (Morning)  
The Plaza Hotel & Suites  
Eau Claire, Wis.


## Board Roles & Relationships

The success of the cooperative is based on its ability to nurture and maintain effective relationships with consumers, community leaders, media, public officials, and others. This course explains how the director and the full board each play a key role in developing plans and in implementing actions to maintain and manage these relationships.

Key topics include:

- Identifying 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 affect the cooperative: the board's role in building and maintaining effective relationships
- Lessons and guidelines regarding key internal relationships: the board's relationship with the chair, the attorney, and with itself

\*All credits mentioned in this book refer to WECA Skillbuilder credits, not NRECA credits.



Course 2640.2 (2 Credits)  
May 16 (afternoon)  
& May 17 (all day), 2012  
The Plaza Hotel & Suites  
Eau Claire, Wis.

### **Financial Decision Making**

This course is designed to help directors understand the role of the board in financial planning, including identifying the basic documents used in financial planning and reporting, assessing the issues that drive financial decisions, balancing competing goals, and taking responsibility to monitor and evaluate results.

Key topics include:

- Identifying the key financial decisions boards must make
- Explaining the uniqueness of the cooperative business model
- Recognizing three key financial documents and three key financial ratios
- Understanding policy basics of allocating and retiring capital credits
- Understanding key elements of an equity management policy

# Board Leadership Courses

**D**irectors who have earned their CCD certificates are eligible for the Board Leadership (BL) certificate. However, directors do not need to have their CCDs in order to enroll in these courses. The BL certificate is earned by completing a total of 10 NRECA course credits from the NRECA 900-level courses. These courses are designed to be “challenger” workshops on key current issues.

Course 945.1 (1½ Credits)  
January 5, 2012  
Comfort Inn & Suites  
Black River Falls, Wis.

Course 933.1 (1½ Credits)  
February 21, 2012  
Florian Gardens  
Eau Claire, Wis.

## **Under Scrutiny: The Board’s Role in the Age of Consumer Activism and Transparency**

Directors must be prepared to deal with increased scrutiny from members, the public, news media, legislators, regulators, and others. This scrutiny can come from any direction, and a failure to address it only invites more. This course will help directors discuss and analyze how to best position their systems at a time of public demands for accountability, ethics, and transparency.

Key topics include:

- The rise in demands for transparency and accountability
- Why electric utilities, including co-ops, are in the spotlight
- Steps to address the new challenges: Getting your house in order, Strategies to strengthen and communicate your position, and Why it’s harmful to demonize those who challenge you or ask questions

## **Fiduciary Duty of Director and Employee Officers**

Electric cooperative directors owe a fiduciary duty to the membership that elected them. Do members of the management team owe a fiduciary duty as well? How about the cooperative’s attorney or the auditor? This comprehensive one-day course focuses on the fiduciary duties, responsibilities, and expectations of board officers, operating officers, and agents of an electric cooperative board. Cooperative employees are also encouraged to attend this session.

Key topics include:

- Corporate governance and expectations in today’s business environment
- Defining the duties of today’s cooperative officers
- The responsibilities and expectations of every co-op official
- The cooperative leadership team’s role in assuring good governance

Course 902.1 (1½ Credits)  
April 19, 2012  
Comfort Inn & Suites  
Black River Falls, Wis.

### **Understanding the Role of Board Chair**

Board chairs have a critical role in leading the board. They must work closely with CEOs to ensure that meetings are well-organized and focused on strategic issues. They must maintain order while encouraging group participation, help the board make good decisions at a time of increasing industry complexity and ensure the board remains unified even when directors have differing opinions.

Key topics include:

- Developing an effective relationship with the chief executive officer
- Understanding how basic human differences affect boardroom dynamics
- Assessing whether an issue is “personality” or “process” based
- Ensuring that strategic priorities are identified in meeting agendas
- Using basic parliamentary procedure to keep the meeting productive
- Ensuring that board decisions are clearly documented
- Enforcing the rules of debate and decorum to ensure that issues are addressed fairly and all directors are treated with respect
- Helping the board reach closure

Course 914.1 (1½ Credits)  
August 16, 2012  
Stoney Creek Inn  
Mosinee, Wis.

