

Criteria: ICMA Certificates in Performance Management 2021

Category	Achievement	Distinction	Excellence
Data Collection	4 services areas over 2 years.	6 services areas for 3 years	Identification, tracking, and reporting of key outcome measures beyond inputs, outputs, and workload indicators
Verification and Coordination	Participation in efforts to verify, correct, or further explain any data that may be in question. Designation of a primary staff person to oversee PM efforts (NOTE: In larger organizations, this role may be filled by more than one person.)		
Training/Support	At least one informational or training session during the past year for jurisdiction staff, dealing with performance measurement issues, or coordination of staff's attendance at alternate training sessions	Consideration of the particular needs of new employees in performance measurement training efforts.	Meets criteria for the certificate of achievement and distinction.
Public Reporting	Incorporation of jurisdiction performance data in documents, local media or social media. Sharing of performance data online, in public mailings, or in public meetings. NOTE: Must include targets or goals for key measures.	Public reporting that incorporates: 1) sufficient data to judge past performance 2) comparison values from other jurisdictions, groups or private industry; 3) narrative text to discuss the significance of the data and action steps if goals not achieved, and 4) searchability (e.g., via public keyword search or website shortcut rather than needing to watch an entire budget meeting to hear performance-related discussion). NOTE: All four are required.	Use of graphs, color-coding, dashboards, etc., to highlight performance above or below expectations or varying significantly from past or comparable data. Such reporting should enable "at-a-glance" identification of potential areas of concern, rather than simply providing a data table or departmental icon.

Continued below...

Category	Achievement	Distinction	Excellence
Accountability, Process Improvement		Adoption of policies for holding staff accountable to report performance data and work toward continuous improvement	Internal tracking and consideration of performance data on at least a quarterly basis, including presentations, reports, or discussions with department staff and elected officials.
Networking		Sharing of performance measurement experiences/lessons-learned with other communities or organizations (e.g., academic, private sector)	
Planning, Budgeting		Consideration of performance data in measuring progress toward strategic plan goals (for the overall organization, departments, or individuals), making management decisions, or considering financial issues.	
Equity			Reporting and analysis of equity in the provision of services, such as on a neighborhood or demographic basis. (Optional for 2021; This will be required in 2022)
Leadership			Internal emphasis on performance measurement that makes it pervasive in the organizational culture, and external leadership in networking, presentations, and data sharing.
Surveying			Conduct and public reporting of customer satisfaction surveys, both of internal customers (employees) and the general public.

NOTE: [Updates to the criteria for 2021 are shown in blue.](#)

The application makes specific reference to data dictionaries, CRM, social media applications, residents' academies, Lean Six Sigma, predictive analytics, departmental accreditation, smart community technology, geo-mapping, and other initiatives. While these are not required at this time for any particular certificate level, we request that you detail any relevant work in those areas as they may contribute to the jurisdiction's overall rating. The evaluation process is not entirely points-based, but approximately 1/3 of the total consideration is given to public reporting. Where some criteria are not met at all, this may serve to disqualify an application or impact the jurisdiction's ability to reach a higher level of recognition. As you have any questions, please contact performanceanalytics@icma.org.