

9. External Communication about the NPHI and its Activities											
Basic			Developing			Advanced			Leading Edge		
1	2	3	4	5	6	7	8	9	10	11	12
<b>Strategic Direction</b>	The NPHI communicates with external stakeholders on an ad hoc basis, for example, to request funding of a specific project or because a stakeholder requests a meeting.		The NPHI's leaders make an effort to communicate regularly with known stakeholders and to provide consistent messages. They encourage staff to engage with a range of stakeholders.			The NPHI actively develops and implements communications efforts, designed to increase visibility of the NPHI.			The NPHI's communication strategy is aligned to related strategies (e.g., resource mobilization). It includes identifying strategically important stakeholders and developing and implementing plans to reach them.		
<b>Systems</b>	The NPHI is establishing templates or standard approaches for developing and disseminating information about the organization and its activities.		The NPHI has established some templates for its internet presence and certain types of materials about the NPHI and its activities. A review process is supposed to ensure consistency of messages and materials, but it is rarely used.			The NPHI has a range of communications resources, including templates for print, internet, social media, and other types of efforts. Review systems ensure that major communications efforts are consistent and of high quality.			The NPHI continuously updates its strategies, processes, and templates to take advantage of new tools and ways of reaching diverse audiences. The NPHI's review processes are streamlined, with the level of review in proportion to the potential risk and benefit of the messaging to the agency.		
<b>Resources</b>	The NPHI devotes few resources to communications, and has no specially trained staff in communications.		The NPHI has no specially trained staff in communications, but it sometimes works with consultants. Some resources are available to print materials and improve the website.			The NPHI has a limited number of communications specialists. Many senior officials have been trained in working with the media and other communications skills. The NPHI has resources to develop a range of materials and distribute them using a variety of channels.			The NPHI has enough communications specialists to provide support throughout the NPHI. Leaders and staff across the NPHI are trained in media and other communications skills. The NPHI produces world-class materials. Its website and dissemination practices are a model for other organizations.		
<b>Quality</b>	The available materials and the website are outdated and of poor quality. The NPHI uses a limited number of communications approaches to reach external audiences.		Messages and materials capture some aspects of the NPHI, but they are inconsistent and of variable quality. The NPHI uses a variety of channels to reach stakeholders, but it is not always strategic in matching channel to audience.			Messages and materials are consistent and of high quality. The NPHI matches types of materials and channels for distribution to the audiences it seeks to inform. The NPHI sometimes pretests messages and communications approaches.			The NPHI uses a variety of approaches to ensure high quality and reach in its communications. It often evaluates its efforts to identify areas for improvement. Consultants from leading communications companies are sometimes used to ensure the NPHI is at the cutting edge.		
<b>Engagement</b>	Staff are comfortable talking about their own work. However, most staff are unable to communicate about the NPHI and its activities outside of their areas of focus.		Most staff can represent their work as well as some aspects of the NPHI's efforts that are closely related. Few staff understand the depth and breadth of the NPHI's efforts. Therefore, many opportunities to communicate about the NPHI are missed.			Most staff have some idea of the NPHI's vision, mission, goals, and activities, and the depth and breadth of its efforts. They can generally represent it at meetings or other work with stakeholders.			NPHI staff understand that their communications directly impact the NPHI's reputation. Staff actively promote the NPHI's brand through formal and informal communications.		
<b>Impact</b>	The NPHI and its work are not generally known. Its communications about itself and its work are inconsistent and confusing. Opportunities to reach new audiences are missed.		The quality of the NPHI's communications is inconsistent. Nevertheless, the NPHI and its work are increasingly recognized, and new stakeholders are reaching out to the NPHI.			The NPHI is widely known, due in part to the quality and reach of its communications efforts. It is a trusted organization among the public and stakeholders in a range of sectors.			The NPHI has wide name recognition in its country and internationally, even among those who have never interacted directly with it. It has evidence that its communications efforts have increased its ability to impact public health.		

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.