8. Internal Communication

	Basic			Developing			Advanced			Leading Edge		
	1	2	3	4	5	6	7	8	9	10	11	12
Strategic Direction	Leaders inform staff about critical issues when action is needed. Throughout the NPHI, communications are ad hoc, often resulting from chance meetings or urgent needs.			Leaders make efforts to inform key people about critical information in a timely way. Some parts of the NPHI recognize the need to coordinate or share resources with others and are establishing ways to do this efficiently.			Leaders and managers consider sharing of information with staff and getting staff input to be a high priority. Strategic linkages and communications that cross organizational units are expected.			Leaders and managers model excellent internal communications practices and provide supports and guidance to help ensure that similar practices are instituted at all levels of the NPHI. Managers are responsible for ensuring that strategic cross-organization communications are conducted in a timely and effective manner.		
Systems	The NPHI has few regular or routine communications from leadership to staff, such as regular meetings or emails. Formal communications between different parts of the NPHI, for example, joint planning meetings, are rare. Information is communicated informally, based mainly on convenience and personal relationships.			The NPHI is establishing systems (e.g., regular staff meetings, email distribution lists) for more effective communications.			Leadership uses several approaches to communicate with staff, including regular all-staff meetings and broadcasts, newsletters and emails, and dissemination of information through managers and supervisors. Leaders set the expectation that organizational units collaborate and communicate with one another.			When communications failures are recognized, efforts are made to understand the causes and implement changes. Staff surveys and feedback are also used to improve systems and practices for internal communications.		
Resources	Lack of infrastructure, such as the lack of big meeting rooms, a well-organized email distribution system, and lack of infrastructure impede institutionalizing good communications practices.			The NPHI has adequate infrastructure, such as meeting space and other capacities that support internal communications. However, communication with people who are not at headquarters is limited.			The NPHI has infrastructure that encourages internal information sharing, including the ability to engage remote audiences.			The NPHI's communications infrastructure takes advantage of latest technology. It is adequate to support communications even with staff deployed to remote areas.		
Quality	Because of the demands on leadership and staff, there is little time to focus on internal communications, except that deemed essential.			Shared information is often unclear and is not concise. Little effort is made to ensure that information is received by those who need it and to tailor it to their needs.			Internal information products and channels are often tailored to different audiences. However, decisions on what information to provide via email, face-to-face, or in other ways is not always strategic. Staff are sometimes overwhelmed by the volume and complexity of shared information.			The NPHI is thoughtful about how it disseminates information, so that staff do not get overwhelmed and can quickly identify the information that is most critical to them. Approaches to delivering information usually matches the type of information being shared and needed response.		
Engagement	Staff often feel that they are missing critical information. They are often unable to absorb information that is shared, for example, because it is not succinct and coherent and takes too much time and effort to understand.			Staff feel they eventually can obtain most internal information that is relevant to their position through a mix of informal and formal channels, but the time and effort required to obtain and understand this information creates frustration.			Staff feel that they receive information about priority issues in a timely manner. Staff have limited opportunities to provide input to leaders and managers.			Communications are timely and efficient enough that staff feel well-informed. Multiple channels and approaches exist for staff input to leaders and managers, including opportunities for anonymous feedback. Staff feel that their input is valued and is often acted on.		
Impact	Poor communications contribute to misunderstanding and frustration. Productivity and morale suffer because staff do not have information they need to do their work.			Communications sometimes reach the right person at the right time, allowing them to work efficiently and effectively. However, communication gaps are frustrating to staff and reduce NPHI efficiency.			Staff generally receive the information and resources they need to do their jobs effectively, although some time is wasted prioritizing or making sense of the information.			Clear communications support staff efficiency and productivity, as well as contributing to a strong NPHI identity and good morale.		