

Skill Builders

2021 WECA Skill Builder Program



- **Attend a wide range of education, training, and professional development courses designed specifically for cooperatives.**
- **Take advantage of NRECA certificate, certification, and accreditation programs.**
- **Network with other cooperative leaders, learn from their experiences, and shape the future cooperative movement.**
- **Enhance the effectiveness of member service in your cooperative.**



Constructing the foundation of successful cooperatives.

Credentialed Cooperative Director

The 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 will be offered in the 2021 rotation. The remaining three will be offered in 2022.

Directors who have earned their CCD or Board Leadership (BLC) certification may audit courses they have already taken, at a 50 percent discount (if space permits). In order to receive the reduced rate, applicants must note this at the time of registration prior to attending the program.

UNDERSTANDING THE ELECTRIC BUSINESS

Course 2610 (1¾ SB credits)

Webinar (9 a.m.–12 p.m. each day)*
February 2 & 3, 2021

The electric utility industry is an evolving high-tech system that must be designed and engineered to meet regulatory and consumer standards for reliability, quality, and safety. This requires an appropriate investment on a planned and ongoing basis. This course provides directors with an understanding of the key components of the electric utility industry.

Key topics:

- The basic functions and cost components of generation, transmission, and distribution
- Current and emerging technologies that are impacting utility operations and policies
- Issues related to distributed generation that the board may need to address
- How environmental issues and national policies impact the cooperative
- The board's role to ensure a safe working environment

***NOTE:** Most NRECA-based trainings held as a webinar has a limit of 30 participants and required to attend both days of training to receive course credit.

STRATEGIC PLANNING

Course 2630 (1¾ SB credits)

Webinar (9 a.m.–12 p.m. each day)*
March 16–17, 2021

Boards have ultimate responsibility for ensuring and evaluating the long-term health of the organization. They help fulfill this duty through strategic thinking, identifying goals through strategic planning and authorizing the appropriate allocation of resources through the adoption of financial policies, budget review and approval, and monitoring management's progress toward strategic goals. This course teaches directors how to participate effectively in strategic thinking and planning processes.

Key topics:

- Understanding the difference between strategic thinking and strategic planning
- Analyzing your cooperative's strengths, weaknesses, opportunities, and threats
- Recognizing the board's oversight responsibility
- Using the strategic plan in the annual evaluation of the cooperative's accomplishment and as the foundation of the CEO's performance appraisal

All credits mentioned refer to WECA Skill Builder (SB) credits, not NRECA program credits.

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Board Leadership Certificate

The CCD Certificate is a prerequisite for the Board Leadership Certificate (BLC). However, directors do not need to have a CCD certificate in order to enroll in these courses. These courses are designed to be “challenger” workshops on key current issues. The BLC consists of a series of courses focusing in greater depth on specific industry and governance issues. These include issues such as risk management, power supply, parliamentary procedure, technology, and policy development. The BLC certificate is earned by completing a total of 10 NRECA course credits from the NRECA 900-level courses. Directors may attend BLC courses at any time, but the BLC will not be awarded until the CCD program requirements are completed.

THE EVOLUTION OF ELECTRIC COOPERATIVE POWER SUPPLY

Course 961.1 (1½ SB credits)

Webinar (9 a.m.–noon each day)*
January 6–7, 2021

Electric co-op boards face a rapidly evolving energy landscape where power supply decisions are more complex, involve greater risks and have greater cost consequences for members than ever before. The low price of natural gas, the combination of state renewable portfolio requirements, the falling prices of wind and solar and environmental regulations are leading a fundamental shift in the U.S. electricity generation portfolio. This shift has significant implications for electricity suppliers and for consumers. This course focuses on strategies boards can pursue in the face of this uncertainty including understanding what members want, working closely with power suppliers, communicating with members and being their trusted energy advisor.

