

Montana Public Service Commission



Workplace Assessment Executive Summary

May 2017

CMS

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I. Introduction

The Public Service Commission (PSC) conducted an organizational assessment between May 2016 and January 2017. The assessment was a collaborative process involving the Commission, PSC management and staff, and Communication and Management Services, LLC (CMS), to evaluate internal operations and human resource administration, and develop recommendations in alignment with best practices, policy, and legal requirements.

The assessment is the first part of a larger agency effort to address the agency's human resource needs. The components of the effort include: 1) Organizational Assessment, 2) Job Analysis & Evaluation, and 3) Human Resource Management Practices.

The assessment involved the following key events:

- April 2016 initiation of assessment and preliminary staff meeting.
- May 2016 development and distribution of an online Workplace Assessment Survey to staff, management, and commissioners.
- June 2016, presentation of draft survey findings; consultant review of policies, job descriptions, functional descriptions of work units, applicable administrative rules and laws, etc.; and individual interviews.
- November 2016 PSC staff focus group to define and prioritize issues.
- February 2017 consultant meeting with administrators to discuss preliminary findings and to gather their input for inclusion in the report.

The following Executive Summary provides an overview of recommendations resulting from the assessment phase. The PSC is providing the Executive Summary to the Commission and staff, and is convening a Leadership Team working group to evaluate the assessment findings and to develop objectives and priorities for implementing adopted recommendations.

The Summary includes “Recommendations” which are courses of action CMS proposes based on the assessment and evaluation of current best practices, and “Considerations” which include alternative actions and considerations resulting from participant input.

II. Findings

A. Leadership

The purpose of the leadership assessment is to determine the effectiveness of leaders in inducing staff to take action that is in accord with the leaders' purposes or the shared purposes of all.

1. Leadership Overview

The Public Service Commission consists of *five Commissioners* elected at general election. The agency is somewhat unique in that it is a part of the Executive Branch of state government, but the Department Head consists of a five member elected Commission rather than an individual appointed by the Governor. The agency differs from other agencies where a board or commission is the “agency head” in that the PSC does not have an Executive Director (agencies

such as the Department of Livestock, Board of Public Education, and Montana Arts Council have Executive Directors which serve as administrators to the boards). Rather, the PSC has three Administrators who report directly to the Commission who are responsible for management of the agency and serving as administrators to the Commission. The agency consists of the Centralized Services Division, Legal and Consumer Assistance Division, and the Regulatory Division. Due to the unique organizational structure of the PSC, the five Commissioners have direct authority and responsibility to fulfill the role of the agency head:

2-15-112. Duties and powers of department heads. (1) *Except as otherwise provided by law, each department head shall:*

(a) *supervise, direct, account for, organize, plan, administer, and execute the functions vested in the department by this chapter or other law;*

(b) *establish the policy to be followed by the department and employees;*

(c) *compile and submit reports and budgets for the department as required by law or requested by the governor;*

(d) *provide the governor with any information that the governor requests at any time on the operation of the department;*

(e) *represent the department in communications with the governor;*

(f) (i) *prescribe rules, consistent with law and rules established by the governor, for the:*

(A) *administration of the department;*

(B) *conduct of the employees;*

(C) *distribution and performance of business; and*

(D) *custody, use, and preservation of the records, documents, and property pertaining to department business.*

(ii) *The lieutenant governor, secretary of state, attorney general, auditor, and superintendent of public instruction may prescribe their own rules for their departments or offices, and the governor may not prescribe rules for them.*

(iii) *The rules described in this subsection (1)(f) are limited to statements concerning only the internal management of the agency and not affecting private rights or procedures available to the public. This section does not authorize the adoption of any rule as rules are defined in the Montana Administrative Procedure Act.*

(g) *subject to the approval of the governor, establish the internal organizational structure of the department and allocate the functions of the department to units to promote the economic and efficient administration and operation of the department. The internal structure of the department must be established in accordance with 2-15-104(2).*

(h) *subject to law, establish and make appointments to necessary subordinate positions and abolish unnecessary positions;*

(i) *maintain a central office in Helena for the department and maintain other facilities throughout the state as may be required for the effective and efficient operation of the department.*

(2) *Except as otherwise provided by law, each department head may:*

(a) *subject to law, transfer employees between positions, remove persons appointed to positions, and change the duties, titles, and compensation of employees within the department;*

