

1. Organizational Leadership and Management												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI has some short-term goals, but long-term priorities and goals have yet to be defined. Leaders/managers mostly focus on day-to-day activities.		The NPHI has identified some long-term goals, but leaders/managers mostly focus on day-to-day issues and those perceived as urgent, such as demands from ministries or donors.			The NPHI has clearly articulated long-term goals. It generally focuses on achieving these, but public health emergencies, politically charged situations, or other events cause shifts in focus.			Leaders, managers, and staff understand the NPHI's vision and long-term goals. The NPHI can easily move or redirect staff to deal with emergencies as they arise without compromising its long-term goals.			
Systems	The NPHI has few systems to assist leaders/managers in achieving goals. There are often mismatches between people hired and skills that are needed. Data to manage budget or human resources are poor quality and hard to access. Employees rarely receive helpful performance feedback.		The NPHI is improving its ability to track progress towards achieving goals. Systems for recruiting, hiring, and managing staff are being established, but they often work poorly. Data about budget and human resources are often inaccurate or incomplete. Employee performance reviews, if conducted, are often superficial.			Systems are in place to track progress for many goals. Hiring systems generally work well in attracting and retaining qualified employees. Data to manage budget and human resources are good and are used to improve NPHI efficiency and effectiveness. Leaders/managers regularly provide feedback to employees.			The NPHI's systems make it easy to track achievement of goals. Strong systems support hiring and retention of high-quality employees. They provide high-quality data about budget, human resources, etc. Leaders/managers provide regular comprehensive performance feedback and follow up on both positive and negative input.			
Resources	Resource development is largely opportunistic and often driven by donor interests rather than NPHI priorities. Existing human and other resources are not used efficiently.		Leaders/managers are working to increase resources for priority work are increasing. They try to align jobs with staff skills and training, but many staff remain under- or over-employed. Staff development is becoming a higher priority.			The NPHI makes strategic efforts to increase resources in priority areas. NPHI leaders/managers try to use existing budget and infrastructure efficiently; this is helped by better budget and human resource data. Many people are being trained and mentored, including in leadership and management.			The NPHI is successful in obtaining resources to achieve goals and address new priorities. It runs efficiently, with good tracking of resources and alignment of resources and priorities. Supporting employee development and career advancement are critical components of leader/manager jobs.			
Quality	Leaders, managers, and staff fail to focus on the most critical projects, and many projects are started but not completed. Those that are completed are often of poor quality.		The NPHI and its leadership are increasingly focused on completing started work and achieving some long-term goals. Better management of resources is improving quality. However, minor issues frequently become major distractions, disrupting progress on priorities.			The NPHI increasingly aligns activities and operations with long-term goals. Leadership/managers emphasize completing work and disseminating results.			The NPHI has clear goals, adequate resources, excellent leaders/managers, and committed staff, who feel supported by and loyal to the NPHI. The high quality and usefulness of the NPHI's work ensure it is seen as a critical and trustworthy organization.			
Engagement	Communication with external groups tends to be ad hoc. Leaders/managers communicate with staff on urgent matters. Otherwise, communication is intermittent. Leaders/managers acknowledge low staff morale, but few efforts are made to address this.		External communication tends to be with a limited number of partners and on specific issues. Leaders/managers are beginning to communicate with staff more consistently. Staff increasingly have a sense of pride in their work.			The NPHI engages with external partners on a broad range of issues, including the need for a strong NPHI. Leaders/managers regularly communicate with staff about a range of topics. Staff are increasingly excited not just about their own work, but also about that of the NPHI as a whole.			The NPHI is a valued partner to many subnational, national, and international organizations. Communication between leaders/managers and staff is bidirectional. This ensures good information flow and that staff identify as part of a team. They feel valued as individuals and are extremely proud to be part of the NPHI.			
Impact	The NPHI's impact is limited due to a lack of leadership, poor systems, and a lack of long-term goals.		The NPHI's efficiency and effectiveness are improving as long-term goals are identified and management systems are put in place. Impact can be demonstrated in a few limited areas.			The NPHI can provide many examples of policies and programs that have had measurable impacts on public health. It is increasingly recognized as a major contributor to population health.			The NPHI consistently achieves its long-term goals and has measurable impacts on population health. Its leadership, systems, and the quality of its work ensure its status as a public health leader both nationally and internationally.			