Key topics:

- Brief History on "How We Got Here"
- Regulation
- Transmission/Markets
- The Electric Cooperative Today

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COMMUNICATING THE NEW ENERGY LANDSCAPE

Course 964.1 (1½ SB credits)

Webinar (9 a.m.–noon each day)*

January 19–20, 2021 OR

January 21–22, 2021

The emergence of Distributed Energy Resources (DER) technologies is giving consumers more choices than ever before. Electric cooperatives are well positioned as consumer-owned organizations to be their member's "trusted partner" in navigating the opportunities, risks and benefits of solar and other emerging technologies. This course discusses the top DER technologies, policy issues and questions that co-ops must be prepared to discuss with their members.

Key topics:

- Discussing changes in the market structure of the electric energy industry
- Anticipating member questions
- Integrating DER with the cooperative's strategic plan
- Examining key questions in the boardroom about DER

RISK OVERSIGHT:

THE BOARD'S ROLE IN RISK MANAGEMENT

Course 921.1 (1¾ SB credits)

Florian Gardens Conference Center | Eau Claire

August 3, 2021

Electric co-op boards are operating in what may be one of the most challenging business environments any generation of directors has ever known. The array of risks ranges from financial, regulatory, cyber and economic to technology and changing member demographics. This course is designed to provide directors with the principles and tools to improve their processes for overseeing the cooperative's risk management activities. Using co-op examples and real world case studies, this interactive course discusses the unique role of board and management to identify, manage and mitigate risk with processes that are appropriate to the characteristics of individual cooperatives.

Key topics:

- Defining the cooperative's risk drivers and risk appetite
- Distinguishing the board's role from management's role in risk management
- Aligning strategy, risks and controls
- Working with management to identify the risk information the board needs
- Assessing the cooperative's risk management process

Board Leadership Certificate

COOPERATIVE STRUCTURE: A STRATEGIC ADVANTAGE

Course 919.1 (1½ SB credits)

Holiday Inn South | Eau Claire
October 12, 2021

The cooperative business model provides unique advantages to electric co-ops in today's challenging and shifting energy environment. Electric cooperatives that live their purpose and operate in accordance with the cooperative business model empower their members to improve their quality of life. This course is designed to help directors to tap into the strategic advantage of the cooperative structure through greater understanding and use of the cooperative principles and values.

Key topics:

- The meaning of a "cooperative culture" and the board's role in shaping it
- Using a cooperative culture as a key component in your co-op's member engagement strategy
- Moving from a monopoly mindset to a competitive one through the advantages of the cooperative structure
- How the cooperative structure can attract and retain the next generation of co-op employees and leaders
- Using the cooperative structure as a key driver of economic development in their service territory

RATE-MAKING STRATEGIES AND POLICY DECISIONS FOR ELECTRIC COOPERATIVE BOARDS

Course 974.1 (1½ SB credits)

Holiday Inn South | Eau Claire
October 13, 2021

The jointly developed (NRECA and CFC) publication titled, Retail Rate Guide (2017) is featured in this course. If you haven't taken this course in over three years, it's time to take it again. Directors discuss the complex issues that they must balance when they consider business plans, financial policies, alternative rate philosophies and strategies. This course discusses how current rates methodologies affect rising power costs and the current focus on energy efficiency and conservation. Attendees use case studies and problems to analyze and discuss issues such as equity goals, long-range revenue requirements, achieving fairness for multiple rate classes, and dealing with proposed rate increases.

Key topics:

- Recognize the board's role as "regulator"
- Discuss the board's role in balancing rates policy with the needs of consumers, the cooperative, and regulators
- Recognize the goals that rates can help achieve and the political trade-offs they require so the board can provide sufficient guidance to management through policy
- Reference the jointly developed NRECA/CFC Retail Rate Guide to provide practical considerations and steps in the rate-making process as well as address the changes sweeping the electric utility industry

Supervisor & Manager Development

The NRECA Supervisor and Manager Development Program (SMDP) is a flexible, co-op-specific education program focused on strengthening the leadership skills, knowledge, and abilities needed to hire, develop, and lead others, manage performance, communicate effectively, and make decisions. The goal of this program is to equip co-op supervisors and managers with tools and resources to successfully lead and engage high-performing teams in support of the four mission-critical areas of safety, member satisfaction, reliability, and cost control.