(b) *delegate any of the functions vested in the department head to subordinate employees;*

(c) *apply for, accept, administer, and expend funds, grants, gifts, and loans from the federal*

government or any other source in administering the department's functions;

(d) enter into agreements with federal, state, and local agencies necessary to carry out the department's functions; and

(e) eliminate positions within the department. If the salary for an eliminated position is not redistributed as provided for under 2-18-1107, the office of budget and program planning shall increase the department's appropriation in the second year of the biennium by an amount equal to one-half of the savings resulting from the elimination of a position. The increased appropriation in the second year of the biennium may be expended at the discretion of the department head, provided that the expenditure is consistent with the goals and objectives of the department. The remaining one-half must revert to the original funding source. This subsection (2)(e) does not apply to an agency allocated to a department in either year of the 2 years of the biennium for administrative purposes, as provided in 2-15-121.

In order to fulfill the role of the agency head, the Commissioners must **collectively**, at a scheduled and noticed business meeting, make decisions regarding agency plans, policies, organizational structures, and agency administration and exempt staffing. This requirement creates challenges associated with making decisions by committee (e.g., the requirement for commission members to consider the input of subject matter experts or more seasoned commissioners without giving undue weight to what others think). The requirement to make collective decisions necessitates that Commissioners work closely with their Administrators and staff when making decisions affecting agency operations. Individual Commissioners may not yet have the tenure or involvement necessary to provide the institutional and operational knowledge necessary to make decisions regarding the internal operations of the agency.

The agency responds to this challenge by establishing a Chair and Vice-Chair who play strong roles in the operations of the agency, and by ensuring the agency has experienced and knowledgeable division administrators who serve as advisors and guides to the Commission. However, the statutory role of the Commission necessitates that they function as an agency head. This means that in order to direct staff and operations policy, direction and decisions must come from the Commission as a whole, and not from individual commissioners. This oversight requires a regular presence and significant degree of involvement in agency operations.

The *Centralized Services Administrator* manages the Centralized Services Division (CSD). The division includes financial, information technology, and administrative staff. The division formerly included a Legal/Commission Secretary that reported to the administrator and supervised the Administrative Support Staff (3 FTE). This position has been transferred to the Legal/Consumer Affairs Division. All CSD staff currently report to the Administrator.

The *Chief Legal Counsel* Manages the Legal/Consumer Affairs Division. There are three Attorneys and a Legal/Commission Secretary that report directly to the Chief Legal Counsel. The division includes a *Consumer Affairs Manager* who reports to the Chief Legal Counsel and supervises staff.

The *Regulatory Division Administrator* manages the Regulatory Division. The division includes a *Utility Engineer / Pipeline Safety Program Manager* who supervises two Utility Engineers and a *Public Policy/Regional Transmission Bureau Chief* who supervises two Rate Analysts. The Rate Design and Revenue Requirements Bureau Chiefs and Transportation Unit Supervisor positions are vacant.

In summary, the current PSC Leadership Team at the time of the assessment consisted of:

- Five Commissioners
- Centralized Services Administrator
- Chief Legal Counsel
- Consumer Affairs Manager
- Regulatory Division Administrator
- Utility Engineer / Pipeline Safety Program Manager
- Public Policy/Regional Transmission Bureau Chief*

*The organizational structure as of April 19, 2017 no longer includes a Public Policy/Regional Transmission Bureau Chief. Rather, the structure includes a *Supervising Analyst: Rates and Public Policy* and a *Supervising Analyst: Revenue Requirements*. The Motor Carrier Specialist (formerly in Legal/Consumer Affairs) reports to the Regulatory Division Administrator. See page 12 for the current organizational snapshot.

2. Leadership Recommendations

The survey, focus groups, and individual interviews yielded the following recommendations. The PSC Leadership Team should further develop these recommendations and assign priorities and resources to implement adopted recommendations in an Organizational Development Plan.

- Develop assignment protocols to improve interaction between the commission and staff, and to ensure effective and coordinated use of PSC resources. The PSC can accomplish this by developing clear expectations for both staff and the Commission on the appropriate means of interaction. The PSC should consider establishing a workgroup to address this issue, documenting protocols, and providing information and training to Commissioners and staff on these protocols.
- Improve Commission interaction with staff and Commission preparedness by encouraging all Commissioners to participate in orientation; to maintain significant, regular, and reliable office hours; and to review all information including emails and work session materials from staff.
- Develop processes and protocols for Commissioners to consult with staff and better consider the implications of changes before modifying programs, policies or statutes. Develop agreements among Commissioners and staff on best practices for communicating and ensuring Commissioners are prepared to make decisions.