### **Cooperative Communications and Public Opinion: The Director’s Perspective**

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

Key topics include:

- Differentiating between the communication roles and responsibilities of directors and those of cooperative staff
- Describing the purpose of a communications policy
- Recognizing the value of a message
- Recognizing how you can manage messages and public perception
- Procedures for voting, elections, and secret ballots

# Management Essentials Courses

**T**he Management Essentials Certificate (MEC) program is designed for experienced supervisors and mid-level managers. The program explores how to maintain technical expertise while demonstrating the right type of leadership. MEC provides the personal, interpersonal, and group skills to be influential in one-on-one situations, facilitate group performance, and become effective leaders.

Course 642.1 (1½ Credits)  
April 10, 2012  
Oakdale Electric Cooperative  
Oakdale, Wis.

Course 643.1 (1½ Credits)  
April 11, 2012  
Oakdale Electric Cooperative  
Oakdale, Wis.

## Essentials of Performance Management

This course teaches the essential elements of performance management and provides opportunities to improve the skills involved with evaluating performance, coaching, giving and receiving feedback, conducting performance appraisals, and managing effectively in multi-generation team settings.

Key topics include:

- Describe a manager's role in staff development
- Define the critical elements to coaching for performance
- Anticipate and manage generational differences
- Conduct effective performance appraisals
- Use formal discipline approaches
- Apply your coaching and motivational skills on the job

## Essentials of Change Management

This course will help you understand how you can respond positively to change and help others to do the same. The techniques you will learn for managing changes and transitions will increase your cooperative's capacity for achieving results from its change efforts.

Key topics include:

- Explain the cycle of change and how we move through it
- Develop strategies for dealing with changes in your cooperative
- Help people launch the new beginning by articulating, modeling, and rewarding new attitudes and behaviors
- Prepare to keep reiterating the "4 P's" of transition communications:
  - The purpose: why we do this
  - The picture: what it will look like
  - The plan: how we will get there
  - The part: what you can (and need to) do to help move forward

Course 650.1 (1½ Credits)  
September 12, 2012  
Oakdale Electric Cooperative  
Oakdale, Wis.

Course 655.1 (1½ Credits)  
September 13, 2012  
Oakdale Electric Cooperative  
Oakdale, Wis.

## Managing Successful Projects

Whether you are new to project management or you have been managing projects for a long time, this course will help you identify the skills you have and the skills you need, build on your strengths, and give you a clear path for organizing and managing your projects. During the course, you will have the opportunity to practice some critical skills so that you can put them to work right away.

Key topics include:

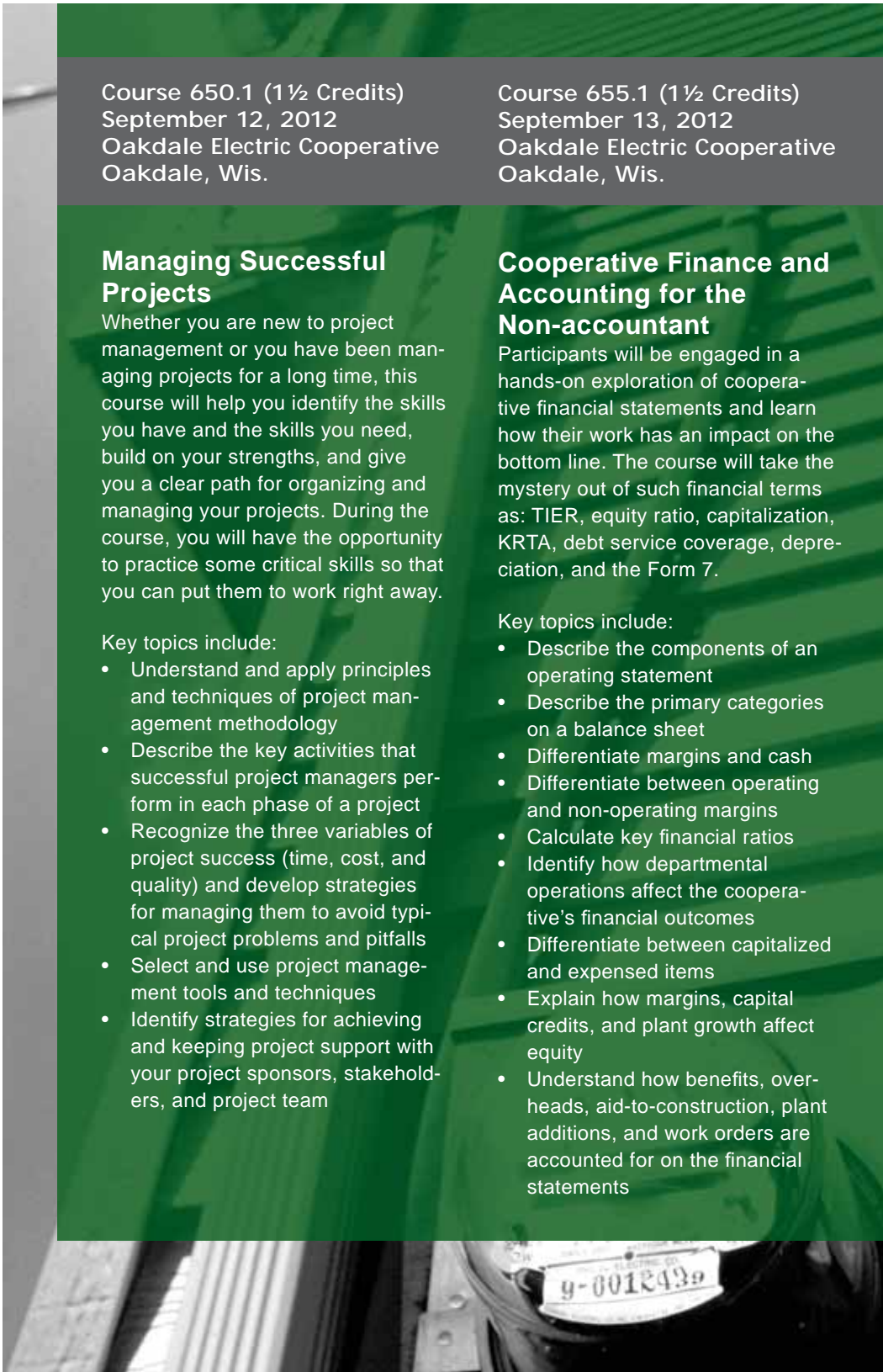
- Understand and apply principles and techniques of project management methodology
- Describe the key activities that successful project managers perform in each phase of a project
- Recognize the three variables of project success (time, cost, and quality) and develop strategies for managing them to avoid typical project problems and pitfalls
- Select and use project management tools and techniques
- Identify strategies for achieving and keeping project support with your project sponsors, stakeholders, and project team

## Cooperative Finance and Accounting for the Non-accountant

Participants will be engaged in a hands-on exploration of cooperative financial statements and learn how their work has an impact on the bottom line. The course will take the mystery out of such financial terms as: TIER, equity ratio, capitalization, KRTA, debt service coverage, depreciation, and the Form 7.

Key topics include:

- Describe the components of an operating statement
- Describe the primary categories on a balance sheet
- Differentiate margins and cash
- Differentiate between operating and non-operating margins
- Calculate key financial ratios
- Identify how departmental operations affect the cooperative's financial outcomes
- Differentiate between capitalized and expensed items
- Explain how margins, capital credits, and plant growth affect equity
- Understand how benefits, overheads, aid-to-construction, plant additions, and work orders are accounted for on the financial statements



# Supervisory Certificate Courses

**T**he NRECA Cooperative Supervisory Certificate recognizes the educational development of new or experienced supervisors as well as those who aspire to become supervisors. NRECA's 300-level series covers the range of issues faced by supervisors and builds the skills necessary to address those issues effectively. Upon completion of all nine courses in the curriculum, participants will receive their Cooperative Supervisory Certificates. The nine supervisory courses qualify for Certified Cooperative Communicators and Certified Key Account Executives continuing education requirements.

