

3. Health and Safety											
Basic			Developing			Advanced			Leading Edge		
1	2	3	4	5	6	7	8	9	10	11	12
Strategic Direction	Except when required by donors, occupational health and safety is not one of the NPHI's priorities.		The NPHI is increasingly concerned about providing a safe and healthful workplace. Safety concerns are incorporated into plans for building renovation and replacement and new equipment purchase.			Worker health and safety is an NPHI priority. All managers are responsible for ensuring the safety of their employees.			Workplace safety and health is integral to all NPHI planning. The NPHI commits substantial resources towards ensuring workers are safe and promoting health and wellbeing.		
Systems	Safety guidelines and procedures are rarely implemented. There are no specific systems for reporting hazards, injuries, or other work-related health and safety problems.		The NPHI has health and safety guidelines for many areas, but these are not shared broadly or regularly. Procedures for reporting hazards, injuries, and other problems exist but are rarely followed.			The NPHI's health and safety guidelines and SOPs are documented and easily accessible to staff. Equipment and environments that may be of concern are routinely checked. Staff compliance with safety measures is high.			Health and safety policies and protocols are strictly enforced. The NPHI's systems reinforce safe and healthful practices among all employees.		
Resources	Buildings are run-down, and worksite hazards are common. Furniture and workspaces are rarely designed ergonomically. Few resources are available to ensure safety of staff in the field. Very little safety training is provided, even for high-risk jobs.		The work environment is improving as buildings are renovated and replaced. However, many work areas remain uncomfortable or unsafe. Staff in the field sometimes are provided personal protective equipment, medications for prophylaxis and treatment, and other supports to keep them healthy. Where essential (e.g., in the laboratory), some training is provided.			The NPHI commits significant resources to workplace health and safety, including providing ergonomic workstations. All staff, including those going to the field, are regularly trained on health and safety procedures relevant to their jobs and receive appropriate supplies and protective equipment.			Besides providing infrastructure and training related to safety for all staff, including those in the field, the NPHI provides lifestyle classes and opportunities for workers to exercise and eat healthy while at work. All staff, including in the field, have access to assistance at all times of day or night should they encounter workplace health or safety issues.		
Quality	Injuries, musculoskeletal problems from poorly designed workspaces, hazardous exposures, and complaints about the work environment are common. Staff in the field are often injured or become sick.		The NPHI fixes the most obvious hazards, although the NPHI's response often takes a long time. Due to inadequate resources, work in the field often remains hazardous.			When injuries or illnesses occur, efforts are made to understand the reasons and implement preventive measures.			The NPHI's work safety and lifestyle programs serve as models for others. Reviews from external groups, as well as staff feedback, attest to the excellence of the NPHI's safety and lifestyle programs.		
Engagement	Staff often worry about their health and safety on the job, and feel that the NPHI is not taking adequate steps to protect them. Staff in the field often feel at particular risk and often use their own resources to buy supplies and medicines.		Staff use informal channels to report on safety and health concerns, and some of these complaints result in action. Staff in the field continue to pay out of pocket for some supplies.			Formal channels exist for staff to report health and safety concerns, including anonymously. Staff often proactively identify issues and suggest solutions. Leadership and staff share a commitment to health and safety and work together to resolve issues. Staff in the field appreciate the NPHI's efforts to ensure their health and safety.			Staff are highly engaged in ensuring safety and improving health. They take advantage of multiple and diverse opportunities to provide input into the NPHI's health and safety programs.		
Impact	Hazards are left unaddressed for extended periods of time and impact the health and safety of NPHI staff, as well as their ability to do their work. Some staff have become sick or injured on the job.		Some injuries and illnesses are prevented through health and safety measures, but preventable problems continue to occur.			There are few injuries or illnesses from the workplace.			There are few injuries or illnesses from the workplace, and many staff have documented personal health improvements. The NPHI's health and safety programs are continuously improving, using staff input and new technologies to reduce injuries and promote wellness. This results in higher job satisfaction and greater productivity.		