

10. Information Technology												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI purchases computers and other IT equipment on an ad hoc basis, as funds become available. The NPHI does not have an overarching IT plan.			The NPHI allocates resources to IT and often includes resources for IT in new funding requests. Decisions about IT purchases and funding requests are left up to individuals.			The NPHI has an overall IT strategy for software and hardware purchases and updates, and IT support. New technologies are being tried in some groups, although NPHI-wide adoption is slow.			The NPHI's IT strategy is frequently updated to incorporate new technologies and approaches. The NPHI strategically evaluates new approaches (e.g., for mobile data collection) and disseminates those that work well throughout the NPHI.		
Systems	The NPHI does not have an IT plan or systems to ensure hardware and software are up-to-date. The NPHI does not have information security policies or guidelines.			The NPHI has a plan to ensure that all computers, servers, and other IT equipment are regularly updated and that software is up-to-date, but it is not fully implemented. Information security policies exist, but they are not widely disseminated or used.			The NPHI upgrades computers, servers and other equipment on a regular basis and ensures software is up-to-date. Some groups are trying new equipment and approaches, but there are no systems for sharing experiences among groups. The NPHI implements a formal information security policy.			The NPHI has systems for ensuring its IT is up-to-date. Information security policies are constantly updated to address new threats and incorporate new technologies.		
Resources	Donor funds provide some computers and software, but not enough for all parts of the NPHI. The NPHI does not have IT specialists. Computers, servers, and other equipment are often broken or not working well. Most staff do not have internet access at their workstations. IT support for staff in the field is very limited.			The NPHI invests resources to ensure that staff have good computers and internet access, but IT lags in programs without specific donor funding. The NPHI has staff who can provide IT support, but not enough to meet demands. Staff in the field sometimes have phone and internet access.			The NPHI has dedicated resources to ensure most staff have computers and internet access. IT staff are generally adequate to guide purchases, set up systems, and help with day-to-day problems. However, after-hours support is minimal. Staff in the field have phones and computers. The NPHI provides some support for telecommuting, virtual meetings, and other distance approaches.			The NPHI's IT equipment and systems are up-to-date. IT staff provide 24/7 support. They research new technologies and work with staff from the relevant disciplines to evaluate their utility. Because the NPHI has excellent systems for remote meetings, it is frequently asked to host virtual trainings and meetings.		
Quality	Limitations in computer, internet, and other IT resources decreases efficiency and effectiveness.			IT capacity in the better-funded parts of the NPHI is sufficient to do the necessary work, but quality in many parts of the NPHI needs improvement. Little attention is paid to information security issues.			Most NPHI employees have access to good computers and reliable internet in the workplace. Laptops, phones, and other mobile devices are used to improve connectivity when staff are not in the office. Most staff attempt to comply with information security policies.			All employees have good computer and internet access, no matter where they are working from. Information security is supported by staff commitment and strong security systems.		
Engagement	Most staff are frustrated because inadequate IT infrastructure makes it difficult for them to do their work.			Staff in the NPHI appreciate the improvements in access to computers and internet. However, some staff, especially in programs that are not well funded, remain frustrated by substandard equipment and poor IT support.			Most staff feel that they have the IT support they need to do their jobs. The NPHI uses a variety of approaches to assist staff to use IT efficiently, including training and access to experts.			Staff consider IT to be an integral part of their job. They appreciate the NPHI's efforts to provide them with the skills and supports they need to be successful. They appreciate having access to cutting-edge technologies.		
Impact	In parts of the NPHI with significant donor funding, productivity and efficiency are markedly increased; in most of the NPHI, limited IT capacity severely impacts the ability of staff to get work done.			Better IT infrastructure and systems are improving efficiency and effectiveness.			The NPHI's IT infrastructure is critical to its work and helps it achieve its goals. The NPHI's slowness in testing and adopting innovations sometimes reduces its efficiency.			The NPHI can demonstrate the importance of IT in its efficiency and effectiveness. The NPHI's experiences with new technologies help keep the NPHI on the leading edge and inform the decision-making of other groups.		

The [Staged Development Tool \(SDT\)](#) for NPHIs was developed by the [U.S. Centers for Disease Control and Prevention \(CDC\)](#) and the [International Association of National Public Health Institutes \(IANPHI\)](#) with the assistance of a consultative group of National Public Health Institute (NPHI) leaders from around the world.