DEFINITION

Structure describes (1) how the task force members are organized into leadership, membership, and working groups; and (2) how the task force configures its processes. A well-defined structure can maximize collaborative efforts, create stability, and facilitate coordination (*Roadmap*, p. 17).

A **well-defined** structure…
- Is created based in part on need; form committees based on need
- Is based on shared vision/guiding principles, not to supersede the agency's internal policies
- Includes and sets clear expectations for participation
- Documents processes, including meetings, attendance, and membership

The **basic components** of structure are…
- Mission, vision, goals, and objectives statements
- Defined roles and responsibilities, including leadership, membership, and substructure (e.g., division of labor into committees, work groups)
- Key supports such as memoranda of understanding; regular meetings; and written policies, procedures, and protocols

CHALLENGES

There will always be challenges. *This section lists predicable challenges for task force structure.*

ESTABLISHING STRUCTURE

Getting Buy-In on Developing Structure/Processes:
- Facing resistance to establishing structure and/or changing existing structure
- Being territorial
- Finding the right balance of formal versus informal

Developing True Co-Leadership/Inclusive Structure and Substructure:
- Ensuring a balance of influence across partners in establishing structure/processes
- Ensuring decision-making equity
- Having a meaningful understanding of each other's roles

MAINTAINING STRUCTURE

- Engaging and empowering members to be active participants with and within the setup
- Integrating the different fields and interests of members into a functional setup
- Avoiding undermining the structure
- Developing accountability and course correction when the structure is undermined

EVOLVING STRUCTURE

- Growing and onboarding beyond the core leadership team
- Reconnecting after staff transition
- Allowing the purpose and goals to evolve
- Establishing sustainability in the face of constant change; *a task force structure is constantly evolving*

TROUBLESHOOTING STRUCTURE

- Developing a cohesive culture
- Managing personality conflicts
- Avoiding one person taking on too much (e.g., the temptation to just "do it yourself")
- Managing the ebb/flow of committee work
- Managing people who disregard the established structure

BENEFITS

*A **well-defined structure** provides clarity on how task force work should occur and be organized.*

BOLSTERS & AFFIRMS IDENTITY & A SHARED VISION	ENABLES ADOPTION/ ADAPTATION OF BEST PRACTICES
Structure **provides** reference points that... • Document processes • Create accountability/legitimacy • Make directions clear when questions arise • Enable consistency for staying on track and resolving challenges	Structure **facilitates** collaboration and partnerships by... • Outlining a process for participation and collaboration • Making expectations clear • Supporting specialization at the local level • Providing a central hub for information sharing

CONSIDERATIONS

These questions are designed to help facilitate conversations about the growth and establishment of a task force structure throughout the development process. All task forces are different and develop at different paces, so some questions may or may not be relevant to a task force at any given time.

PURPOSE	STAKEHOLDERS AND MEMBERS

1. What is the goal/purpose of this group/effort (e.g., task force, committee, meeting, protocol)?
  a) What does the group want to accomplish?
  b) What do members want to get out of this?
  c) How does this serve the objectives, goals, and mission of the task force?
	2. Who are the key stakeholders and members?
	  a) What is their role in general?
	  b) What is their role within the structure?
	  c) What are their strengths? Contributions?
	  d) What are their limits/boundaries (e.g., professional, ethical, agency, resources)?

EXPECTATIONS	LEADERSHIP

3. What are the expectations for involvement?
  a) What is everyone's availability and commitment?
  b) What are the limits and boundaries on their participation?
	4. How is leadership, membership, and participation decided?
	
	5. What are the parameters of holding a leadership role (e.g., authority, limits, required commitments)?

GROWTH	CHALLENGES

6. How will the task force manage growth?
  a) How do people/agencies become members?
  b) How will new members be onboarded?
  c) How will the task force ensure that its structure adapts to changing needs?
	7. How will the task force overcome challenges?
	  a) How will the task force hold stakeholders accountable to their commitments within the task force?
	  b) How will the task force mitigate undermining of the structure?

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