

5. Human Resources (HR) Management												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI does not have a staffing plan. Hiring decisions are based on what donors will fund or on the most recent crisis or issue.		The NPHI has a staffing plan and is hiring some staff to fill long-standing, critical gaps.			The NPHI's staffing plan is linked to its strategic plan, but it mainly focuses on current needs.			The NPHI's staffing plan is informed by the NPHI's strategic plan and addresses current and future needs. It is regularly updated. The NPHI is staffed to accomplish its goals and to lead innovations in public health practice.			
Systems	HR policies exist for some issues, but they are not circulated or easily available. The NPHI does not have a process for formal performance reviews. The NPHI has not defined core competencies for most positions.		The NPHI has written HR policies on some topics, but these are not all up-to-date. Managers sometimes conduct formal staff performance reviews, but they rarely discuss staff development. The NPHI has defined core competencies for some technical positions.			The NPHI has comprehensive HR policies that are widely distributed to and easily accessed by staff. Managers conduct regular in-depth staff performance reviews, and many staff have professional development plans, but these are not always strategic or realistic. The NPHI has defined core competencies for most positions.			The NPHI's HR and core competency documents are models for other organizations. Most staff have professional development plans, which are regularly updated to meet needs of staff and the NPHI.			
Resources	The NPHI has little expertise in HR issues. Paper systems are used to manage time and attendance and other aspects of HR because of lack of computers and software.		The NPHI does not have staff with expertise in HR, but leaders sometimes consult with other organizations in developing policies and plans. Computers and software make HR easier, but systems are often dysfunctional or not working.			The NPHI has experts in HR, who ensure policies are up-to-date. The NPHI's HR software allows managers to access HR information (e.g., salaries and bonuses; work and training history) however, information is not always up-to-date.			The NPHI's HR experts regularly consult with managers and staff. HR computer and data systems are easy to use and information is up-to-date. A variety of tools help managers and staff in performance management and in identifying ways to support staff in advancing in their careers.			
Quality	Skills among current and newly hired staff do not always match what is needed for their jobs. Because HR policies are not widely known, managers tend to take inconsistent approaches to HR processes.		Most existing staff and new hires have the basic skills needed for their positions. Managers are not always aware of HR policies; when they are aware, they attempt to implement them.			Existing staff and new hires have skills to excel at their jobs or are provided opportunities to obtain needed skills. HR policies are disseminated, and managers attempt to implement them fairly. However, they sometimes lack skills or knowledge about how to do so.			All staff are encouraged to continuously improve and expand their skills and knowledge. Managers receive training to help them implement HR policies fairly, and HR specialists are readily available when issues arise.			
Engagement	Staff are frustrated because they do not understand HR rules and policies. Because of lack of transparency, staff cannot tell if they are being treated fairly.		Although managers and staff understand some HR rules and expectations, disputes often arise and take a long time to resolve because rules are unclear or are applied differentially.			Staff generally understand HR policies and feel fairly treated. The NPHI uses clear and transparent processes to resolve disputes.			Staff and supervisors communicate openly on expectations, skills development, work quality, and performance. Staff feel supported and encouraged by the NPHI and their managers.			
Impact	Gaps in technical and professional skills impact the NPHI's ability to achieve its goals. Staff often believe themselves treated unfairly.		The NPHI has staff to carry out most of its routine functions. Conflicts over HR issues are common and sometimes have negative effects on relationships and performance.			The NPHI's staffing is consistent with its mission and goals. Staff loyalty is enhanced by the NPHI's clear HR guidelines and the perception that the NPHI treats its managers and staff fairly.			The NPHI's staff generally excel at their jobs. Staff understand that the NPHI is investing in them, and they demonstrate their appreciation and commitment through their efforts on behalf of the NPHI.			