3. Leadership Considerations

The survey, focus groups, and individual interviews also resulted in the following consideration for the PSC. The PSC should evaluate these considerations in conjunction with the above recommendations when formulating priorities for the Organizational Development Plan.

- Consider an exempt Chief of Staff position responsible for managing Commission requests for staff analysis, helping Commissioners remain informed and engaged, and vetting proposed policy changes with staff. This will require consideration of both the pros and cons of such a role as well as valid concerns among participants that this may not be the best solution for the PSC, or may disrupt the current management structure which is working well for the agency.
- Consider staffing personal support for Commissioners. This could include allocating an administrative assistant (or assistants) to Commissioners and/or the above Chief of Staff recommendation. This could also include designating roles for Commission support within existing positions.
- Consider making the Centralized Services Administrator and Regulatory Administrator classified positions so they can be more assertive with Commissioners when it is in the best interest of the organization without concern for their continued employment. This will also help ensure operational continuity even if Commission membership changes.
- Consider consolidating work units and leadership positions (e.g., combining the Rate Design and Revenue Requirements bureaus, incorporating Public Policy/Regional transmission into another bureau, implementing a Deputy Director in regulatory instead of two bureau chiefs, etc.).
- Consider protocols or organizational structures to facilitate the most effective interaction between Commissioners and staff. This includes procedures for Commissioners making staff requests, staff responses to requests, and consideration of the possibility of having a small number of staff “advisors” for the Commission and having the majority of staff be a “party” to the proceeding.
- Consider conducting periodic staff surveys to gather feedback regarding Commission effectiveness in managing the agency, and provide the results of these surveys to assist the Commissioners in better fulfilling their role. A staff feedback survey could also be a valuable tool for Administrators and other PSC leaders.

B. Communication

The assessment involved discussion and evaluation of the PSCs Mission, Goals, Objectives and Values; Communication Strengths and Weaknesses; Team Interaction; and outreach (including branding). The purpose of the communication assessment is to determine the effectiveness of the PSC's efforts to communicate its mission and function to constituents, determine the effectiveness of pathways through which messages flow within the agency, and to determine the effectiveness of the patterns of interaction among people who comprise the organization.

1. Communication Recommendations

The survey and focus groups yielded the following recommendations. The PSC Leadership Team should further develop these recommendations and assign priorities and resources to implement adopted recommendations in an Organizational Development Plan.

- Improve communication systems such as the website and calendaring system and consider allocating additional staff resources to outreach and consumer information.
- Engage in proactive succession planning and knowledge transfer.
- Strengthen teamwork and overall organizational effectiveness by recognizing employees who consistently pitch in, take on additional work, and strive for improvement and by distinguishing these staff from employees who are not proactive contributors. Further performance management system recommendations are in Section E, Human Resources.
- Identify and implement opportunities for teambuilding (e.g., on a project basis or in the form of a retreat) and to improve PSC team members' understanding of the roles and functions of their colleagues.
- Explore training or discussion of how to improve communication channels, collaboration, and teamwork.
- Set a goal for periodic meetings for the whole PSC. This includes being proactive. Focus group participants indicate the meetings don't need to be long, and that "it would be beneficial to meet, wrap our brains around objectives, work items," etc. and that "we could be much more proactive." The administrators could be point people for initiating meetings. Clearly define the objectives and agendas for staff meetings and take meeting minutes that can be sent out to staff who are unable to attend.
- Develop venues and protocols for Commissioners to better communicate with and receive information from staff. Better enable Commissioners to utilize staff when making decisions, and encourage Commissioners to consult with staff before making policy or operational decisions.
- Identify and implement opportunities to improve the docket process and associated communication and team interaction. This includes having a central communication coordinator who is responsible for coordinating all data request questions and

communication, and creating a working group to talk about docket assignments and come up with protocols.

