

IMEA

INDIANA MUNICIPAL ELECTRIC ASSOCIATION

***Disaster Response
& Mutual Aid***

***BUILDING A
STRONG SAFETY
CULTURE***

***NAVIGATING
PANDEMIC – DRIVEN
CHALLENGES***

Power Connection



IMEA

Indiana Municipal Electric Association

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**“Carefulness costs you nothing.
Carelessness may cost you your life.”—**





Indiana Municipal Electric Association

ISSUE 4 2020

NAVIGATING PANDEMIC – DRIVEN CHALLENGES

COVID-19 certainly created new challenges, not the least of which is uncertainty. In an industry of professionals who pride themselves on their planning skills, customer service and emergency response, what happens in a year like 2020? None of us planned for a global pandemic or its sweeping effects. Arguably the hardest part about this pandemic is simply navigating the unknown. Adjusting our plans when business-as-usual is no longer appropriate is a heavy lift. Nearly every organization including IMEA featured a “coronavirus alert” bar atop their website to point visitors to guides and reports for weathering the storm. There isn’t a single industry untouched by the pandemic and organization leaders have a role to play in boosting staff’s ability to navigate these uncertain times.

HOW LEADERS CAN PREPARE FOR THE NEXT PHASE OF THE COVID-19 CRISIS

The pandemic demands that leaders call on skills well beyond the ones they ordinarily need in an already demanding position. As we move to a new stage of the crisis, they will need to be strong, resilient, and calming and inspire those traits in others. Since the outbreak of the pandemic nine months ago, IMEA and all of our members have worked hard to respond to the COVID-19 crisis. Now we’ve entered a period that presents even more significant leadership challenges.

Organizations and their leaders must continue to step up in extraordinary ways to help drive strategy execution, inspire employees, and manage uncertainty and ambiguity. Here are some strategies to consider:

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NAVIGATING PANDEMIC – DRIVEN CHALLENGES

Revisit leadership expectations. Organizations must take the time to clearly articulate the expectations they have for their leaders. Once an organization has made its leadership expectations clear, leaders must take time for some honest reflection and ask themselves: Am I all-in and fully committed to be the best leader I can be?

Define clear leadership obligations. Many people are counting on you and your staff. Think about what they need from you and your organization right now. At a personal level, every leader must also pause and reflect on what they see as the most critical leadership obligation they need to live up to right now.

Build resilience and resolve. Being a leader has never been easy. The role demands resilience and resolve, both of which are even more critical in times of adversity. At the same time, leaders need to strengthen these characteristics in the people they lead. Leaders will need to continue to find a way to rise above all the stress and be a calming and reassuring presence for others.

Foster connection. Organizations need their leaders to work together now more than ever. Continue to find ways to bring leaders in your organization together, even virtually to help them build relationships and support each other so they can rally one another and come together despite adversity.

At a personal level, each leader will need to find ways to support their peers and colleagues in the coming months to build a sense of community and a strong leadership culture. When you are managing a crisis, everyone comes together to do what is necessary to drive success. However, now, as more organizations look ahead to reentering a more stable operating environment, they have to confront new realities that will be with us for some time:

- Organizations will be called on to continually pivot in the face of new challenges brought on by the global pandemic.
- We will continue to work virtually and will most likely experience further workplace transformations.
- Employees everywhere have been rethinking what they want from their work, their leaders, and their organizations, which creates opportunities and risks for employers to manage.
- Finally, it is clear that succeeding in an upended world will require leadership, and not just any kind of leadership. Organizations will need truly accountable leaders at every level.

As we continue to embrace the unknown in our world, it is clear that leadership accountability will become more critical than ever.

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ABOUT THE IMEA

IMEA has operated as the statewide service association representing the issues and concerns of municipally owned and operated electric utilities while promoting the benefits and public power business model since 1941.



BUILDING A STRONG SAFETY CULTURE : REINFORCING YOUR COMPANIES COMMITMENT TO PROTECTING ITS EMPLOYEES



Building a Strong Safety Culture.

