

## QIC-WD Teaming Structure<sup>1</sup>

### Overview

As you begin to plan for the first QIC-WD on-site meeting, the QIC-WD WIE team would like you to think about the site's teaming structure. The development of the site's governance/teaming structure will occur over time, evolving to meet the changing needs of the initiative. The QIC-WD WIE team will work with the sites to ensure the development of teaming structures that support the work of the initiative.

### Characteristics of Effective Teams

Effective teams share the following common characteristics:

- Have passion for and commitment to the initiative
- Have clarity of each team members' roles and responsibilities
- Have adequate time to do the work required, which might mean being relieved of other responsibilities
- Focus on achievement of collective results and outcomes
- Follow a decision-making process that facilitates decisions, commitment to carrying out decisions and plans of action to enable forward movement of the project
- Establish clear goals and objectives
- Periodically review the team's understanding of the project's goals and objectives
- Hold one another accountable for achieving their assigned goals or objectives
- Have an organized, efficient and transparent way of communicating with each other
- Build relationships that are established on trust, cooperation, support, and constructive conflict

### Essential Team Functions

Teams created to implement and manage an initiative will serve a variety of functions, such as:

- Guide the overall initiative by defining, operationalizing, and implementing the intervention
- Ensure implementation supports are put into place, including structures such as data systems, policies, and staffing, training, technical assistance and coaching and CQI processes
- Ensure the intervention is implemented as intended (i.e., program fidelity)
- Ensure team leadership capacity is developed for the long-term and sustainability is planned for
- Engage with key stakeholders to gain and maintain their buy-in and support for the initiative
- Identify key measures and review program outputs so that adjustments can be made to implementation supports (e.g., fidelity measures, data systems, policy, staffing)
- Support evaluation activities

---

<sup>1</sup> Adapted from QIC-AG, who adapted from the *Development, Implementation, and Assessment Toolkit developed on behalf of the Children's Bureau by JBS International Inc.*

## **Team Charter**

Each QIC-WD site project team will be supported in developing a team charter. A team charter is a document that describes the work a team will do as well as how the work will get done. A correctly developed team charter helps to not only keep the team focused on the tasks that need to be completed but also to minimize confusion or tension that can arise if the priorities and procedures (i.e., the “way of work”) is not clearly defined or understood by team members. In addition, the charter can be particularly helpful in informing and educating new members about the team’s mission and organization. Moreover, the document can serve as a historical record for process evaluation or program development purposes. A team charter addresses the following critical elements:

- Leadership
- Roles and responsibilities
- Team members
- Project and team mission
- Team goals and objectives
- Scope and boundaries of the team’s work
- Expected tasks or deliverables
- Decision-making authority
- Communication strategies, both internal and external

## **Communication Strategies**

Having a clearly defined communication structure in place is good practice to help guide communication between teams, as appropriate, and to help facilitate the implementation of the initiative. Communication is a key element of the team charter. To foster quality communication, we encourage teams to:

- Document decisions made by team(s)
- Share information across team members and teams
- Establish communication mechanisms/channels to reach all internal stakeholders
- Understand and support the roles of other teams so that the correct team is addressing identified challenges
- Communicate in timely ways

## **QIC-WD Team Structure**

Regardless of the intervention chosen, all sites are expected to create a team structure to support the implementation of their project. At a minimum, each site should install an implementation team, but a site can elect to have other teams as part of the project’s structure. We anticipate that each QIC-WD site’s team structure will vary based on their agency’s unique characteristics, previous experiences with teams, and the nature and complexity of the potential workforce intervention. It is necessary that the team includes individuals with decision making authority in their respective departments/divisions, or that the team has direct access to those individuals. Leadership is essential to providing direct oversight of the initiative and to contributing to the development and approval of the implementation and evaluation plans. In addition, we expect

the teaming structure to be somewhat fluid, with new or additional team members being added as the project transitions through the different implementation stages. We recommend that the site's team(s) meet at least monthly during the implementation stages of exploration and installation. Team members should expect to spend additional time outside of scheduled meetings completing project tasks.