- Develop a reference guide detailing staff areas of responsibility and designated point persons for specific issues, projects or topics. Supplement the reference guide with protocols for contacting staff (e.g., when is it appropriate for a Commissioner to go directly to staff versus when should they go through the administrator or supervisor).
- Implement improved technology such as videoconferencing, so remote Commissioners can be available and have a regular [virtual] presence in the office.
- Have Commissioners in remote districts maintain “regular office hours” even if they are working from their homes in their districts so there are consistent and reliable times they are available to staff.
- Conduct a strategic planning session to identify, document, prioritize, and allocate resources to achieve PSC goals and objectives.
- Articulate, document and publicize the PSC’s Mission, Vision, and Values and incorporate these statements into an organizational branding strategy.

C. Organizational Structure

The purpose of the Organizational Structure assessment is to determine whether the current organizational structure is efficient and whether it impedes or supports the agency’s mission and objectives. This includes evaluation of Organizational Size & Capacity, and the effectiveness of the organizational structure including reporting relationships, lines of authority, and the grouping of functions and positions into work units.

1. Organizational Factors

Factors to consider when assessing organization size include, but are not limited to:

- The complexity and breadth of the regulatory environment in Montana;
- The scope of the Commission’s jurisdiction;
- Upcoming staff retirements and the need to recruit, retain and develop personnel with the training and experience to support effective regulation in Montana;
- The need to maintain staff depth and knowledge commensurate with the staff of regulated utilities;
- The evolving needs of the organization including recommendations in this report to use available FTE in capacities including outreach, railroad inspection, policy advisors, and a commission support; and
- The State of Montana’s performance in the area of utility regulation and the Commission’s desire to maintain and enhance its high standard of regulatory performance in the interest of ratepayers and the regulated industry.

2. Organizational Structure Recommendations

The survey and focus groups yielded the following recommendations. The PSC Leadership Team should further develop these recommendations and assign priorities and resources to implement adopted recommendations in an Organizational Development Plan.

- Ensure that any organizational options the PSC considers include maintaining a managerial presence and advanced expertise in the specialized areas within the PSC (e.g., Rate Design, Revenue Requirements, Public Policy/Regional Transmission). This could be in the form of maintaining multiple supervisory positions, or in the form of establishing staff leads to address the need for specialized expertise and extensive experience to lead PSC functions.
- Explore and evaluate avenues to increase opportunities for staff advancement and collaboration. This could include creating staff leads as an additional step in career ladders, creating career ladders for additional occupations, and integrating agency succession planning and knowledge transfer initiatives with opportunities for staff advancement.
- The PSC leadership team should determine the optimal overall staff size for the PSC in light of the factors listed on page 9 as well as the recommendations for the appropriate use of FTE contained within this report.

3. Organizational Structure Considerations

The survey, focus groups, and individual interviews also resulted in the following consideration for the PSC. The PSC should evaluate these considerations in conjunction with the above recommendations when formulating priorities for the Organizational Development Plan.

- Consider improving communication by increasing resources dedicated to outreach (e.g., an FTE dedicated to public awareness and outreach). This position could support and report to the Communications Director and/or the Consumer Affairs Manager.
- Consider an organizational structure with fewer managers or bureaus. Identify ways of combining work units and/or breaking down silos that inhibit effective collaboration, cross-training, and effective utilization of staff expertise.
- Consider consolidation as a means to increase organizational effectiveness and perhaps use FTE or compensation funding in a more strategic manner. This could include redirecting FTE to areas identified as needing more staff (Chief of Staff, outreach, administrative support, additional railroad inspector, etc.), or having fewer employees and using the savings to pay the remaining employees better and in a more strategic manner.

- ❑ Consider effecting any consolidation or repurposing of positions through attrition rather than displacing any current employees. The PSC’s practice of leaving positions vacant where possible pending completion of this study and resulting Organizational Development plan should facilitate this initiative. In the unlikely case any filled positions are re-purposed PSC should consider pay protection if appropriate.

4. Organizational Structure Snapshot

The following page shows a snapshot of the current organizational structure based on legislative authorization and current agency staffing needs.

CMS recommends that the PSC Leadership Team further discuss potential organizational changes in relation to the suggestions in the report, and develop a plan to enhance the organizational structure to enhance efficiency and service; ensure adequate cross-training, succession planning, and inter-work unit understanding and communication; and more effectively utilize staff resources.

