**QIC-AG Teaming Structure**

**Overview**

As you begin to plan for the first QIC-AG on-site meeting, the QIC-AG leadership 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-AG consultants will work with the sites to ensure the development of teaming structures that support the work of the initiative. An example of a teaming structure can be found on the last page of this document.

**Characteristics of Effective Teams**

Effective teams share the following common characteristics:

* Have adequate time to do the work required, which might mean being relieved of other responsibilities
* Are accountable for achieving their assigned goals or objectives
* Have a organized, efficient way of communicating with each other
* Have passion for and commitment to the initiative
* Have clear goals and objectives
* Have a sound understanding of the team’s goals and objectives
* Follow a decision-making process that facilitates decisions and enables forward movement of the project
* Share leadership roles
* 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 data systems, trainings, policies, and staffing
* 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 stakeholder 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

**Team Charter**

Every team created for the implementation of the QIC-AG should develop 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 is not only helpful in keeping the team focused on the tasks that need to be completed but also helpful in minimizing 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 (see Team Charter Guidance section). A team charter addresses the following critical elements:

* Leadership
* 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 and policy
* Communication strategies
* Roles and responsibilities

**Communication Linkages**

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

* Fulfill all responsibilities and functions that support implementation of an initiative
* Operate well as individual, independent entities
* Support practitioner implementation efforts
* Understand and support the roles of other teams so that the correct team is addressing identified challenges

**QIC Essential Teams**

Regardless of the intervention chosen, all sites will be required to establish a Project Management Team (PMT), an Implementation Team, and a Stakeholder Advisory Team.

***Project Management Team (PMT)***

The purpose of the Project Management Team**(**PMT) is to ensure leadership capacity is developed for the duration of the initiative, and to plan for the sustainability of the initiative as well as the site’s leadership capacity. The PMT should be composed of higher-level staff persons who have decision-making authority in their respective divisions/departments. The PMT will not be responsible for the day-to-day operation of the project (e.g., developing management supports and providing services to families) but will be responsible for direct oversight of the initiative, including the development of the teaming and governance structure, as well as contributing to the development and approval of the plans for the implementation and evaluation of the initiative. The time commitment of the PMT will vary over the life of the program. Typically, the PMT will meet no more than once a month; however, more frequent meetings might be required during certain phases of the initiative, such as the exploration and installation phases of implementation.

We encourage a PMT structure of 10–12 members. Examples of team members include the following roles:

* Agency leadership representative (e.g., division director, operations manager, regional administrators)
* Site implementation manager (SIM)
* Adoption and guardianship manager/foster care manager
* Local university partner (when a local university is involved in addition to the QIC-AG team evaluators)
* Data manager, agency-based research staff
* Budget or finance officer/manager
* Agency legal representatives
* Clinical services staff
* Private agency leadership
* Expert purveyors might be part of this team once an intervention is selected

***Implementation Team***

Over the course of the next few months, we will work to identify the members of the Implementation Team. Member of the Implementation Team will work together to guide the overall initiative and attend to key functions of implementation of the evaluable intervention. When implementing a new intervention, the Implementation Team serves two main purposes:

* To organize and prioritize work that needs to be done by drafting work plans; analyzing data; guiding the implementation of the innovation; and monitoring, adjusting, and sustaining the intervention.
* To provide leadership, guidance, and consultation necessary to support the practitioner implementing the intervention.

The Implementation Team will be led by the Site Implementation Manager (SIM). Typically, the Implementation Team will meet two times per month. However, meetings might be more frequent when the implementation plans are being developed and executed. The group should consist of individuals who can execute the implementation plan. This includes work such as adapting the intervention, hiring and training staff, developing data systems, measuring fidelity, and developing policies and practice manuals.

***Stakeholder Advisory Team***

The Stakeholder Advisory Team will be charged with identifying unmet, cross-cutting needs of children and families within the community. The Children’s Bureau has made clear that throughout the life of the QIC-AG, it is critical to obtain the perspectives of and seek on-going council from key stakeholders such as consumers of permanency services. Consumers include foster/adoptive parents, youth, private adoptive families, and guardians. In addition, stakeholders might include key people from social service/mental health providers, community organizations,or other governmental bodies that provide similar or complimentary services. One member of the Stakeholder Advisory Team will serve as a member of the PMT.

Please note that this teaming structure is just one example; each team’s structures might vary depending on the site’s specific intervention and existing teaming/organizational structures.