Culture change in an organization of any size is not a simple process. When it comes to workplace culture, many elements contribute to creating and sustaining a strong culture of safety. While it is likely that some of these elements vary from organization to organization, there are four distinct cornerstones that create a foundation on which a more effective safety culture can be built, despite complexity and variability among organizations.

Cornerstone 1: Leading Indicators

Safety culture heavily is influenced by metrics. How safety is measured can fundamentally change how safety is managed, and how safety is managed is a primary contributor to an organization's safety culture. In companies with strong safety cultures, safety is embedded in daily management; it is part of the fabric of daily activity. It infuses every interaction, every decision and every behavior.

Unfortunately, in many organizations, leaders only attend to safety during safety meetings, audits and reactively, when there is an incident. The reason lies in metrics. Managers attend to what they are measured on because those measures are associated with consequences (positive and negative).

Too many organizations still measure safety largely or exclusively via incident rate (or similar lagging metrics such as DART, lost-time case rate, severity rate, etc.). Such measures tell us how many people got hurt and how badly, but they are not good measures of what leaders are doing to prevent accidents and incidents.

Because of the natural variation in these numbers, incident rates can get either better or worse with absolutely no change in safety conditions or behaviors.

The result is that organizations, and departments within organizations, can go for long periods of time without accidents, despite having an unsafe work environment. This statistical fact works against keeping a focus on safety.

Managers and supervisors can do nothing around safety for a period of time and be reinforced with a good incident rate. Such is not the case for other business objectives like productivity, quality and reliability. Those objectives tend to have much more sensitive measures and thus are more immediate with certain consequences for management behavior. In the context of these other important business objectives (and their powerful consequences), it is easy for the well-intended manager or supervisor to put safety on the back burner. When the incident rate is low, one can assume all is well with safety and focus precious time on other priorities.

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(Continued)

So, one important foundational step to building an effective safety culture is to change the way safety is measured. While incident rate is a necessary metric, it should be one of several. The majority of measures should focus on proactive behaviors on the part of all employees – measures that track what people are doing to prevent accidents. When there are measures of what leaders do on a daily and weekly basis to prevent accidents, immediate and certain consequences can be engineered in to ensure those activities occur. This ensures that safety is attended to all the time, not just when there are incidents. Daily and weekly accountabilities will raise safety to an equal playing field with other business objectives and help infuse safety into all parts of work.

Cornerstone 2: Forward-Looking Accountability

Accountability is essential in all aspects of business, but particularly for safety. Unfortunately, accountability too often is synonymous with blame and negative consequences.

In successful safety cultures, accountability has a different focus. Virginia Sharpe, in her studies of medical errors, has made an important discrimination between what she calls "forward-looking accountability" and "backward-looking accountability." Backward-looking accountability is about assigning blame; finding the individual who made the mistake and delivering punishment. While sometimes this is the right thing to do, there are many downsides to such action, and blaming and punishment seldom results in a safer workplace.

According to Sharpe, forward-looking accountability acknowledges the mistake and any harm it caused but, more importantly, it identifies changes that need to be made, and assigns responsibility for making those changes. The accountability is focused around making changes – building safe habits and a safe physical environment – that will prevent a recurrence, not on punishing those who made the mistake.

Effective safety cultures accept that mistakes are an inevitable part of the workplace but are relentless about learning from those mistakes.

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(Continued)

Forward-looking accountability helps minimize the fear too often associated with the reporting of mistakes and ensures that organizations have the opportunity to learn from them.

Cornerstone 3: Good Relationships

Relationships matter a lot in safety. Great safety cultures are characterized by good relationships at all levels, which enable open, honest conversations about what is working, what is not, mistakes that have been made and what needs to change. As noted above, mistakes are great opportunities to learn. But workers must trust that if they tell management what really is going on, management won't overreact. This trust most likely is found in the context of good working relationships.