CMS is providing the PSC Leadership Team with information regarding the organizational structures of the public utilities commissions in other states:

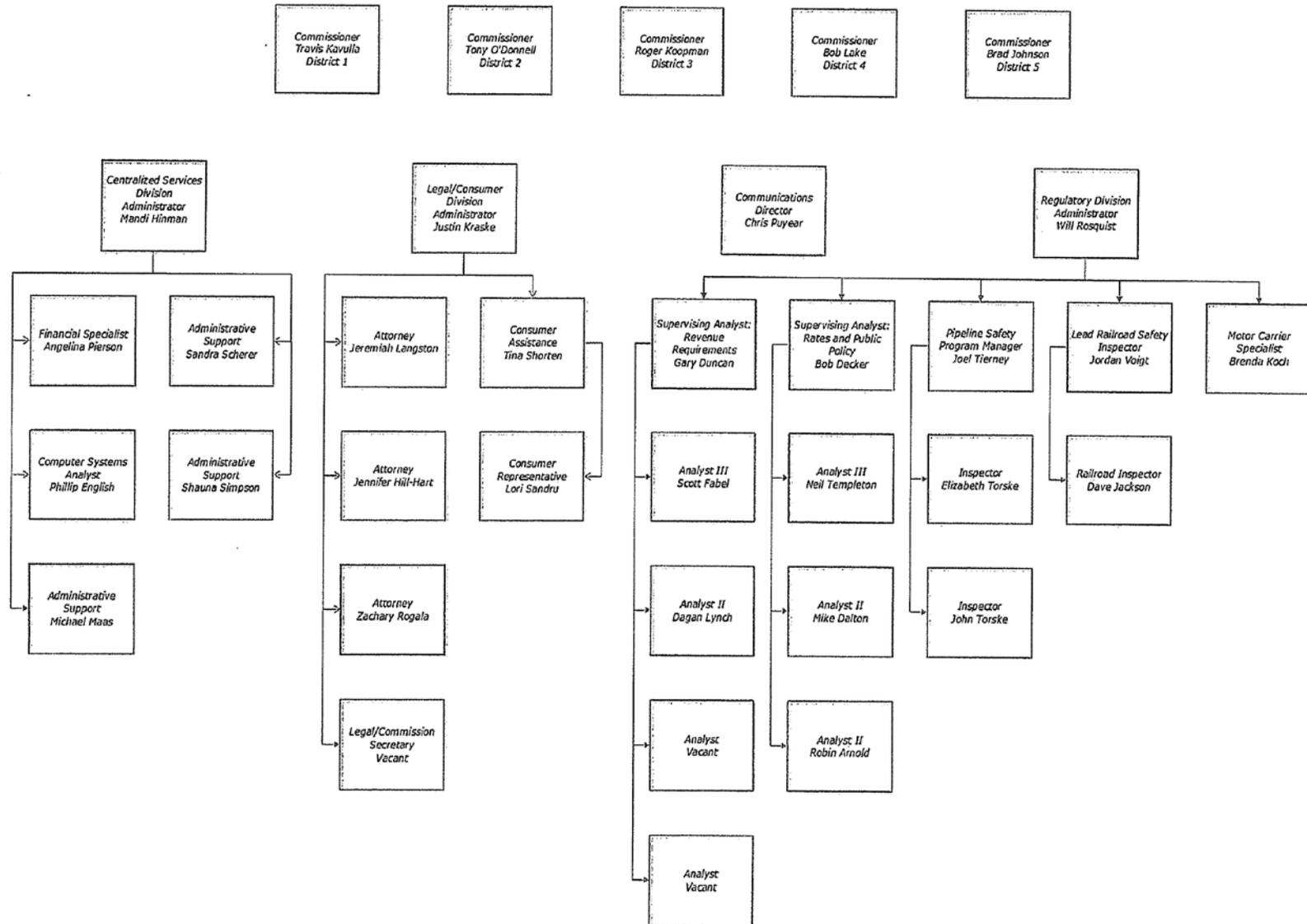
We found the Idaho Public Utilities Commission (IPUC) has ten non-classified, or exempt, positions. These positions include a Utilities Division Administrator overseeing audit, engineering, telecommunications, technical analysis, and consumer assistance and compliance, and an Executive Administrator overseeing fiscal, information technology, and public safety divisions.

The Wyoming Public Service Commission (PSC) includes two positions that “at-will:” The Commission Administrator, and the Attorneys. Although these positions are considered exempt by Wyoming standards, they are still compensated according to the state pay plan (the Commissioners are the only positions not compensated according to the state pay plan).

