

## GROWING RESOURCES YOU HAVE INTO RESULTS YOU WANT IN ORGANIZATIONS, PARTNERSHIPS AND COMMUNITIES

503.331.1111 4results@SeeingResults.com www.SeeingResults.com 6310 NE 31<sup>st</sup> Ave Portland, OR 97211

# WORKGROUP CHARTER TEMPLATE

Workgroups will vary in a collaboration. Some people will work individually. Others will be part of an executive committee or a standing committee or an ad hoc work group/task force. And not everyone will be part of any workgroup. Yet for each workgroup or each individual taking on a task, create a Charter.

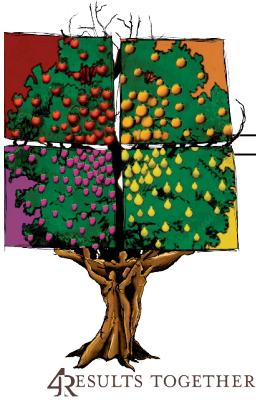
To use this template you will need to have a clear statement of your overall desired impact and outcomes, ideally measurable eventually. These can be found on your logic model. Each outcome should have its own charter even if the one work group is implementing more than one outcome. This promotes accountability and better shows success.

The impact statement and measurable outcome are created by the partnership as a whole and are not subject to change by the individual, task force, committee or team chartered. The indicators and everything else can be modified by those responsible for implementation. The partnership, of course needs to be informed.

The partnership needs to allocate resources to each outcome. Those responsible for implementation need to know — in advance — what they have available. And within the constraints of an appropriate paper trail for legal and financial accountability submitted to the fiscal management organization, those implementing the outcome need to expend the resources allocated to their outcome as they see fit.

If additional resources are needed, those responsible for the outcome might raise the resources themselves. But this must be in coordination with the overall collaboration.

As those chartered move into the work, the work group is free to alter the charter (except as noted above) to reflect what is emerging and what is being learned. The collaboration is to be kept fully informed as changes occur.



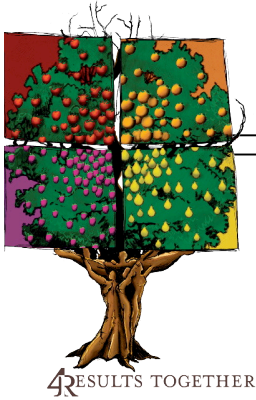
To get the most and the best out of everyone, each Charter should include the following:

1. State the desired impact for the partnership and the major outcome for the workgroup (use a separate charter for each outcome assigned to the workgroup).
2. State measurable indicators, if any, or at least anecdotal indicators.
3. Articulate accountability — what is to be accomplished and by when.
4. Declare the level of authority for taking action. Is the workgroup free to plan, implement and report back, or can they only plan and then must get approval before implementation? There is no right or wrong.
5. Supply supporting materials, documents, background information and anything else that group members need to do the job.
6. Declare any “don’t go there” zones. For example, no independent fundraising or no approaching the media independent of the collaboration.
7. Clarify the role and value each individual brings to the workgroup.
8. Delineate staff functions vs. partner responsibilities. Partnerships tend to increasingly act like a board of directors, instructing its staff to do the work. For the partnership to succeed and level of energy remain high, the partners need to do the work assisted by staff.
9. Allocate resources to the workgroup and declare what resources the group must raise, if any.

---

## Workgroup Charter Declaration

This charter serves as a binding agreement between the collaboration and those chartered to implement the specified outcome. The partnership agrees to allow the work group to take action as it sees fit within the constraints of the impact and outcome statements, and fiscal accountability. The work group member(s) agree to implement the specified outcome as defined in this charter and to continually keep the collaboration informed of progress and changes.



## Workgroup Charter

<p>Name of the Workgroup:</p> <p>Statement of Desired Impact:</p> <p>Assigned Outcome and its indicators:</p>		
<p>What is to be accomplished:</p> <p>By when:</p> <p>With what accountability:</p> <p>With what level of authority:</p>		
<p>Supporting materials (titles and locations):</p> <p>Don't go there zones (if any):</p>		
Partner name:	Role and responsibilities:	Value brought & celebrated:
<p>Staff functions:</p>		
<p>Resources available:</p> <p>Resources to be raised, if any:</p>		