Many leadership behaviors contribute to creating good relationships. Setting clear expectations, providing helpful feedback, acknowledging good work, seeking to understand problems/issues rather than blaming, active listening, following through on commitments, removing roadblocks and asking for feedback on your own effectiveness are some of the ways leaders can build and sustain good relationships.

Having a good relationship doesn't mean being nice all the time or being soft on safety. Good relationships include accountability and constructive feedback. Positive employee-management relationships include mutual trust and respect as a foundation for a partnership around safety.

Cornerstone 4: Discretionary Effort

Discretionary effort is that extra effort employees can give at work, but don't have to. Discretionary effort is going above the basic requirements. Many people think of safety as a compliance issue – getting people to comply with safety rules, regulations and procedures. However, if you want to go beyond compliance and create a high-performance safety culture, discretionary effort is a requirement.

Truly exceptional safety requires that people don't just follow procedures, comply with OSHA standards and wear personal protective equipment (PPE).

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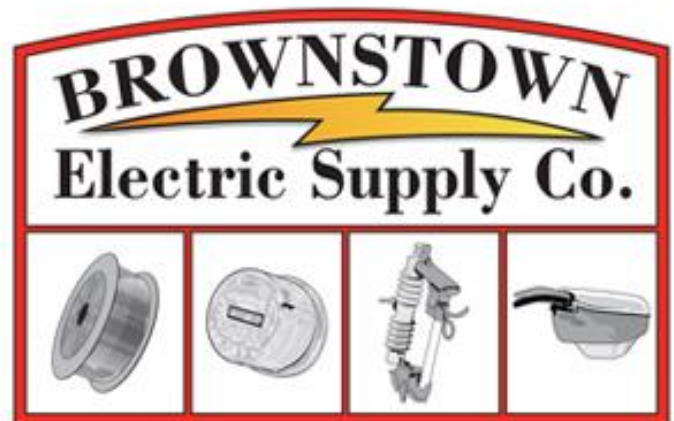
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Exceptional safety happens when people look for and report hazards, give peers feedback on safe and at-risk behavior, volunteer for safety committees, make suggestions for improvement and, most difficult of all, admit when they have made mistakes so lessons can be learned.

Discretionary effort is created through the use of positive reinforcement. Research shows that when people are recognized for what they do well around safety and when reporting problems and concerns is met with reinforcing consequences (such as joint problem solving and problem resolution), employees will be more engaged in safety. In other words, they will give discretionary effort.

A Word about Incentives

Don't confuse positive reinforcement with incentives. Most safety incentive systems do not improve culture.

In fact, sometimes the opposite is true. Employees can get the incentives in three possible ways:

1. Employees work safely and thus earn the reward through desired safe behavior.
2. Employees engage in some or many at-risk behaviors but are lucky in that none of the at-risk behaviors result in an accident for the duration of the incentive period.
3. Employees engage in at-risk behaviors and some of those at-risk behaviors result in accidents, but the accidents are not reported in order to avoid losing the incentive.

Obviously, the best scenario is No. 1. But how can we know which of the three scenarios is playing out? The goal should be to motivate employees to engage in safe behaviors that will prevent injuries, illness and damage to equipment.

Rather than an incentive system, these goals can be met through precise use of positive reinforcement for the desired behaviors. This approach ensures accidents are reduced for the right reasons – because people are working safely – and helps capture the discretionary effort that is essential for an effective safety culture.

As you may surmise, these four cornerstones are largely the work of leaders. Leaders build the foundation for a good safety culture. Once the foundation has been built (and often before as workers see the changes in leadership), the frontline work force will increase its contribution. It is through this joint effort and discretionary effort from all areas that organizations can create and sustain a safety culture that works.

Author / Publisher

Judy L. Agnew

About Judy L. Agnew

Judy Agnew, Ph.D., Senior Vice President, Safety Solutions at Aubrey Daniels International, is a recognized thought leader in the field of behavior-based safety, safety leadership, safety culture, and performance management. She is an expert consultant who works with clients to create behavioral interventions that ensure organizations are safe by design. As Senior Vice President of Safety Solutions at Aubrey Daniels International (ADI), Judy partners with clients to create behavior-based interventions that use positive, practical approaches grounded in the science of behavior and engineered to ensure long-term sustainability.