This program is intended for co-op staff with leadership responsibilities ranging from individual contributors considering a supervisory role, to new and experienced supervisors, and middle managers. Regardless of where you are in your co-op's supervisor and manager hierarchy, this program offers a learning plan just for you.

KNOW THE RULES: LEGAL RESPONSIBILITIES AND LIABILITIES FOR SUPERVISORS

Course 717.1 (1½ SB credits)

Comfort Inn & Suites, Black River Falls
October 5, 2021

Supervisors and managers have the obligation to treat all employees and job applicants consistently and equally as outlined under the law. Handling team member issues in the most convenient or the nicest way may not be the legal or right thing to do. Whether your co-op has a full-time human resources staff to help you or not, to successfully supervise co-op employees you need to understand the human resource function and your liability with regard to employment laws. Learn how you can avoid common employment law pitfalls at your cooperative while improving your management skills, enhancing your leadership abilities and encouraging a productive work environment at your cooperative.

Learning objectives:

- Recognize your Human Resources (HR) responsibilities and liabilities as a supervisor.
- Explain legal pitfalls for supervisors.
- Distinguish between HR and supervisors' responsibilities throughout the typical tenure of a co-op employee from when they're hired to when they leave the co-op.
- Explain the elements of loss control as it applies to employee safety and health, including the impact on the cooperative's bottom line.

STEPPING INTO YOUR SUPERVISORY ROLE: LEARNING TO LEAD

Course 710.1 (1½ SB credits)

Holiday Inn South | Eau Claire
December 8, 2021

As a team member, you mastered the technical skills of your job. If you're considering taking on a supervisory position or have become a supervisor, there are different skills, abilities and knowledge you need to be successful. The supervisor's influence on productivity, morale, and work quality should not be understated. Learn to navigate the transition into a supervisory role, clarify roles and responsibilities, align your team's work with your co-op's mission-critical areas, discuss the challenges of new supervisors and determine the best approaches to addressing them and create a personal long-term development plan.

Learning objectives:

- Understand your role and responsibilities as a supervisor
- Set expectations and goals for your team and its' work to align with your co-op's mission
- Learn the different types of leadership styles, which style you tend to use and when you should use each one.
- Recognize the personal behavioral patterns that impact your team (both positively and negatively) and steps you can take to minimize the negative behaviors
- Learn the three types of power and how to use them appropriately
- Model the behavior you expect from your team
- Create your personal development plan for making a successful transition from a staff member to supervisor

Supervisor & Manager Development

YOU CAN'T DO IT ALONE: BUILDING A STRONG TEAM

Course 712.1 (1½ SB credits)

Holiday Inn South | Eau Claire
December 9, 2021

Teams are the backbone of electric cooperatives. High-performing teams ensure employee safety, provide superior member service, keep costs down and ultimately provide reliable electricity to your members. Being an effective leader of a team requires the ability to leverage a wide range of personalities, skills and abilities. As a supervisor, you must be able to analyze and capitalize on team strengths, work with diverse styles and create an environment that builds collaboration. This course will teach you how to create and lead your team, identify and address team strengths and dysfunction.

Learning objectives:

- Set expectations and goals for your team and its work to align with your co-op's mission.
- Explain the developmental stages that all teams go through and discuss techniques for maximizing team performance in each stage.
- Recognize your team member type, its strengths and pitfalls, and the impact each team member type has on the team
- Assess your team's culture and the impact it has on the team's effectiveness.
- Recognize the role that trust has in team effectiveness and practice techniques for building trust among your team members.
- Establish a process of continuous improvement and evaluation for your team's activities

Key topics:

- Stages of team development
- Four-step process for setting, monitoring, and supporting expectations of team members
- Impact of culture on teams
- Building trust among team members
- Team member type assessment
- Maslow's hierarchy of needs
- Employee motivation

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Cooperative Career Essentials

The Cooperative Career Essentials Program (CCEP) is a new learning portfolio designed to provide the knowledge, skills, and abilities every co-op employee, regardless of role or tenure, needs to best serve their co-op and members.

