

7. 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 policies about personnel, ethics, and other issues that impact staff are not easily accessible. Data from management systems (e.g., budget) are rarely available to guide decision-making.			The NPHI has written policies on personnel, financial management, and other areas, many of which are made available to managers. Some financial and other information is available to managers to help in decision-making.			Managers in most parts of the NPHI have access to policies and guidelines. The NPHI is working to improve the user interfaces so that staff have better access as well. Financial and other information is routinely available to managers for decision-making.			The NPHI has a comprehensive information management strategy that supports integration of various systems, including financial management and HR. Consistent user interfaces and well-designed systems allow staff to access a range of information.		
Systems	There are few systems to help staff learn about policies. Key documents are typically stored in file cabinets or on computers of individual administrative staff. Data from tracking systems (e.g., human resources (HR), budget) are difficult to access and are infrequently shared with programs.			Many of the NPHI's policies are available online, but they are often outdated and difficult to access. The NPHI lacks guidelines in some key areas (e.g., on what documents to save). Financial and other data are periodically shared with programs, but the NPHI's systems are not set up for querying by managers and staff.			Some user interfaces are simple, but many require specialized training, resulting in staff having to spend time in training or go to others to get information they need. Policies and guidelines are up-to-date, and financial and other information can be accessed by those who have been trained.			The information management system is routinely updated to reflect new technologies and changing needs of staff. Systems are in place to support access to information by people with a range of abilities and needs.		
Resources	The NPHI's computers and software are outdated, making information management difficult. The NPHI does not have staff trained in information management.			Although the NPHI's IT infrastructure is improving, systems for storing and retrieving information are not efficient. Only a few staff have the ability to access, maintain, and update systems. Staff expertise in information management is limited, although some gaps are filled by consultants.			The NPHI's computers and software support access to a wide range of information. The NPHI has adequate information management staff and software to facilitate access to much of the NPHI's information.			The NPHI provides multiple ways for staff to learn about policies, guidelines, opportunities, etc. Specialized staff help employees navigate the various systems. Specialized staff think strategically about information needs and oversee purchases and system design. The NPHI continuously invests in maintaining and upgrading systems.		
Quality	Information from the NPHI's systems is hard to access, inaccurate, and rarely used. Lack of a central system makes it difficult for staff to determine which policy or other documents are the latest.			Data from tracking systems sometimes includes errors. Information for staff (e.g., about HR policies and opportunities for training) are sometimes incorrect or outdated.			The NPHI has good systems for tracking budget, personnel, etc., although updating of information often lags. HR and other policy documents are readily available. A wide range of information is regularly shared with staff; however, the volume of information can be overwhelming.			Systems are designed so that the information available does not overwhelm staff, increasing their efficiency in finding needed information. Financial, HR tracking, NPHI policies, and other information are continuously updated.		
Engagement	Staff are frustrated because they spend so much time searching for information, or because the organization's policies and procedures are not transparent or deviate from those that are written.			Staff are able to find some of the information they need easily, but they become frustrated when information is hard to find, outdated, or incorrect.			Staff are generally able to find information they need. They are encouraged to contribute to information management by using naming conventions, employing platforms for sharing documents, and other tools.			The NPHI uses staff feedback and evaluations of how staff use the systems to make improvements. Staff understand the value of information management tools and comply with NPHI guidelines for naming and sharing documents, updating information, etc.		
Impact	Staff often lack the information they need, resulting in poor decisions or efforts being abandoned. The lack of access to financial and other data impacts program implementation and decision-making.			With effort, staff can access needed information and make informed choices. The increasing availability of information is improving decision-making.			The ability of staff to easily access the NPHI's policies, guidelines, and other information contributes to efficiency and effectiveness and improves morale. The use of monitoring data (e.g., on budget) helps the NPHI do more with the available resources, although the impact of these would be improved if the systems were more timely and easier to access.			The NPHI's information management systems improve staff productivity and satisfaction and compliance with laws and rules. Staff use of standard conventions and other information management tools encourages collaboration and facilitates information exchange. Up-to-date budget and other information provides a basis for good decision-making.		

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.