

Board-Executive Delegation Policies

How power is delegated and its proper use monitored; the General Manager's role, authority, and accountability.

Water Utility Board Policy	
Title:	Global Board-Executive Delegation Policy
Policy Number: BED - 1	Adopted: Aug 24, 2010
Category: Board-Executive Delegation	Revision #/Date:

Pursuant to Madison General Ordinance 13.01 and subject to the discrete and relative authority of the Mayor and Common Council, the Water Utility Board is charged with management and operation of the Madison Water Utility.

All authority and accountability delegated by the Water Utility Board to the staff of the Madison Water Utility shall be delegated through the General Manager.

Water Utility Board Policy	
Title:	Unity of Control
Policy Number:	BED - 2A
Category:	Board-Executive Delegation
Adopted:	Aug 24, 2010
Revision #/Date:	1 / May 28, 2013

Only decisions of the board acting as a body are binding on the General Manager.

1. Decisions or instructions of individual board members, officers or committees are not binding on the General Manager unless the full board has authorized the exercise of such authority.
2. The General Manager retains the authority to refuse requests from individual board members or committees for information or assistance made without specific board authorization. The General Manager will inform the full board of these requests and their responses.

Water Utility Board Policy	
Title:	Accountability of the General Manager
Policy Number: BED - 2B	Adopted: Aug 24, 2010
Category: Board-Executive Delegation	Revision #/Date:

The General Manager is the board’s only link to the utility’s achievement and conduct. Thus, as far as the board is concerned, all authority and accountability of staff is the authority and accountability of the General Manager.

Accordingly:

1. Neither the board as a body nor individual board members will give instructions to persons who report directly or indirectly to the General Manager.
2. The board as a body and individual board members will refrain from evaluating (formally or informally) the overall job performance of any staff other than the General Manager.

Water Utility Board Policy	
Title:	Delegation to the General Manager
Policy Number:	BED - 2C
Category:	Board-Executive Delegation
Adopted:	Aug 24, 2010
Revision #/Date:	

The board will instruct the General Manager through written policies that prescribe desired organizational Outcomes and describe situations and actions to be avoided, allowing the General Manager to use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the General Manager to achieve certain results for certain recipients at specified costs. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Outcomes policies.
2. The board will develop policies that limit the latitude the General Manager may exercise in choosing organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Executive Limitations policies.
3. Upon receipt of any new or modified board-approved Outcomes policy or Executive Limitations policy, the General Manager will submit his or her initial written interpretation of that policy for board approval.
4. As long as the General Manager makes any *reasonable interpretation* of the board’s Outcomes and Executive Limitations policies, the General Manager is authorized to make all decisions, take all actions, establish all practices, and develop all activities for the successful achievement of the board’s Outcomes policies within the boundaries of its Executive Limitations policies.
5. The board may change its Outcomes and Executive Limitations policies, thereby shifting the boundary between board and General Manager domains. By doing so, the board changes the latitude of choice given to the General Manager, but as long as any particular policy is in place, the board will respect and support the General Manager’s choices.

Water Utility Board Policy	
Title:	Monitoring the General Manager's Performance
Policy Number: BED - 2D	Adopted: Aug 24, 2010
Category: Board-Executive Delegation	Revision #/Date:

The board's systematic and rigorous monitoring of the General Manager's performance will be based solely on the utility's achievement of Outcomes policies and operation within the boundaries of Executive Limitations policies.

Accordingly:

1. Monitoring data are simply those data used to determine the degree to which board policies are being met. Other types of data the board may review to develop policy or increase knowledge regarding the utility will not be considered monitoring data.
2. The board will acquire monitoring data by one or more of three methods:
 - a. By internal report, in which the General Manager discloses compliance information to the board
 - b. By external report, in which an external, disinterested third party selected by the board assesses compliance with board policies (includes reports from the City Auditor)
 - c. By direct board inspection, in which a member or members of the board delegated by formal action of the board assess compliance with appropriate policy criteria
3. All policies that instruct the General Manager will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