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Disaster Response & Mutual Aid

Public Power Utilities are committed to protecting the people working for them and to ensuring energy operations and infrastructure are supported throughout an emergency. Similar to other first responders that combine forces to assist communities in times of need, utilities come together to restore services and keep the public safe. IMEA has directed inter and intra state mutual aid efforts for over five decades.

Every emergency brings new challenges; the IMEA mutual aid program provides that critical point of contact for utilities to obtain emergency service in the form of personnel, equipment and materials. Our goal is to always ensure a **SAFE**, organized and expeditious response to every request for assistance.

Whenever there's a request and a response for assistance we review and evaluate the processes to see if there's something we can improve. The need for formalized mutual aid protocols has always existed but really became apparent when Superstorm Sandy caused widespread damage to the Northeast. In 2013 a national Mutual Aid Working Group was formed to establish a national network for public power utilities.

We work closely with APPA (American Public Power Association) and the ESCC (Electricity Subsector Coordinating Council) at the national level and serve as the primary Mutual Aid Coordinators for Indiana Public Power.

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These Mini 5-Layer Buffalo Chicken Salsa Dip Jars are the perfect grab and go snack for busy days – refried black beans, guacamole, sour cream, salsa and buffalo chicken for the win!

Buffalo chicken layer:

- olive oil
- 1 chicken breast
- buffalo wing sauce

Black bean layer:

- 1 can black beans
- sour cream
- cheddar cheese
- chili powder
- lime juice

Guacamole layer:

- 1 avocado
- lime juice
- garlic

Remaining layers:

- Salsa
- Sour cream
- Green onions

How to make buffalo chicken salsa dip jars

These snack jars are relatively straightforward to make. You'll make all the layers separately, then you'll assemble them in a certain order – black beans on the bottom, buffalo chicken on top.

Here are the full instructions:

1. Sauté chicken and buffalo wing sauce, cooking for 10 minutes until chicken is fully cooked, then set aside.
2. Meanwhile, mash black beans with sour cream, chili powder, cheese, lime juice and salt, cooking for 4-5 minutes.
3. Mash the avocado and add lime juice, garlic and salt, mixing well to combine.
4. Add mashed black beans to the bottom of four mason jars, distributing evenly. Top each with a couple spoonfuls of guacamole, sour cream and salsa, then finally buffalo chicken. Garnish with sliced green onion.
5. Serve with tortilla chips and/or veggies and enjoy!

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**THE POWER OF
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HISTORY



Public power systems first formed in the United States more than 100 years ago, when communities created electric utilities to provide light and power to their citizens.

Although electricity in homes and businesses was first seen as a luxury, it soon came to be widely accepted as a public service to be enjoyed by all. As the use of electricity grew so did the number of utilities and by the 1920s, the public and private sectors of the industry each had more than 3,000 utilities.

Today, more than 2,000 communities in 49 states (except Hawaii) and Puerto Rico own and operate public power systems. These systems are an important part of the electric utility industry in the United States, providing an essential service at a not-for-profit rate.

Now there are 187 investor-owned utilities that serve 68 percent of all customers and 876 rural electric cooperatives that serve about 13 percent of electricity customers. The 2,012 public power systems serve about 14 percent of all customers.

Most public power utilities are created by municipalities, state government or are special districts. There are also regional organizations that are formed by individual utilities called joint action agencies, which achieve efficiencies by bringing together the purchasing power of several public power utilities.

Operating on sound business principles, not-for-profit public power systems can provide quality and reliable service to homes and businesses for less. Lower electric rates help attract new businesses into communities and keep existing ones while reducing consumer costs and allowing citizens to spend more on other goods and services. Additionally, because public power systems are community owned, citizens have a voice in utility policies.

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