

4. Information Technology (IT) and Management of Organizational Information												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI's computer and IT infrastructure purchases are ad hoc, as is information sharing. The NPHI recognizes it needs a comprehensive strategy for IT and information sharing, but little progress has been made.			The NPHI includes IT resources in many funding requests, but purchasing decisions are left up to individuals. IT systems and software used by different NPHI groups are not always compatible. Leaders/managers make some efforts to keep staff updated and to improve access to financial and other information when essential.			The NPHI has an overall IT strategy for software and hardware purchases, updates, and support. The diversity of systems among NPHI groups (such as for managing laboratory information) sometimes results in inefficiencies or other problems. Leaders/managers try to ensure staff have access to the information they need.			The NPHI frequently updates its IT strategy to incorporate new technologies and approaches. Organization policies streamline purchasing and ensure system compatibility. Continuous investment ensures up-to-date systems. Staff have easy access to information that optimizes their efficiency and effectiveness. Leaders/managers make information sharing a priority.		
Systems	Key documents are typically stored in filing cabinets or on individual computers. The few existing policies, for example, for human resources) are often outdated and are rarely shared. Administrative systems, for example, for finances or human resources (HR) are limited.			IT policies and guidelines are periodically shared with staff. Financial and other systems are improving. However, data are often inaccurate or outdated, systems are hard to query, and data security is a low priority.			Policies and guidelines are up-to-date and widely shared. Financial and other information is generally accurate and readily accessible. Data security policies are in place and generally followed.			Policies and guidelines are frequently updated. Training and other efforts are made to ensure rapid adoption of critical guidelines, such as for IT security. Information management systems are routinely updated to reflect new technologies and the changing needs of staff.		
Resources	Computers and software are outdated, making information management difficult. The NPHI does not have specialized IT staff. Staff rely on friends or coworkers when they encounter problems with IT.			IT support for staff in the field or remote locations is limited. Although the IT infrastructure is improving, systems for storing and retrieving information are not efficient. IT support for staff is increasing, but it is not adequate to meet their needs.			The NPHI can usually provide good equipment and IT support for staff in the field or working remotely. People in the NPHI's main facilities can access IT support 24/7, but they sometimes have waits that interfere with productivity.			NPHI staff have up-to-date equipment and software, no matter the location. The NPHI provides multiple ways for staff to learn about policies, guidelines, opportunities, etc. IT support is available 24/7 for workers regardless of location, usually with very fast turnaround.		
Quality	IT support is minimal. Information in the NPHI's systems is inaccurate, hard to access, and rarely used. The lack of a central system makes it difficult for staff to find information and to determine which policy or other documents are the latest.			Although the NPHI has a few staff trained in IT, there are not enough for the NPHI's needs. Data from management systems is often incomplete or outdated and includes errors. Leaders/managers make only limited efforts to disseminate information widely, and these fail to reach many employees.			IT staff numbers and abilities are usually sufficient for the NPHI's needs. Systems for tracking budget, personnel, etc., are generally good, although updating of information may lag. A wide range of information is regularly shared with staff; however, the volume of information staff receive can be overwhelming.			The NPHI's IT staff are well-trained. They often devise creative solutions to address the NPHI's needs. Financial, HR tracking, NPHI policies, and other information are continuously updated, and the information is easy to access. Systems are designed to deliver critical information without overwhelming staff.		
Engagement	Staff struggle to access the information they need for their work and careers. They frequently encounter technological obstacles to getting their work done. The organization provides minimal IT support, forcing staff to rely on personal connections to solve problems.			Information management is improving, but staff still encounter barriers to obtaining needed information. IT support is improving, but staff still encounter long waits and multiple tries to fix IT and information access issues.			Staff can usually find critical information without difficulty. They generally feel informed about topics such as the NPHI's work, training opportunities, etc. They usually know where to seek help when they encounter problems.			Staff find it easy to get IT support. They appreciate the high quality of the NPHI's information management and the NPHI's support for trying new technologies. Staff feedback is used to guide system improvements.		
Impact	Staff often lack the IT tools and information they need, resulting in poor decisions or efforts being abandoned. Limited access to financial and other data negatively impacts program implementation and decision-making.			Improved IT infrastructure and systems are enhancing efficiency and effectiveness. Most staff can access needed information, although this can entail great effort and long delays.			The IT infrastructure supports the achievement of the NPHI's goals. Easy access to policies, guidelines, and other information contributes to efficiency and effectiveness and improves morale.			The NPHI's approaches to ensuring efficient information management and sharing serve as models for other organizations. The NPHI can demonstrate how its IT and management systems have contributed to employee satisfaction, efficiency, and effectiveness.		