

LISTED BELOW ARE SOME FINAL THOUGHTS AND SUGGESTIONS regarding the policy-maker's role in the operation of the City of Waukesha. *

Policy-makers do:

- 1 Recognize that it is their responsibility to set policy and not participate in daily operation and maintenance of system.
- 2 Work through the properly appointed employee according to the organization as planned.
- 3 Function as a part of a policy-forming and controlling Board rather than as part of an administrative Board.
- 4 Refer, as far as possible, all complaints and requests to the operator, system manager or office manager.
- 5 Become familiar in a broad and non-technical manner with the problems of system operation and maintenance.
- 6 Voice opinions frankly in meetings and vote for what seems best for the short-term and long-term welfare of the city.
- 7 Recognize fully that the City Administrator is entirely responsible for carrying out a particular policy in accordance with laws and regulations.
- 8 Help to frame policies and plans only after considering the recommendations of the operator, manager or office manager, together with the reasons for making such recommendations.
- 9 Require oral and written reports for the purpose of keeping the board or council properly informed on operational matters, and insure that these reports are adequately reflected in the minutes from meetings.
- 10 Give authority in keeping with responsibilities.
- 11 Establish criteria for evaluating the efficiency of employees under the direct supervision of the board or council.
- 12 Present personal criticism only to the appropriate person.
- 13 Support and protect employees and other decision-makers in the performance of their duties.
- 14 Give friendly counsel and advice to employees.
- 15 Support decisions regardless of their individual positions on the particular issue.

Policy-makers do not:

- 1 Interfere with the day-by-day routine of administration and supervision.
- 2 Refuse to support worthwhile officials in the programs because of personal reasons.
- 3 Show favoritism.
- 4 Make promises and commitments about system operation before the questions are fully discussed in meetings.
- 5 Indulge in petty criticism of system operation.
- 6 Assume authority in operational matters when the board or council is not in session.