February 15, 2012  
Oakdale Electric Cooperative  
Oakdale, Wis.

## **Course 380.05 (¾ Credit)** ***Morning Session***

### **Getting Started as a Supervisor**

This course will help a newly promoted supervisor get started: understand the co-op business, clarify roles and responsibilities, gain acceptance, and create a long-term development plan. You'll learn the practical skills necessary to make your transition into management a success.

Key topics include:

- Differentiate between being an employee and a boss
- Clarify the roles and responsibilities of your employees
- Identify the characteristics of successful work groups
- Explore how to encourage initiative

## **Course 381.05 (¾ Credit)** ***Afternoon Session***

### **Personal Time Management**

This course will help you to analyze how you currently use your time and teach you to identify time wasters. By implementing a time management system, you'll discover how to better organize information in the co-op workplace. Determine which time management tool works best for you and begin the planning process for your next workweek.

Key topics include:

- Demonstrate how to use time logs at your co-op
- Identify tools for personal time management
- Recognize obstacles to effective time management

March 28, 2012  
Adams-Columbia Electric Cooperative  
Friendship, Wis.

**Course 384.05 (¾ Credit)**  
***Morning Session***

**Resolving Conflict  
Through Negotiation**

Conflict with or among employees is likely to arise for all co-op supervisors at some point in their careers. Negotiation is a proven strategy for coming to mutually acceptable agreements in conflict situations. In this course, you'll learn a three-step process to help eliminate potential hostility through effective negotiation.

Key topics include:

- Explore a process for resolving disagreements
- Describe how anger affects a person physiologically
- Identify five natural approaches to conflict resolution

**Course 385.05 (¾ Credit)**  
***Afternoon Session***

**Motivating Employees**

Motivation can lift your employees' level of performance, increase job satisfaction and promote teamwork. This course will explore the co-op supervisor's role, value, and rewards in motivation. You'll review a self-evaluation tool to help identify your motivational strengths and weaknesses.

Key topics include:

- Discuss the supervisor's role in motivation
- Explain the value and types of motivation
- Identify specific ways to motivate co-op employees

## Supervisory Certificate Courses

March 29, 2012  
Adams-Columbia Electric Cooperative  
Friendship, Wis.

### **Course 386.05 (¾ Credit)** ***Morning Session***

#### **The Supervisor and Human Resources**

To successfully manage co-op employees, you need to understand the human resource function and your liability with regard to employment laws. This course focuses on the co-op supervisor's role in compensation and benefits, training and development, employee and labor relations, and interviewing.

Key topics include:

- Outline the functions of a human resources department
- Summarize a supervisor's human resources responsibilities
- Apply human resources knowledge in the co-op workplace
- Ensure compliance with all applicable laws and co-op policies

## Other Courses & Events

(1 Credit)  
January 17-18, 2012  
Concourse Hotel & Governor's Club  
Madison, Wis.

#### **Education & Lobby Days**

Attendees will learn the latest on state-level issues affecting the energy industry. With in-depth briefings, panel discussions and expert presenters, this two-day event provides the information needed to understand how cooperatives will be affected by proposed legislation. Learn the workings of state government and participate in the democratic process by lobbying state legislators for a specific action or position. Ensure that electric cooperatives and their members are heard at the Capitol.

# Other Courses & Events

## Electric Industry Updates

**3 credits per co-op or \$1,350/co-op**

In the first part of this session, Bryan Singletary will discuss how to reignite the great customer relationships of the past.