In addition, CMS retrieved a 2015 Michigan State University, Institute of Public Utilities study detailing the organizational structures of forty-seven state and federal public service commissions. This information is at the following link:

[http://ipu.msu.edu/research/pdfs/IPU%20Commission%20Organizational%20Charts%20\(2015\).pdf](http://ipu.msu.edu/research/pdfs/IPU%20Commission%20Organizational%20Charts%20(2015).pdf)

as of April 19, 2017



D. Organizational Effectiveness

The purpose of the organizational effectiveness assessment is to determine the effectiveness of the agency in meeting its stated mission and objectives.

As stated in the “Communication” section, the PSC could better communicate its purpose, provide a guide for actions and decision-making, and better unify staff by articulating, documenting and publicizing its Mission, Vision, and Values, and by incorporating these statements into an organizational branding strategy. These efforts could also have a positive impact on how key clients and stakeholders perceive the PSC.

An organizational planning session would be a significant opportunity to identify goals and objectives going forward. The planning session or retreat could also be an appropriate venue to discuss and articulate the PSC’s brand, vision, and values.

1. Organizational Effectiveness Recommendations

Other areas of the report include recommendation related to organizational effectiveness. For example, participants suggest the PSC should be more of a meritocracy. This sentiment aligns with the focus group recommendation that the agency should recognize employees who consistently pitch in, take on additional work, and strive for improvement, and should distinguish these staff from employees who are not proactive contributors. Recommendations which complement the Organizational Effectiveness recommendations elsewhere in the report include:

- Improve the interaction between staff and Commissioners (i.e., not abandoning informal relationships between staff and Commissioners, but having a better balance through analysis and development of protocols).
- Improve the understanding of positions across the agency (not necessarily at a cross-training level, but rather, ensuring staff are familiar with outcomes and core job functions across divisions).
- Evaluate staff/Commissioner roles and interactions in other utility regulatory agencies to determine practices that may apply to and benefit the Montana PSC.
- Document and publish each work unit’s areas of responsibility so that new Commissioners and employees understand everyone’s role.
- Provide training for new employees and Commissioners as well as orientation on the agency as a whole, with an eye towards fostering interdivisional cooperation and intra-divisional cross training.
- Have a clearly defined team leader and clearly defined roles for dockets.

2. Organizational Effectiveness Considerations

The survey, focus groups, and individual interviews also resulted in the following consideration for the PSC. The PSC should evaluate these considerations in conjunction with the above recommendations when formulating priorities for the Organizational Development Plan.

- Consider an analysis of support and IT staff roles to free up subject-matter-expert staff time to focus on their core role.
- Consider the possibility of having staff members reporting directly to a Commissioner to assist them in their investigative role.

E. Human Resources

The purpose of the Human Resource Administration assessment is to determine the effectiveness of policies and processes e.g., job analysis and evaluation, recruitment and selection, performance management, professional development, etc. in supporting the agency in meeting its stated mission and objectives. The assessment included evaluation of HR areas such as

- Development Opportunities
- Career Ladders
- Job Descriptions
- Performance Management: recognition, rewards, and accountability
- HR Support Resources

1. Human Resource Recommendations

- Enhance and build upon the PSC's staff training program including empowering managers to take a stronger role in identifying and promoting training; improving succession planning and knowledge transfer; and ensuring time to attend training is built into work plans and staff schedules.
- Ensure Commissioners continue to support staff training and are aware that staff appreciates their commitment to training.
- Continue participation in National Association of Regulatory Utility Commissioners training including ensuring the PSC provides staff with timely opportunities to attend this beneficial training.
- Provide more formalized on-the-job training including compiling available documents into a training program.
- Have both new employees and new Commissioners participant in new hire orientation training.
- Improve employee development and advancement at the PSC by developing career ladders for additional occupations, improving existing career ladders by incorporating

cross-training and a broader knowledge base as opportunities for advancement, developing opportunities for “lead” staff that could participate in training newer staff and could serve as subject matter experts, and recognizing and rewarding top contributors

- Update job descriptions for PSC staff and perhaps create a job description for Commissioners. Staff job description updates present an opportunity to not only ensure the description reflects the core duties and competencies, but also to increase the understanding of the Commission and other staff of individuals’ roles and responsibilities.
- Develop mechanisms (e.g., an enhanced performance management form and process) to recognize and reward top performers and to distinguish these employees from lesser contributors (i.e., either monetary or non-monetary rewards); base advancement and rewards on ability, talent and contribution; better document and communicate work unit and individual objectives; and reinforce critical behavioral competencies such as teamwork and initiative.