Within the next five years, 50% of electric cooperative CEOs and 25% of employees will be eligible to retire. The Cooperative Career Essentials Program (CCEP) meets the needs of a changing workforce.

Most employees are hired for specific job roles requiring specific skill sets. These are referred to as hard skills. But every job role requires another set of skills—soft skills. They are often overlooked but play an important role in day-to-day cooperative business operations. Hard skills are teachable and measurable abilities, such as writing, reading, negotiating, or the ability to use technology. By contrast, soft skills are the traits that make you a good employee, such as communication and listening, adaptability, initiative and getting along with other people. Both hard skills and soft skills are needed to be successful in the workplace.

CREATING A CULTURE OF ACCOUNTABILITY

Course 5201.1 (1½ SB credits)

Webinar (9 a.m.–12 p.m. each day*)
March 9–10, 2021

This two-part series will give you the language, framework and skills to create an environment that fosters personal and team accountability. An often misunderstood term, we'll explore what accountability is and what it isn't. If you want more ownership and initiative, this course will show you how to strengthen these competencies in your culture and your employees. Shift those around you from a blame model to a model that supports action and risk taking for success.

Learning objectives:

- Define responsibility, empowerment and accountability and their contributions to success.
- Confidently identify the behaviors associated with individual accountability.
- Practice and apply proven tools that create responsibility and ownership for outcomes.
- Be less stressed knowing that your team is set up to succeed with delegated responsibilities.
- Create an environment that fosters collective accountability.

Key topics:

- Definitions of key terms
- Practice for creating strong agreements
- Tool to assess behavioral accountability
- Process for delegation
- Discussion flow for holding others accountable

Cooperative Career Essentials

WHEN SPARKS FLY: TRANSFORMING CONFLICT

Course 5304.1 (1¾ SB credits)

Webinar (8:30 a.m.–3:30 p.m.)
April 6, 2021

Ever found yourself interacting with a colleague where you could sense the possibility of sparks flying—and were uncertain about how handle it?

Conflict is something most people want to avoid, and yet it is a natural part of life. We've grown to see conflict as bad and learned to either give in or fight to win. When approached skillfully, with integrity, conflict can spark new, innovative thinking and can enhance our working relationships.

The art of conflict transformation is about engaging with curiosity that facilitates both/and thinking and the possibility of win-win solutions. Discover how to increase your comfort in dealing with conflict and build more trust and communication in relationships.

Learning objectives:

- Slow down and check out assumptions before they escalate into conflict.
- Move beyond positional statements to discuss what's really going on (i.e. underlying needs).
- Feel more grounded when having challenging conversations.
- Use questions of inquiry to understand others' perspectives.
- Generate win-win solutions.

Note: *Since this will be a highly interactive program, NRECA has limited the webinar group to no more than 24 participants. Registrations will be taken in the order they are received.*

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TECHNOLOGY PLANNING & DECISION-MAKING: ENHANCING CORE COMPETENCIES ACROSS THE COOPERATIVE ORGANIZATION

Course 5115.1 (1½ SB credits)

Comfort Inn & Suites, Black River Falls
October 6, 2021

Technology has become the "invisible hand" that enables every aspect of the utility business. This course develops an understanding of, and offers hands-on practice in, the core competencies now required of everyone in a cooperative organization to insure the effective use of technology.

Participation in technology planning and decision making has become a prerequisite for virtually every leadership position in the electric cooperative. Successful careers increasingly depend on an individual's ability to participate effectively in conversations about business process improvements and how technology can enable them.