Key topics include:

- Discuss current member perception of energy issues and where cooperatives stand on these issues
- Explore possible answers to payback questions on efficiency and renewable options
- Discover ways to improve member energy efficiency and satisfaction
- Provide the tools to speak confidently and positively about the cooperative's ability to help the member
- Discuss how member load shaping and satisfaction allow cooperatives to meet their system needs

As with any course delivered by Bryan Singletary, the session will be fast-paced, interactive and based upon more than 20 years of cooperative experience. The employees will leave the session informed and energized with positive data and better able to serve the needs of your membership.

During the second part of this session, WECA Manager Share Brandt will provide employees with updates on key state and national energy issues.

The dates, times and locations are as follows:

**January 23, 2012**  
**8:00–11:45 a.m.**  
Kalahari Resort  
Wisconsin Dells, Wis.

**January 23, 2012**  
**1:00–4:45 p.m.**  
Ramada White House Lodge  
Richland Center, Wis.

**January 24, 2012**  
**8:00–11:45 a.m.**  
Radisson Hotel  
La Crosse, Wis.

**January 25, 2012**  
**8:00–11:45 a.m.**  
Sleep Inn & Suites  
Eau Claire, Wis.

**January 26, 2012**  
**8:00–11:45 a.m.**  
Barron Electric Cooperative  
Barron, Wis.

**January 27, 2012**  
**8:00–11:45 a.m.**  
Stoney Creek Inn  
Mosinee, Wis.

## Other Courses & Events

(1 Credit)  
March 19, 2012  
Comfort Inn & Suites  
Black River Falls, Wis.

### **Bills, Bucks and Business Workshop**

This workshop 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 consumer.” The instructor will describe how the impact of our jobs 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 your system achieve financial security and long-term benefits for consumers.

Key topics include:

- Analysis of financial report
- Review of key ratios
- Overview of common billing woes and materials that matter
- Engineering and operations
- Financial management
- Member services
- Employees participation in the financial health of the utility

(1 Credit)  
March 20-21, 2012  
Comfort Inn & Suites  
Black River Falls, Wis.

### **Work Order Procedures Workshop**

This workshop is designed for all employees who participate in any part of the plant-construction process. The course stresses the importance of each participant in the process and their eventual affect on the cost of total utility plant and the recovery of its costs through the rates charged to customers.

Key topics include:

- Introduction to electric delivery systems
- Differentiate between capital and operating expenses, necessary capital planning elements, and possible financing options
- Understand the differences: work orders, accounting, and financing
- Discuss the cost elements of a work order system
- Overview of the staking process
- Understand utilization and distribution to plan accounts
- Provide an overview of contracts and the proper forms
- Understand the impact of special equipment on the bottom line
- Overview of continuing property records

(1 Credit)  
March 22, 2012  
Comfort Inn & Suites  
Black River Falls, Wis.

### **Credit Issues/Collections Workshop**

Daily attention should be paid to credit and collection operations to ensure the co-op's long-term financial health and to avoid costly mistakes. This workshop is designed for credit managers, office managers, and finance employees. All attendees will receive materials containing valuable information, practical answers, helpful tips, and techniques that can be put to work every day.

(1/3 Credit)  
May 9-10, 2012  
Chula Vista Resort  
Wisconsin Dells, Wis.

### **CFC Financial Workshop**

Join CFC in Wisconsin Dells for a Wisconsin Statewide Financial Workshop. The workshop will begin May 9 at 1:00 p.m. The day will end with a reception and dinner featuring CFC CEO Sheldon C. Petersen. Educational sessions will begin May 10 at 7:30 a.m. and conclude at 12 noon with a box lunch. WECA is handling registration for this meeting.

Designed specifically for the management staff of CFC member cooperatives in Wisconsin, this workshop will focus on equity management, tax accounting, and new approaches to rate making.