F. Other issues

The Workplace Assessment Survey and Focus Group included discussion of other organizational issues that do not directly relate to the Leadership, Communication, Organizational Structure, and Organizational Effectiveness categories previously covered in the report. This section of the report provides findings and recommendations from participants in these other areas which include:

- Policies (e.g. the Blue Book).
- Staff motivators and de-motivators
- Work requests & records management, and
- Ideal outcomes of the organizational assessment.

1. “Other Issues” recommendations

- Enhance and update the Blue Book to better meet PSC needs. Suggestions for improving the Blue Book, including having a clear definition of each Division’s role; making it more specific to the PSC (the current draft appears to contain a lot of State of Montana general information); revising the language so that the style is consistent; updating areas concerning information technology; and improving areas of human resources.
- The PSC Leadership Team should consider motivators and de-motivators when assigning work, collaborating, and in evaluating projects to build on staff motivators and address de-motivators when possible. The PSC can consider ongoing surveys of staff to identify successes or areas for continued improvement (i.e., a brief survey to see how efforts to improve organizational effectiveness and morale are going).
- Develop organizational objectives and perhaps a working group related to improving PSC records management including getting information in a common accessible area

without creating confusion as to whether it is part of the public record or not (i.e., distinguishing between the public record and administrative record).

2. Motivators and de-motivators

Motivators

Motivators cause people to take action. We asked participants to relate what aspects of their jobs made them feel engaged and inspired to take action. Participants provided the following responses:

- Providing good work outputs and serving the public interest.
- Getting positive feedback for good work.
- Enjoying the professionals I work with.
- Not being micromanaged but knowing my supervisor is available to me.
- The work is challenging and keeps me engaged.
- Compensation and benefits.

De-motivators/barriers

De-motivators are sources of frustration, apathy, or even animosity that can adversely affect workplace performance. Participants provided the following responses:

- Political battles between Commissioners spilling over into my area of work.
- Falling behind in compensation relative to the marketplace.
- Overwhelmed with workload and vacancies not being filled.
- Communication (hearing information from improper sources and lack of confidentiality where it should be).
- Unrealistic expectations for certain tasks relative to time and outcome.
- Being given less important work from a Commissioner that is nonetheless time-consuming.
- Work flow and assignment of work is inconsistent.

3. Ideal outcomes

We asked participants to describe their ideal outcome of this assessment process. Following are survey participant Ideal Outcomes:

- Encourage honest feedback from Commissioners and managers.
- Establish a clear vision and clearly defined goals.
- Fill vacancies.
- Develop a better understanding of roles and responsibilities of everyone.
- Establish lines of authority.
- Develop effective communication lines.
- Establish a more clearly defined role for human resources' interaction with the entire agency.
- Improve the organizational structure. Less barriers. Less managers. Improved workflow.
- Develop firm policies that are consistent across the agency.
- Provide encouragement for good work

III. Next Steps

The assessment resulted in some 40 suggestions from PSC staff and Commissioners participating in the Workplace Assessment Survey, Focus Group, and Individual Interviews. These suggestions form a starting point for a comprehensive analysis of the strengths, weaknesses, opportunities and suggestions presented as part of the Workplace Assessment Process.

The PSC should convene a leadership planning meeting to evaluate the findings and suggestions resulting from the assessment. The leadership team can then determine which suggestions they should adopt as formal recommendations, and document these recommendations in an *Organizational Development Plan*.

The *Organizational Development Plan* will identify specific goals, objectives, and actions necessary to realize our preferred state (which we will discuss during the focus group) including identifying resources required, responsible parties, priorities/deadlines and metrics for assessing the effectiveness of the actions.

The PSC should also consider a formal strategic planning session or retreat, which would provide a venue to address recommendations regarding mission, vision, values, objectives, and branding.

- Strategic planning,
- Improved inter-division understanding and agency-wide teambuilding,
- Improved Commission and staff communication,
- Improved performance management system,
- A revised organizational structure including consolidation of work units and reallocation of FTE,
- Improved policies and administrative systems, and
- Enhanced human resource systems and documentation (e.g., career ladders, job descriptions, pay plan).

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