This course introduces a proven technology planning process, best management practices, analytical tools, and resources crucial for effective technology planning, decision making and leadership. It is equally valuable to business and technology analysts, supervisors, and managers. The course is taught using business language, and participants need not be versed in technical solutions.

Learning objectives:

- **Organizational awareness:** Enhance awareness of how organizational dynamics influence technology decisions.
- **Technology management:** Provide real-world examples of how technology can be managed and the odds of success on projects can be maximized.
- **Interpersonal awareness:** Use active-learning techniques such as role playing and facilitated brainstorming to directly experience challenges inherent in technology planning and decision making, including organizational resistance to change.
- **Collaboration and teamwork:** Discuss how business functions and employees interact with their technology counterparts and explore factors critical to the success of these working relationships.
- **Flexibility and Innovation:** Provide opportunities to "think outside the box" about how technology can change the way we think about the business of serving members.
- **Influence and negotiation:** Provide exposure to best practices for constructive engagement and consensus building.
- **Critical thinking and decision making:** Learn how to make informed business decisions and plan for the introduction of technologies that enable them

Other Courses and Events

ELECTRIC INDUSTRY UPDATES

(2 SB credits per co-op)

Webinars

February 10 & 11, 2021

February 10 (Group 1) - 7:30–11:30 a.m.

February 10 (Group 2) - 12–4 p.m.

February 11 (Group 3) - 7:30–11:30 a.m.

February 11 (Group 4) - 12–4 p.m.

This year, it will be easier than ever for your co-op to take advantage of our annual Electric Industry Updates education program. Instead of taking our speakers on a traveling road show to different parts of the state for six individual programs, this year we'll be hosting four separate group sessions via webinar. This new online format has advantages beyond keeping everyone safe during a still-dangerous pandemic. We'll be offering four separate group sessions over two days, with the same program held once in the morning and repeated in the afternoon both days. Co-ops may send their employees to any or all of the sessions, with the option of dividing staff members between the morning and afternoon sessions. That means more employees can conveniently participate, all for the same price. We're offering one webinar connection per co-op per group—be sure to sign up!

WECA Update

Steve Freese, WECA President & CEO

Steve Freese will provide a brief update to employees on key state and national energy issues, discuss how employees can have a voice in the policy-making process, and talk about the impact of the fall elections.

Striving to Thrive: Overcoming Crisis

Dr. Charlie Cartwright, People Success Labs

2020 was a difficult year for many. Now is the time to shift from simply surviving to thriving. What is the best way to support our members and one another? This program dives into the why, how, and what that create thriving relationships and workplace environments. Let's make 2021 not just the next year, but the best year!

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WORK ORDERS: OPERATIONS AND FIELD STAFF (1¼ SB credits)

Webinar (8:30 a.m.–4 p.m.)
March 22, 2021

This 1-day webinar is for all operations and related field staff who do or oversee any aspect of construction, retirement, and maintenance of your utilities distribution system. This webinar details the components and requirements of a work order and the purpose and outcome of the overall work order process. We will follow the life a work order from opening to close and correlate the jobs that employees and contractors do within the process.

Participants will gain an understanding of system maintenance versus system improvements and retirements, but more importantly why the understanding of expenses and assets is important to every employee. We will discuss the what it means to properly complete a service order and a work order.

By the end of the webinar, participants will understand the impact of the work they do to the on financial statements and ultimately to member/consumer rates.

Who Should Attend

Operations and Field employees: Linemen, groundmen, crew leaders, operations supervisors and managers, warehouse staff, engineering technicians, engineers, GIS and mapping staff, and any field staff.

CREDIT AND COLLECTIONS WORKSHOP (including COVID-19 Challenges) (1¼ SB credits)

Webinar Series (9 a.m.–12 p.m. each day)
March 24 and March 26, 2021

Has COVID-19 done a number on your accounts receivable balances? Looking for guidance on how to work with and through the challenging impacts of the pandemic with customers/members? This 2-part workshop will cover repayment options and terms, working with challenging situations, and maximizing technology as we find new ways to meet the needs of the members and the cooperative.