Key topics include:

- Explore current events within the industry that can affect your cooperative
- Learn what you need to know about variable and fixed interest rates in a potential upcoming rising-rate environment
- Discuss how to manage your loan portfolio according to management's preferences
- Take a "test drive" of various CFC models including Compass™, Budget-Pro™, and KRTA GraphPro™

# Continuum Webinar Courses

**T**his year WECA is offering fourteen Continuum e-learning courses. These will cover a wide range of topics. The Internet format will provide a significant cost savings to your cooperative and enable more employees to attend. Each program will cost \$125 per attendee.

February 28, 2012  
10:00–11:30 a.m. (CST)

## **Talent Development: Key to Competitive Advantage**

The recession has forced organizations to closely evaluate every asset that costs money. New skill sets will be required across the organization in order to remain competitive. This session will explore how to bridge the gap between your organization's current skills and those required in the future. Participants will learn how to create a team with the right skills for your company's future success.

Key topics include:

- Identify the critical steps to bridge the skill gaps in your organization
- Define the four critical leadership skills in tomorrow's organization
- Create a communication strategy that builds retention

June 12, 2012  
10:00–11:30 a.m. (CST)

## **Fraud Detection**

Fraud and abuse cost organizations billions each year. This webinar is designed to provide participants with an understanding of the skills needed to stop fraud in its tracks. You'll get strategies for spotting red flags that indicate fraud, tips on preventing fraud, and top controls every organization **MUST** have in place to help prevent fraud from occurring.

Key topics include:

- Discover red flags that indicate fraudulent activity
- Learn three key controls every organization should have to prevent fraud
- Understand what to do when you suspect fraudulent activity

August 7, 2012  
10:00–11:30 a.m. (CST)

### **Ethics in the Workplace**

Unethical decisions can cause public distrust, employee loss, and even potential legal issues. However, when an organization is known for its integrity, it attracts the highest caliber of employees and builds strong customer relationships. This webinar will reveal the most common unethical behaviors and tips and techniques for dealing with them.

Key topics include:

- Three strategies to maintain personal integrity in the workplace
- Identify the most common unethical behaviors that occur in organizations
- Understand the impact of personality and decision-making styles

## **Fraud Series**

August 14, 2012  
10:00–11:30 a.m. (CST)

### **What to Do If Fraud Happens to You**

Every year companies face the frustrating and at times gut-wrenching problem of fraud. This one-hour session covers what you can do in the first 48 hours after fraud has been uncovered or suspected.

Key topics include:

- Determine who should be on the investigation team
- Learn how computer and physical evidence should be handled
- Learn how avoid tipping off the perpetrator

September 11, 2012  
10:00–11:30 a.m. (CST)

### **Fraudsters & Bears: How to Deter Both**

Preventive measures are expensive, tedious, and often inadequate. However, companies can no longer ignore the true costs of fraud and the emotional toll that this crime takes. This session provides companies with a model for creating a “Fraud Deterrence Program.”

Key topics include:

- Describe what is the most effective corporate governance structure
- Explain how to assess internal control procedures relative to fraud
- Apply cost effective measures to deter fraud
- Define what is a Fraud Risk Assessment

# Continuum Webinar Courses

## Leadership Series

February 21, 2012  
10:00–11:30 a.m. (CST)

### **Leader Versus Manager: Which Are You?**

Distinguishing the skills that define leaders and managers is the secret in creating an organization that far surpasses its competitors. In this interactive webinar, participants will be introduced to four critical skills leaders possess and the collaborative relationship between leading and managing. Being successful requires both, but how and when to play each role makes a difference.

Key topics include:

- Understand the difference between leading and managing
- Discover the time and place each style is successful
- Define the appropriate next steps for your personal development plan

