

LEADING AND MANAGING INITIATIVES: Staff responsibility and accountability

SPONSOR - VP

Accountable to: CEO

Responsible for:

1. Ensuring the initiatives advance the strategic goal, as evaluated by the measures of success.
2. Providing resources, support, and guidance for the Driver and Partners.
3. Making, recommending, and/or approving decisions about strategy, resources, and other major factors, with consultation from others as appropriate.
4. Identifying and informing Stakeholders and others about workplan progress and/or impact.
5. Coordinating at an executive-level with other strategic goals, including resolving conflicts about resources, timing, staffing, etc.

DRIVER

Accountable to: Sponsor

Responsible for:

1. Leading the initiative and delivering results as agreed to in consultation with the Sponsor.
2. Defining and coordinating the major activities needed to execute the initiative successfully.
3. Making or recommending decisions about tactics, timing, and other factors with consultation from others as appropriate.
4. Identifying and informing Sponsors, Partners and Stakeholders about progress and impact.

PARTNER

Accountable to: Driver and Performance Manager (may not be the same)

Responsible for:

1. Completing tasks and supporting activities to advance the initiative.
2. Making or recommending decisions about the most effective and efficient ways to complete tasks and supporting activities, in consultation with others as appropriate
3. Identifying and informing Drivers, Sponsors and Stakeholders about progress and impact.

STAKEHOLDER

Accountable to: Performance Manager and possibly others for specific initiative involvement

Responsible for:

1. Providing input; acting in a consultative role to Partners or Drivers; and/or doing discreet tasks in order to advance the initiative. Generally an initiative will require less than 5% of the Stakeholder's time.
2. Receiving information on results or impact of initiative work in order to support the Foundation's direction and for potential application in Stakeholder's daily role.
3. Staying informed on the progress of initiatives.
4. Supporting initiative decisions that have been made by the Sponsor, Driver, or Partner.