CIP
Collaborative for
Implementation
Practice
UNC School of Social Work

Implementation Team Charter

Introduction

Implementation Teams use charters to establish clarity about the team's purpose and team member's roles, responsibilities and goals. Charters are also used to create norms and processes for the team's way of work, outline communication plans with stakeholders and orient new team members. A team can use this template to guide the creation of their own charter by responding to the question prompts in the first column. A sample charter is included as a reference.

Implementation Team Charter

Team Members:

Date of Review and Version:

Vision *What is the overarching vision for the team? Does this align with the organization's vision?*	
Goals and Objectives *What are the main purposes of the team?*	
Scope and Boundaries *What are the expectations and boundaries of the team?*	

Roles, and Responsibilities *Who participates in what ways?*	
Communication Protocols *How do team members communicate with each other? How does the team communicate externally with key stakeholders and partners?*	
Available Resources *What resources (e.g., time, administrative support, funding) are available to the team or project?*	
Authority and Influence and Decision-Making Process *How does the team make decisions? On what are decisions based? Are there limitations?*	

Implementation Team Charter – Sample

Vision *What is the overarching vision for the team? Does this align with the organization's vision?*	The Implementation Team will develop a flexible model and the needed infrastructure to ensure products can be effectively implemented to achieve contract deliverables.
Goals and Objectives *What are the main purposes of the team?*	• Identify needed infrastructure for facilitation of intervention through the use of Implementation Science. • Develop a plan for needed infrastructure by July 2018. • Serve as a mechanism for addressing implementation challenges that arise.
Scope and Boundaries *What are the expectations and boundaries of the team?*	Expectations: • Prioritize Implementation Team work as necessary for achieving the vision and goals • Be prepared to participate • Respect voices that encompass a variety of talents and perspectives • Engage in honest dialogue • Respect decision making process • Review relevant data information to make informed decisions • Support team decisions • Facilitate alignment and coherence • Determine who/what/when of decisions but leave the "how" to offices/staff or partners • Recognize limitations in staff, funding, context (political, financial climate) to implement
Roles, and Responsibilities *Who participates in what ways?*	**Executive Leadership Team (ELT) Champion** *Sits on agency Executive Leadership team and reports to CEO.* • Leads vision/sets non-negotiables for executive leadership; • Supports Implementation Team by facilitating their work (e.g., removal of barriers, prioritization of their efforts); • Serves as communication link between Implementation Team and Executive Leadership Team; and • Participates as an active member of the Implementation Team. **Implementation and Stakeholder Team Leads** *Co-leadership provided by one department chair and one community partner on the stakeholder team who serve as key points of contact for the Implementation Team.*

	• Serve as primary contacts for Implementation Team and Stakeholder Team members for questions, scheduling and feedback; and • Liaise with NIRN consultants to coordinate work and receive coaching as needed. **Implementation Team Members** *Team members' agency roles align with the Implementation Team's mission. Staff have dedicated time to participate.* • Attend weekly 60-minute meetings with full participation and use of meeting best practices in meetings; • Behave in an ethical, compassionate way; • Commit to learning Implementation Science best practices and using them in their own work; • Use data to drive decision making; and • Provide expertise and alignment from voices across the field. **Stakeholder Team Members** *The Stakeholder Team includes members of the Implementation Team, as well as other agency staff and community partners (including a parent advocate) who have a vested interest in or will be impacted by the work of the Implementation Team.* • Join the Implementation Team for 90 minutes every three weeks for shared work. These joint meetings will replace the weekly Implementation Team meeting; • Bring forward voices of other teams and projects within the organization and community in the Implementation Team's discussion of infrastructure; • Commit to additional Implementation Science learning and use in their own work; and • Provide feedback and input to Implementation Team's work. • Meet at a time and in a location that works best for community partners' availability

Communication Protocols
 	
How do team members communicate with each other? How does the team communicate externally with key stakeholders and partners?
	Implementation Team Internal Communication
	• Methods: Face-to-face, emails, meeting follow up notes.
	• Implementation Team Meetings:
	   o Prepare brief documentation for agenda topics if lead on topic
	   o Use agenda for meetings
	   o Send agenda 1 business day prior to meeting
	   o Identify items on agenda that need a decision
	   o Utilize standing agenda items as determined
	   o Designate a note taker
	   o Use common file location for notes (resources and decisions)

<table>
<tr><td></td><td>

o Respect the meeting:
- When Implementation Team members cannot attend a meeting, they must notify the full team by email.
- Implementation Team members must communicate with team leads to understand work done and action items.

Implementation Team External Communication
- ELT
  - o Verbal: updates from ELT Champion to ELT during monthly meetings
  - o Written: email updates from Implementation Team on progress, requests for feedback on work products
- Stakeholder Team
  - o Verbal: updates and facilitated discussion at Stakeholder Team meetings
  - o Written: email updates from Implementation Team on progress, requests for feedback on work products
- Other partners
  - o All related agency teams have been inventoried. For each team, a contact person from the Implementation Team will be identified as the communication liaison. The communication liaison will be responsible for executing a standard agenda item at all meetings:
    - What from our work today should be communicated to the Implementation Team?
    - What information or feedback do we need from the Implementation Team?

Expectations for Communication:
- Present information to have a unified message on issues.
- Provide honest, verbal, written communication identifying opportunities for those who want to design and provide input on all perspectives.
- Make explicit connections and include context for decisions.
- Respect time for processing—identify relevant information.

</td></tr>
<tr><td>

Available Resources

What resources (e.g., time, administrative support, funding) are available to the team or project?

</td><td>

- Knowledge and expertise of staff
- Weekly Executive Leadership meetings
- Community voices
- Administrative supports
- NIRN consultants

</td></tr>
</table>

| Authority and Influence and Decision-Making Process

How does the team make decisions? On what are decisions based? Are there limitations? | Process for Decision Making:
- When possible and appropriate, the Implementation Team will make decisions to address implementation challenges and needs as a team.
- The Implementation Team will engage in frank, honest constructive discussion to:
  - Identify and review relevant data around issue.
  - Clarify assumptions.
  - Determine varying views.
  - Identify scenarios for decision (impact, consequences).
  - Consider groups responsible for implementation.
  - Identify timeline for key decisions.
- When possible, the team will seek to achieve modified consensus for decision after following the process.
- When consensus cannot be reached, decisions will be made through majority voting. When different opinions arise on a decision to be made, the Team will allocate time to discuss and share differing opinions. At times when necessary, voting can be conducted anonymously to ensure confidentiality.
- ELT Champion has final decision if consensus is reached or not reached.
- Close the loop with individuals impacted by decisions.
- When challenges cannot be resolved by the Implementation Team, the Executive Champion will bring the challenge, with data and possible scenarios/solutions to the ELT for decision making.

Basis for Decisions:
- Organization goals
- Community support
- Policy
- Proposals |