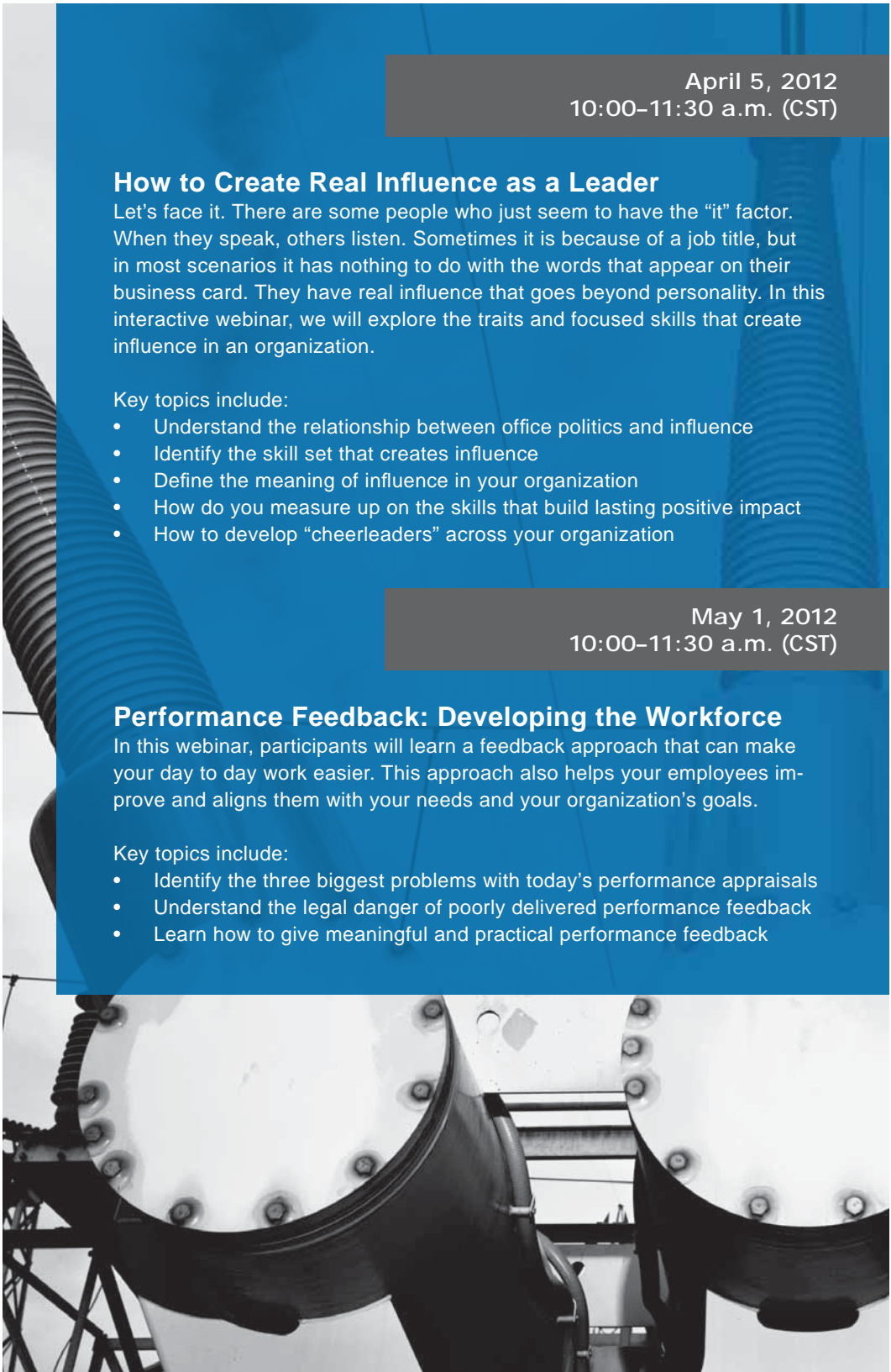
March 20, 2012  
10:00–11:30 a.m. (CST)

### **The Character Components of Leadership**

Following you is a choice your team makes every day despite your job title. There are levels of followership. The real question is: How far would my team follow me and if given the choice, would I follow myself? In this interactive webinar, participants will explore the character components of what it means to lead in today's world. This session will challenge each participant to become the kind of leader anyone would want to follow.

