

Creating Outcome-Oriented Committee/Working Group/Team Job Descriptions and Work Plans

Create Outcome-Oriented Descriptions/Charters for All Teams/Groups

- What are the main responsibilities for this group?
- What are the *outcomes* for which the group is responsible? (i.e. answering Y questions, creating a proposal for X, planning/coordinating Z event, raising x% of the budget,)
- What other positions/groups in the organization does this group interact with, and what are the lines of responsibility between them? (Who does this group report to? Who supports this group? Who in the organization does work that feeds into, or requires this group's work?)
- What are the on-going tasks for which the group is responsible, if any.
- What are the roles within the group (chair or co-chairs? liaison with other groups? etc.)

Create Annual, Outcome-Oriented Work Plans for All Teams/Groups

- Beginning with the organization's mission and the job description for the group, establish goals for the year that:
 1. *Are concrete and measurable* – you will know if they have been accomplished or not (i.e. “Hold 5 community meetings with at least 15 people attending each” rather than “Increase community participation”);
 2. *Can be done in the timeframe agreed upon*, given what else is on this group's plate and what supports will be needed from other players (staff, other teams/groups, outside partners) to accomplish the goal;
 3. *Are clearly tied to the strategic plan* – create direct ties between the document you using to evaluate the organization's performance and the work plans of individual groups; and,
 4. *Have time parameters assigned to them.*
- Under each goal, list the key tasks that will be part of achieving that goal.
- Goals should cover everything in the description of this group's mandate; you don't want to go into a review of what the group has accomplished saying “you didn't do X well” and find that X wasn't clearly on the work plan. However, they don't need to cover every little detail and small task – they should capture the *outcomes* you want to see.

Evaluate Performance Based on these Job Descriptions and Work Plans

- Formal reviews should take place at least annually – more often if there are strong links between the group's work plan and those of other teams/groups.
- These group work plans should be referred to as part of regular work-planning meetings.
- Annual reviews should include, or be immediately followed by, the creation of a new annual work plan, on which goals will be set for the following year. This is also the time when group descriptions should be updated, membership reviewed, and decisions made about whether to continue the group, dissolve it, or transform it in some significant way.