Extending credit to our members and collecting past due balances are truly challenging tasks. Combining exceptional customer service with the duties and demands of your position is often a stressful balancing act. This series will help you measure your collection effectiveness, comply with laws, and maintain good customer/member relations. Within the series and through homework, attendees will be encouraged to review current policies/procedures, performance metrics and discover ways to reduce negative factors in our processes. We will share and compare successes and difficulties.

Other Courses and Events

LEGAL SEMINAR FOR DIRECTORS & EMPLOYEES (1 SB credit)

Florian Gardens | Eau Claire | Eau Claire (*may change to hybrid event*)
April 13, 2021

Each year's topics reflect the changing environment that electric cooperatives operate in. The Wheeler, Van Sickle & Anderson, S.C. law firm will be covering evolving legal issues pertinent to the decisions made by electric cooperative directors, managers/CEOs, and key staff. Past topics include: Easements, arbitration, dealing with municipalities, statewide regulatory updates, large member bankruptcies, fiduciary duties, handling customer complaints, etc.

RETIREMENT PLANNING SEMINAR (No Charge)**

Webinar (8:30 a.m.–4 p.m.)
April 14, 2021

The NRECA Retirement Planning Seminar is designed for employees and their spouses who are within 5–10 years of retirement. It helps employees evaluate distribution options from their retirement plans, estimate retirement income and expenses, and realize the need for continued investment during retirement years. Social Security and estate planning are included in the program. Health and long-term care issues are also addressed. We would also like to encourage employees and their spouses who are within 10–15 years of retirement to attend. This will help employees to gauge if they are on the right track for their retirement years.

***This webinar will be held as a 1-day session. There will be no charges associated with this informational session. We will have limited webinar connections to be determined at a later date.*

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EMPLOYMENT LAW UPDATE

(1¼ SB credits)

Holiday Inn Hotel & Convention Center | Stevens Point
May 11, 2021

Employment regulations change regularly in response to new laws or court decisions that sometimes alter enforcement or implementation expectations. Keeping up with these changes is essential to minimizing liability, strengthening negotiation positions, and ensuring employees maximize benefits available to them. Often these changes are complex and require a legal perspective to help human resource professionals better understand the implications of court decisions and revised or new regulations. This workshop also provides several venues to make sure questions are answered, and cross-sharing of implementation strategies among cooperative human resources personnel.

HR PROFESSIONALS WORKSHOP

(1½ SB credits)

Holiday Inn Hotel & Convention Center | Stevens Point
May 11–12, 2021*

HR issues that are crucial to your co-op's future will be addressed at the ever-popular open forum and legal update. The open forum provides the opportunity to discuss new HR concerns and assist in solving issues you may be experiencing. A legal update will focus on new and changing matters as well as provide information on issues that attorneys are seeing more often.

**This 1¼-day program starts approx. 3 p.m. May 11 and will conclude no later than 4 p.m. May 12.*

ENERGY ISSUES SUMMIT

(1 SB credit)

Florian Gardens Conference Center | Eau Claire
August 4, 2021

This program provides co-op directors, CEOs, and staff with timely information about emerging energy issues. Last year's summit covered leasing for rural electric cooperatives; emerging challenges shaping distribution systems; habitat conservation measures that benefit the monarch butterfly and your cooperative; Wisconsin's dairy crisis; and electric vehicles. We will build on the success of past summits to offer another quality program in 2021. Specific topics and speakers will be determined.

Other Courses and Events

ELECTRIC COMMUNICATOR'S WORKSHOP

(To be held in conjunction with the Wisconsin REC Member Services Association Annual Meeting)
(1–2 SB credits)

Radisson Hotel | La Crosse
August 24–25, 2021

Enhance co-op communications by brushing up on basic skills, learning new techniques, and utilizing the latest in technology. Electric co-op communicators will also share ideas and maximize their use of the *Wisconsin Energy Cooperative News* magazine to effectively communicate with co-op members.