Key topics include:

- Learn what it means to really follow someone
- Discover your personal leadership quotient
- Learn the business impact of no followership
- Identify the skill sets you must develop to attract followers on your team



April 5, 2012  
10:00–11:30 a.m. (CST)

## How to Create Real Influence as a Leader

Let's face it. There are some people who just seem to have the "it" factor. When they speak, others listen. Sometimes it is because of a job title, but in most scenarios it has nothing to do with the words that appear on their business card. They have real influence that goes beyond personality. In this interactive webinar, we will explore the traits and focused skills that create influence in an organization.

Key topics include:

- Understand the relationship between office politics and influence
- Identify the skill set that creates influence
- Define the meaning of influence in your organization
- How do you measure up on the skills that build lasting positive impact
- How to develop "cheerleaders" across your organization

May 1, 2012  
10:00–11:30 a.m. (CST)

## Performance Feedback: Developing the Workforce

In this webinar, participants will learn a feedback approach that can make your day to day work easier. This approach also helps your employees improve and aligns them with your needs and your organization's goals.

Key topics include:

- Identify the three biggest problems with today's performance appraisals
- Understand the legal danger of poorly delivered performance feedback
- Learn how to give meaningful and practical performance feedback

# Continuum Webinar Courses

## Customer Service Series

March 13, 2012  
1:00 p.m.–2:30 p.m. (CST)

### **Listening to Customers Is the Key**

Active listening is not easy. Very few people have formal training in listening well. Combine that with time constraints and the repetitive nature of customer requests and the results are not always positive. This webinar leads employees to a better understanding of the importance of listening in the service experience and gives them a simple, yet effective system for actively listening to customers.

Key topics include:

- Understand the importance of actively listening to customers
- Identify barriers to listening well
- Learn techniques for active listening


April 5, 2012  
1:00 p.m.–2:30 p.m. (CST)

### **Phrasing for Successful Conclusions**

Every service experience leaves the customer with an opinion of the service provider, the service received, and the utility. Attendees need to be prepared to phrase answers to tough questions in a way that reflects concern and a positive service attitude. This course makes participants aware of the power behind their words and the way they use them.

Key topics include:

- Understand the stages of the communication cycle and their role in clear communication
- Learn to rephrase answers more positively to promote clear understanding and lessen defensiveness
- Facilitate open communications with internal and external customers
- Understanding the customer's point of view



May 15, 2012  
1:00 p.m.–2:30 p.m. (CST)

### **A Professional Telephone Image**

For some cooperatives, the entire impression of the utility comes from that voice on the other end of the telephone line. This puts pressure on the utility employee to develop excellent telephone skills and use those skills in each and every encounter.

Key topics include:

- Learn the meaning of professionalism in handling telephone calls
- Learn how to use voice and speech in a positive way
- Developing better technical skills for handling calls

June 19, 2012  
1:00 p.m.–2:30 p.m. (CST)

### **Taking Customers From Unreasonable to Reasonable**

In this course, employees are provided with a better understanding of the psychological effects of anger on a person's behavior and learn a four-step process that helps the customer move from an unreasonable state of mind to a more reasonable one in which problem solving can take place successfully.

Key topics include:

- Understand the effects of anger on a person's state of mind
- Develop confidence and learn to maintain control of negative situations
- Learn the four-step process for resolution

July 17, 2012  
1:00 p.m.–2:30 p.m. (CST)

### **Servicing Internal Customers**

This course will give attendees an overview of their part in building and maintaining good working relationships.

Key topics include:

- Understand the importance of internal customer service
- Define the aspects of service—human, business, and hidden
- Learn how to build collaborative working relationships

# Non-Skillbuilder Courses

## Youth Leadership Conference

March 19–20, 2012

The Plaza Hotel & Suites, Eau Claire, Wis.

## NRECA Youth Tour

June 15–21, 2012

Washington, D.C.

## WECA Youth Leadership Congress

July 11–13, 2012

UW–River Falls, River Falls, Wis.

## National Institute on Cooperative Education (NICE) — Youth Program

Date & location to be determined

## Employment Law Workshops

Dates & locations to be determined



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