

Alliance for Innovation Performance Management Spectrum

Designed for Alliance members from research and adaptation of the ICMA Performance Management Certificate Program, Baldrige Performance Excellence Program, Florida Sterling performance excellence criteria and the PerformanceStat Model.

	 BASIC PERFORMANCE MANAGEMENT	 INTERMEDIATE PERFORMANCE MANAGEMENT	 ADVANCED PERFORMANCE MANAGEMENT	 PERFORMANCE MANAGEMENT EXCELLENCE
 DATA COLLECTION	- Input and output measuring - Basic data collection - Use of spreadsheet tracking	- Quarterly data analysis - Trend monitoring - Dashboard tracking and data visualization	- Qualitative measuring (efficiency & effectiveness) - Data validation techniques - Automated data collection	- Community outcome measuring - Process performance measuring
 LEADERSHIP & ACCOUNTABILITY	Target identification without validation	- Use of targets as a measurement tool - Department monitoring of performance measures - Senior leadership monitoring of key measures - Designated performance management leader - Standardized due date for data collection	- Monthly senior leadership meeting on performance management - Identification of performance deficits - Governance of data collection	- Full release of PerformanceStat program - Measure performance deficit strategies with allocation of resources - Continuous organizational learning & agility that leads to process improvement - Establish an Innovation culture: measured risk taking & transformative leadership
 STRATEGIC PLAN ALIGNMENT	- Alignment of measures to the strategic plan - Major initiative measuring	- Alignment of measures to the strategic plan - Major initiative measuring	- Identification of Key Performance Measures at the Employee level - Performance management training included in New Employee Orientation	Use of quantitative goals and objectives
 CUSTOMER ENGAGEMENT	- Measures included within budget - Obtain customer feedback	- Customer satisfaction measuring - Inclusion of performance measures in public documents (presentations, quarterly reports, etc)	- Online transparency of measures - Public accountability of major initiatives	- Customer-focused excellence - adopt programs with customer input - Use measures to conduct budgeting for outcomes/priorities based on citizen feedback
 EMPLOYEE INVOLVEMENT	- Types of measures defined - Training on performance measurement	- Core performance management team - Open access to dashboarding	- Identification of Key Performance Measures at the Employee level - Performance management training included in New Employee Orientation	Linkage between Employee Performance instruments and core Key Performance Measures
 PRACTICE ADOPTION & COMPARISON	Identification of peer comparison and potential benchmark partners	- Active peer review comparison with administrative directive or policy - Participation in local performance presentations	Adoption of industry best practices where available	- Active best practice comparison - Accreditation where possible - National performance-based presentations

CATEGORIES DEFINED



DATA COLLECTION

Collection and verification of performance data.



LEADERSHIP & ACCOUNTABILITY

Use of measures as a management & accountability tool.



STRATEGIC PLAN ALIGNMENT

Alignment of measures to strategic plan goals & objectives.



CUSTOMER ENGAGEMENT

Surveying, satisfaction measuring and public reporting.



EMPLOYEE INVOLVEMENT

Performance management training, dispersed responsibility, internal reporting.



PRACTICE ADOPTION & COMPARISON

Best practice adoption, peer review comparison, networking and presentation.