

Water Utility Board Self-Evaluation Survey Results
Board-Executive Delegation Polices, January 2012

Group Expectations

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

1. Does the board delegate all authority and accountability to the staff of the Madison Water Utility through the General Manager? (BED-1)							
	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	3 60%	0 0%	0 0%	0 0%	0 0%	0 0%

2. Are the decisions made by the board acting as a body the only decisions that are binding on the General Manager? (BED-2A)							
	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	3 60%	0 0%	0 0%	0 0%	0 0%	0 0%
Please explain	1. Not sure if this means do "others" - like the Mayor also make binding decisions for the GM, or if the board makes non-binding decisions for the GM. 2. It would appear that there was a "special relationship" between the past President and the General Manager which appeared to have contravened the Board.						

3. Is the General Manager the board's only link to the utility's achievement and conduct? That is, does the board as a body and individual members invest all authority and accountability to the General Manager rather than any other staff? (BED-2B)							
	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	1 20%	3 60%	1 20%	0 0%	0 0%	0 0%	0 0%
Please explain	1. Sometimes, other staff get the praise or pummeling, I think. 2. The General Manager has delegated a number of items to senior staff and those staff correspond with the Board.						

4. Does the board 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? (BED-2C)							
	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%

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5. Does the board systematically develop policies instructing the General Manager to achieve certain results for certain recipients at specified costs (Outcomes policies)? (BED-2C.1)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	1 20%	0 0%	1 20%	0 0%	0 0%	0 0%
Please Explain	1. The Operating Budget and the Capital Budget are developed by the General Manager with little input by the WUB.						

6. Does the board systematically develop policies that limit the latitude the General Manager may exercise in choosing organizational means (Executive Limitations policies)? (BED-2C.2)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	2 40%	1 20%	0 0%	0 0%	0 0%	0 0%
Please Explain	1. I believe that the selection of contractors prompted the WUB to request that the WU conform with the ordinances and practices of the City. I was pleased that the General Manager addressed the WUB's concern.						

7. Does the General Manager submit his or her initial written interpretation of any new or modified board-approved Outcomes or Executive Limitations policy for board approval? (BED-2C.3)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	4 80%	1 20%	0 0%	0 0%	0 0%	0 0%	0 0%

8. Is the General Manager authorized to make all decisions, take all actions, establish all practices, and develop all activities as long as he or she makes any reasonable interpretation of the board's Outcomes and Executive Limitations policies? (BED-2C.4)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%
Please Explain	1. But we still ask...						

9. Does the board review and revise its Outcomes and Executive Limitations policies to shift the boundary between board and General Manager domains and change the latitude of choice given to the General Manager? (BED-2C.5)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	1 20%	0 0%	0 0%	0 0%	1 20%	0 0%

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10. Does the board respect and support the General Manager's choices as long as any particular policy is in place? (BED-2C.5)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	3 60%	0 0%	0 0%	0 0%	0 0%	0 0%

11. Is the board's systematic and rigorous monitoring of the General Manager's performance based solely on the utility's achievement of Outcomes policies and operation within the boundaries of Executive Limitations policies? (BED-2D)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	1 20%	0 0%	0 0%	0 0%	1 20%	0 0%

12. Does the board use monitoring data to determine the degree to which board policies are being met? (BED-2D.1)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%

Please Explain
1. I have requested additional information in the capacity of a Board member, and it has been provided. Since we only meet monthly, if the WUB requests additional information, a one month delay would occur.

13. Does the board differentiate monitoring data from other types of data the board may review to develop policy or increase knowledge regarding the utility? (BED-2D.1)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	2 40%	0 0%	0 0%	0 0%	0 0%	1 20%

Please Explain
1. I am not sure what this question means.

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14. Does the board acquire monitoring data by one or more of three methods: by internal report, in which the General Manager discloses compliance information to the board; 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); and/or 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? (BED-2D.2)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	2 40%	3 60%	0 0%	0 0%	0 0%	0 0%	0 0%
Please Explain	1. I don't believe that the WUB has employed the third category. 2. We rely a lot on the internal report. It will be interesting to see us move into the other areas, too.						

15. Are all of the policies that instruct the General Manager monitored at a frequency and by a method chosen by the board, and according to a schedule? (BED-2D.3)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Enter an answer	3 60%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%

Individual Expectations

16. Do you refrain from binding the General Manager to decisions or instructions of individual board members, officers or committees unless the full board has authorized the exercise of such authority? (BED-2A.1)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	4 80%	0 0%	0 0%	0 0%	1 20%	0 0%	0 0%
Please Explain	1. I can't bind the General Manager. I can make suggestions.						
Other board members	2 50%	1 25%	0 0%	0 0%	0 0%	0 0%	1 25%
Please Explain	1. I suspect that the President can and does.						

17. Do you recognize the General Manager's authority to refuse requests from individual board members or committees for information or assistance that are made without specific board authorization? (BED-2A.2)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	4 80%	0 0%	0 0%	1 20%	0 0%	0 0%	0 0%
Please Explain	1. Given the open records provisions of the law, I don't think that the General Manager can refuse anyone's request for information. He can refuse "assistance."						
Other board members	1 25%	2 50%	0 0%	0 0%	0 0%	0 0%	1 25%

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18. Do you refrain from giving instructions to persons who report directly or indirectly to the General Manager? (BED-2B.1)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	3 60%	1 20%	0 0%	0 0%	0 0%	0 0%	1 20%
Please Explain	1. As an alder, it's possible to go right to staff and ask for things, which is like giving an instruction. 2. I reserve my legal right to request information and I can advise but I cannot instruct. Nor would I do so.						
Other board members	1 25%	1 25%	0 0%	0 0%	0 0%	0 0%	2 50%

19. Do you refrain from evaluating (formally or informally) the overall job performance of any staff other than the General Manager? (BED-2B.2)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	2 40%	2 40%	0 0%	0 0%	0 0%	0 0%	1 20%
Please Explain	1. On occasion, I have passed on my views of staff to the General Manager and other WUB members, most frequently the President.						
Other board members	1 25%	1 25%	0 0%	0 0%	0 0%	0 0%	2 50%

20. Do you respect and support the General Manager's choices as long he or she complies with any reasonable interpretation of the board's current Outcomes and Executive Limitations Policies? (BED-2C.4 & BED-2C.5)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	3 60%	2 40%	0 0%	0 0%	0 0%	0 0%	0 0%
Please Explain	1. With the caveat that the ordinances and laws are being complied with, I respect the General Manager's choices.						
Other board members	2 50%	1 25%	0 0%	0 0%	0 0%	0 0%	1 25%

21. Is your monitoring of the General Manager's performance based solely on the utility's achievement of Outcomes policies and operation within the boundaries of Executive Limitations policies? (BED-2D)

	Always	Most of the time	Sometimes	Rarely	Never	Too soon to tell	N/A
Yourself	2 40%	1 20%	0 0%	0 0%	1 20%	0 0%	1 20%
Please Explain	1. The monitoring of the General Manager's performance is also based on the public confidence in the public water supply, which is larger than the Executive Limitations policies.						
Other board members	2 50%	1 25%	0 0%	0 0%	0 0%	0 0%	1 25%