NEW! FINANCE PROFESSIONALS WEBINAR SERIES (4 SB credits for all 9 months or ½ SB credit per session)

Webinar Series (January 14, February 17, March 17, April 20, May 18, June 22, September 22, October 14, and December 14)

New Offering! Accounting and finance staff are invited to participate in the “Finance Professionals Webinar Series”. In these 90-minute virtual courses, participants will learn and strengthen skills to guide electric cooperatives to strong financial futures. **Topics include:** Cash flow, work plan oversight, capital & long-term planning, investments, financial metrics, cost of service study & rate design, time value of money, and other important CFO duties.
****Each 90-minute webinar qualifies for 1.5 CPE credits.**

NEW! NEW EMPLOYEE AND NEW DIRECTOR ORIENTATION VIDEO LIBRARY (2 SB credits per co-op)

Online Web Access to Video Library

WECA is creating a video library focusing on educating new employees and board directors. Subjects covered will include an intro. to cooperatives, the inner workings of an electric utility, duties & responsibilities of directors, safety in the workplace, and an introduction to other electric cooperative partners. The videos will provide a well-rounded understanding of the inter-relationships employees and directors will encounter in their new position. These videos will be available any time after release for members to use at the time of their choosing for up to two years. This video series will be replacing WECA's in-person New Employee Orientation Workshop.

2021 Year at a Glance

January 6–7	The Evolution of Electric Co-op Power Supply <i>webinar</i> (BLC)
January 19–20	Communicating the New Energy Landscape <i>webinar</i> (BLC)
January 21–22	Communicating the New Energy Landscape <i>webinar</i> (BLC)

Feb. 2–3	Understanding the Electric Business <i>webinar</i> (CCD)
Feb. 10–11	Electric Industry Updates <i>webinar series</i> (Other)

March 9–10	Creating a Culture of Accountability <i>webinar</i> (CCEP)
March 16–17	Strategic Planning <i>webinar</i> (CCD)
March 22	Work Orders Operations & Field Staff <i>webinar</i> (Other)
March 24 & 26	Credit & Collections (incl. COVID-19 Challenges) <i>webinar</i> (Other)

April 6	When Sparks Fly: Transforming Conflict <i>webinar</i> (CCEP)
April 13	Legal Seminar for Directors & Employees (Other)
April 14	Retirement Planning Seminar <i>webinar</i> (Other)

May 11	Employment Law Update (Other)
May 11–12	HR Professionals Workshop (Other)

August 3	Risk Oversight: The Board's Role in Risk Management (BLC)
August 4	Energy Issues Summit (Other)
August 24–25	Electric Communicator's Workshop* (Other) <i>*To be held in conjunction with the Wisconsin REC Member Services Association Annual Meeting.</i>

October 5	Know the Rules: Legal Responsibilities and Liabilities for Supervisors (SMDP)
October 6	Technology Planning & Decision-Making: Enhancing the Core Competencies Across the Cooperative Organization (CCEP)
October 12	Cooperative Structure: A Strategic Advantage (BLC)
October 13	Rate Making Strategies and Policy Decisions for Electric Cooperative Boards (BLC)

Dec. 8	Stepping Into Your Supervisory Role: Learning to Lead (SMDP)
Dec. 9	You Can't Do It Alone: Building a Strong Team (SMDP)

Monthly	Finance Professionals Series <i>webinar</i> (Other)
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Non-Skill Builder Programs

NRECA Youth Tour

June 16–21, 2021
Washington, D.C.

WECA Youth Leadership Congress

July 13–15, 2021
UW–River Falls, River Falls

WECA Annual Meeting

November 10–11, 2021
Holiday Inn Hotel & Convention Center, Stevens Point



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