Between September and October 2017, the QIC-WD WIE team will work with site leadership to identify members for the agreed-upon team structure. The purpose of the team(s) is to support the SIM in guiding the overall initiative and attend to key functions of implementation of the evaluable intervention. This will include:

- To organize and prioritize work that needs to be done by drafting work plans; analyzing data; guiding the implementation of the innovation; and monitoring of progress, ensuring fidelity, and sustaining the intervention.
- To keep abreast of other workforce interventions and strategies that are being implemented in the agency.
- To provide leadership, guidance, and consultation necessary to support those implementing the intervention.

### **Team Membership**

The WIE team, SIM and DC are embedded members of the team. The following roles are examples of team members that could be included in a teaming structure:

- Organizational and agency leadership representatives (e.g., commissioner, tribal council, division director, operations manager, regional administrators, county directors)
- Frontline supervisors and caseworkers/case managers
- HR directors or their designees
- HR data analyst
- Data manager, agency-based research, evaluation and/or CQI staff
- Budget or finance officer/manager
- Agency legal representative (e.g., assigned to HR matters)
- Civil service administration representative, if applicable
- Union representatives, if applicable
- University training or data analysis partners, if applicable
- Local university partner
- Private agency leadership, if applicable
- Expert purveyors might be part of this team once an intervention is selected
- And other individuals who would support the implementation and evaluation of the project

## **Guidance for Developing a Team Charter<sup>2</sup>**

A team charter is a document that describes the work a team will do, how that work will be done, and who on the team is responsible for the various work areas. If developed correctly, a team charter is helpful in not only keeping the team focused on the tasks that need to be completed but also in minimizing confusion or tension that can arise if work priorities and procedures are not clearly defined or understood by team members. In addition, the charter can be particularly valuable in helping to orient new team members to the team's mission and organization. Moreover, the team charter serves as a historical record for process evaluation or program development.

The list below outlines the main elements (in bold) that should be included in a team charter. Each element is followed by a bulleted list of prompts that will help your team consider how to “flesh out” and elaborate on each element to ensure a thoughtful and complete description of the ways in which team members will work together to complete the work needed to support the QIC-WD.

### *Team Charter Elements and Prompts*

#### **Team Name, Team Sponsor, Team Members**

- List name, organization, title/position, and role on team

#### **Overall Team Purpose**

- State the primary goal or overarching mission of the team's purpose

#### **Team Charge**

- What is this team charged with doing?
- What is the team expected to accomplish, achieve, or create?

#### **Leadership and Decision Making Authority**

- Does the team leader have access to project leadership and decision makers?
- To whom does the team leader report?
- What types of decisions will be made by the team?
- What authority does the team have to implement decisions?
- Is approval needed from project leadership to implement team decisions?
- What decision-making process will the team use? How will decisions be made as a group?

---

<sup>2</sup> Adapted from the QIC-AG, who adapted it from the Development, Implementation, and Assessment Toolkit developed on behalf of the Children's Bureau by JBS International Inc.

### **Norms/Boundaries/Behaviors**

- What are the norms and boundaries that team members want to establish to guide their work together? (For example, rules of engagement, expectations of members, relationship to other teams /workgroups)
- How will the team handle disagreements or conflicts that arise?

### **Team Management and Logistics**

- How often will the team meet, for how long, when and where?
- How will the agenda for team meetings be developed?
- Who will lead team meetings?
- How will team decisions be documented and tracked?
- Are responsibilities fairly divided among team members?
- Does the team have the right people to do the work and accomplish its goals?
- How will the team hold itself accountable?
- Can team members send others to represent them (and if yes, what is the process to share information between those individuals between meetings)?
- How will the team handle changes in team membership?
- What procedures will be followed to remove a team member who is not fulfilling his or her responsibilities?

### **Communication Strategies**

- Identify the other teams and stakeholders your team will need to communicate with
- What information needs to be shared within your team?
- What kind of information does your team need to share with other teams and stakeholders?
- How will information be shared with team members, with other teams, with stakeholders?
- What resources are available to keep everyone informed and involved (e.g., Box)?
- Are the information sharing methods approved as safe, secure for sensitive information?
- Who is responsible and has the authority for sharing information?
- How often should information be shared within the team?
- How often should information be shared with other teams and/or stakeholders?

### **Resource Needs**

- What resources are available to the team?
- Are the available resources adequate for completing the work?
- Does the team need any additional resources or information from leadership to do their work? Is anything missing?