

2. 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 bases its hiring decisions largely on external factors, such as political pressure, donor support, or personal connections. Staff are expected to find training opportunities for themselves, and training rarely matches the NPHI's needs.			The NPHI increasingly tries to hire to achieve strategic objectives. Some effort is made by leaders/managers to identify opportunities to train staff to address critical needs.			The NPHI's staffing plan is linked to its strategic plan. However, when hiring, the NPHI often focuses on immediate needs. The NPHI increasingly prioritizes staff development and providing a supportive workplace.			The NPHI's staffing is informed by its strategic plan and addresses current and future needs. The NPHI makes strategic investments in staff development, including succession planning, to ensure current and future success.		
Systems	The NPHI has a few HR policy documents, but they are outdated and not easily available. Core competencies for most positions are not defined. Hiring and selection of staff for training opportunities are often based on personal relationships. Formal performance reviews are rarely conducted.			The NPHI has written HR policies on some topics, but these are often outdated and rarely shared. Core competencies for some positions are defined but are not used consistently. Formal staff performance reviews are sometimes conducted, but they rarely include discussion of staff development. A few senior staff are informally mentoring junior staff.			The NPHI has comprehensive HR policies that are widely distributed and frequently updated. Core competencies for most positions are clearly defined, and fair access to opportunities is a priority. Performance reviews are conducted regularly. Many staff have professional development plans, but opportunities for advancement may be limited. Formal mentorship programs have been started.			The NPHI's HR documents, including descriptions of core competencies, are models for other organizations. The NPHI stresses fairness and inclusivity in opportunities for staff training and advancement. Most staff have up-to-date professional development plans. Strong mentorship programs and other supports help staff grow in their careers. Systems are in place to assess workforce satisfaction and address workplace concerns.		
Resources	The NPHI lacks expertise in HR issues. It uses paper systems to manage time and attendance and other aspects of HR. Resources for training are extremely limited. Poor compensation and poor working conditions contribute to frequent turnover.			Leaders/managers lack training in HR and HR management. HR data systems are often dysfunctional. The NPHI supports some training but not enough to address most critical needs. Attempts to improve compensation and work conditions have had limited impact.			Leaders/managers increasingly have been trained in HR management. HR data systems are easily accessible, although not always up to date. Training opportunities for staff include technical skills, as well as topics such as leadership and management. Good salaries and work conditions have contributed to employee morale and less turnover.			Senior leaders/managers invest heavily in HR and HR management. HR systems are easy to use, and information is complete and up to date. Staff receive high-quality training, both for their current jobs and for career advancement. Turnover is low due to competitive salaries, good working conditions, and other positive aspects of working at the NPHI.		
Quality	Staff skills often do not match the requirements of their jobs. Managers invest little in HR management, in part due to the poor quality of HR documents and systems and lack of management skills. Few staff receive training needed to perform optimally.			Most existing staff, including new hires, have the basic skills needed for their jobs but could benefit from additional training. Managers are not always familiar with HR policies. The quality of training developed by the NPHI is often poor.			Staff have skills to perform their jobs or are provided opportunities to obtain needed skills. The NPHI disseminates HR policies and usually implements them fairly. Training developed by the NPHI is of high quality.			The NPHI encourages all staff to continuously expand their skills and knowledge. The NPHI's training programs and career ladders are models for many organizations, and its curricula and approaches are used by many others.		
Engagement	Staff often are frustrated by unclear HR policies and the perception of unfair treatment. Many are concerned that their training and skills are not adequate for the requirements of their jobs.			Disputes often arise due to unclear HR rules. Some staff remain frustrated by the lack of training opportunities and mentorship. The NPHI makes limited efforts to address staff concerns.			Staff generally understand HR policies and can easily access training for their job and to advance in their careers. The NPHI is making a significant effort to ensure staff satisfaction and retention.			Staff and supervisors communicate openly about expectations, skills development, and performance. Staff are routinely helped to advance in their careers. The NPHI prioritizes workplace satisfaction and retention.		
Impact	Poor morale and gaps in technical and professional skills impact the NPHI's ability to achieve its goals. Opportunities for mission-critical staff training are limited, and staff retention is poor.			The NPHI has adequate staff for most routine functions, but lack of training and frequent turnover negatively impact morale and performance.			The NPHI's staffing aligns with its mission and goals. Workers generally feel fairly treated and that they are supported to advance in their skills and careers, which helps to optimize their contributions and increase loyalty to the NPHI.			The NPHI's staff generally excel at their jobs. They understand that the NPHI is investing in them and the workplace. They demonstrate their appreciation and commitment through their efforts on behalf of the NPHI.		