

MEMORANDUM

TO: All Commissioners and Staff, Department of Public Service Regulation (DPSR)

FROM: Jeffrey Welborn, Commission President

DATE: 07 November 2025

SUBJECT: Operational Expectations and Professional Standards

Purpose: This memorandum formalizes expectations regarding communication, workflow management, and professional conduct across the Commission and DPSR staff. These expectations are intended to ensure compliance with established policy, promote organizational efficiency, and preserve the integrity of the Commission's decision-making processes.

1. Work Hours & Availability

- Standard staff work hours are 0800–1700, Monday through Friday.
- Commissioners should avoid contacting staff or requesting responses outside these hours, except in urgent circumstances.
- Staff are not required to respond outside the posted work schedule unless urgent circumstances exist.

2. Use of Official Systems for Official Business

- Staff must not transmit DPSR business to personal email accounts.
- Commissioners and staff are strongly encouraged to refrain from conducting official business on personal devices or personal email accounts.
- Official DPSR communication systems must be used to ensure compliance with record-retention and cybersecurity requirements.

3. Commissioner Requests

- Individual commissioners go through the President to request commission meetings, work sessions, schedule changes, agenda items, or actions of the Commission.
- Staff receiving such requests without prior coordination will redirect the matter to the President per Admin Policy 2.13.1.2.

4. Work Session & Business Meetings

- Commissioners are expected to review all relevant materials before work sessions and business meetings.
- Significant questions for staff should be submitted in advance of the meeting to ensure efficient public deliberation.
- Commissioners are expected to avoid challenging staff's credibility or discrediting staff. Commissioners are also expected to avoid asking staff's personal opinions on decisions

before the Commission. Further, if Commissioners disagree with staff's recommendation, those Commissioners are expected to treat staff respectfully and address the disagreement through courteous questions during the period for Commissioner discussion.

5. Chain of Command

- All DPSR personnel must follow the chain-of-command requirements outlined in IPM Administrative Policy 2.13.
- Commissioners are prohibited from redirecting or assigning staff duties or assignments without coordination and approval from the President and Executive Director.
- Commissioners and staff must refrain making commitments on behalf of the Agency unless the Commission has clearly delegated that authority.

6. Media Protocol

- Per the IPM Communications Policy, Commissioners must coordinate with the Commission President and the External Affairs Coordinator/Executive Director before engaging in media interaction regarding DPSR business.
- This coordination promotes accuracy and consistency in agency communications, prevents risk of ex-parte communication and ensures sensitive information is properly protected.

7. Delegation of Commission Officer Duties

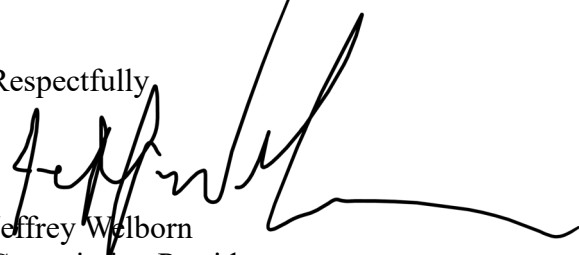
- In the event the Commission President is unavailable, delegation of responsibilities shall proceed as follows:
 - The Vice President shall assume the duties of the President.
 - If the Vice President is unavailable, duties transfer to Commissioner Bukacek.
 - If Commissioner Bukacek is unavailable, duties transfer to the Executive Director.
 - If none of the above individuals are able or willing to assume the duty, the Agency Coordinating Team (ACT) may delegate such duties at its discretion.

8. Professional Conduct

- All interactions must reflect professionalism, courtesy, and mutual respect.
- While policy disagreements are an expected part of our work, communication should remain constructive and must not create an unreasonable burden or hostile working environment.

Conclusion: These expectations reinforce the professional standards necessary for the Commission's continued success in serving the State of Montana. Adherence ensures lawful, efficient, and respectful operation of the agency. Questions regarding this memorandum should be directed to the Commission President.

Respectfully



Jeffrey Welborn
Commission President
Montana Public Service Commission
Department of Public Service Regulation