

7. Internal Communication												
Basic			Developing			Advanced			Leading Edge			
1	2	3	4	5	6	7	8	9	10	11	12	
Strategic Direction	The NPHI lacks a clear and widely shared vision or sense of mission. Communication between leaders/managers and staff is generally focused on specific projects or activities.			Leaders/managers sometimes discuss the NPHI's vision and goals, but communication mostly focuses on short-term issues. Some parts of the NPHI are working to coordinate or share information with other groups within the NPHI.			Leaders, managers, and staff increasingly engage in communication about vision and long-term goals. Policies and guidelines are widely shared. Strategic linkages and communication are expected to cross organizational units.			The NPHI's vision, mission, and goals are well-known across the NPHI. Efforts are made to engage all staff, including those with diverse communication styles and needs, in discussions about the NPHI's vision and ongoing work. The NPHI balances providing comprehensive information with preventing information overload.		
Systems	Leaders/managers have few systems for routine communication with staff, such as regular meetings or emails. Information is mostly shared informally, based on specific needs, convenience, and personal relationships. Staff find it hard to access information about the NPHI, such as policies, financial reports, and publications.			The NPHI is establishing systems, such as regular staff meetings, email distribution lists, and chat apps, for more effective communication. Systems to help staff find critical information are starting to develop but remain limited.			Several systems exist to ensure staff understand the NPHI's vision, mission, and goals. Systems are being implemented to encourage cross-NPHI collaborations. Staff can easily find most of the information they need to do their jobs well.			In addition to formal systems, the NPHI supports informal systems, such as interest-based networking, to connect different groups within the organization. Staff input is used to continuously improve internal communication. Well-organized systems make it easy for staff to access information they need for their jobs and collaborate with other NPHI groups.		
Resources	Lack of infrastructure, such as adequate meeting rooms and robust email systems, impedes the establishment of good communication practices. Support for remote work is limited.			The NPHI's infrastructure, such as meeting space and other capacities, is improving, which is leading to improved internal communication. Communication with people who are not physically at headquarters, including remote staff, is suboptimal.			The NPHI has infrastructure that promotes information sharing, including with staff working remotely. Trained staff are sometimes available to help ensure efficiency and effectiveness of internal communication.			The NPHI has trained staff and the uses latest technologies to optimize internal communication. Resources are invested to ensure remote staff and those with special needs have access to information and can participate in NPHI discussions.		
Quality	Leadership/management and staff focus only on essential internal communication, for example, to meet deadlines or respond to emergencies.			Shared information is often unclear and is not concise. Little effort is made to ensure that information is received by those who need it or to tailor it to their needs.			Internal information products and channels are often tailored to different audiences. However, decisions on what information to share and how to share it are not always strategic. Staff are sometimes overwhelmed by the volume and complexity of information.			The NPHI is thoughtful about the information it disseminates so that staff do not get overwhelmed and can quickly identify the information that is most critical to them. The methods used to deliver information are appropriate for the types of information being shared.		
Engagement	Staff often feel that they lack critical information. When information is shared, it is often not succinct or coherent, making it difficult and time-consuming to understand.			Staff usually can obtain critical internal information through a mix of informal and formal means, but the time and effort required often cause frustration. Opportunities for staff input on major issues facing the NPHI are limited.			Staff generally receive information about priority issues. They increasingly have opportunities to provide input to leaders and managers.			Communication is timely and efficient, and staff feel well-informed. Multiple channels and approaches are used for staff input, including anonymously. Staff feel that their input is valued and is often acted on.		
Impact	Poor communication leads to misunderstanding and frustration. Productivity and morale suffer because staff lack the information they need to do their work.			Communications sometimes reach the right person at the right time, but communication gaps and difficulties in accessing information reduce NPHI efficiency.			Staff generally receive the information and resources they need to work effectively, although some time is wasted prioritizing or understanding the information.			Clear bidirectional communication and easy access to critical materials support staff efficiency and productivity and contribute to a strong NPHI identity and good morale.		

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. Revised 2024.