

IPERFORM
Performance Evaluation System



Employee Guide

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State of Idaho
Division of Human Resources
208.334.2263
<http://dhr.idaho.gov/>

I-PERFORM General Information

I-PERFORM is an online application that supports a statewide performance management system for state agencies. In addition to the ability to document, create, review, finalize, and retrieve employee evaluation records, supervisors have the ability to quickly document day-to-day performance. The development of I-PERFORM is a collaborative effort between the Division of Human Resources (DHR), The State Controller’s Office (SCO), and other state agencies represented in the I-PERFORM Oversight Committee, and the I-PERFORM Human Resources Focus Group.

If you experience any problems with this application please contact your agency I-PERFORM system administrator or the Division of Human Resources email- iperformhelp@dhr.idaho.gov. If you have any suggestions for this help manual please contact the Division of Human Resources.

Division of Human Resources
304 N. 8th Street, Suite 347
Boise, ID 83720-0066

(208) 334-2263
iperformhelp@dhr.idaho.gov



I-PERFORM Employee User Guide

EMPLOYEE PERFORMANCE EXPECTATIONS (STANDARDS) CROSSWALK

This cross walk will help you and your staff members understand the correlation between the performance standards as listed in the previous performance evaluation and the current performance expectations. Note: Standards from prior evaluation form will be duplicated within the revised performance expectations.

Current Performance <i>Expectations</i>:	Previous Performance <i>Standards</i>:
<p>PROFESSIONALISM This performance expectation evaluates the employee's competence in quality of work, dependability, adaptability/flexibility, and respect for others.</p>	<p><u>Adaptability/Flexibility:</u> This describes how well the employee adapts to change and is open to different and new ways of doing things. <u>Dependability:</u> This describes how well the employee completes assigned work in a timely manner. The employee meets attendance requirements. <u>Interpersonal Skills:</u> This describes how well the employee establishes and maintains effective work relationships. Demonstrates good communication and listening skills. Practices respect for others. Demonstrates conflict resolution skills. <u>Quality:</u> This describes the employee's work in terms of consistency, thoroughness, and accuracy. <u>Work Environment/Safety:</u> This describes how well the employee promotes a respectful workplace and complies with general conditions of employment, EEO, security, and workplace safety policies.</p>
<p>PROMOTING RESPONSIBLE GOVERNMENT This performance expectation evaluates the employee's competence in adaptability, dependability, productivity, efficiency, work environment and safety.</p>	<p><u>Adaptability/Flexibility:</u> This describes how well the employee adapts to change and is open to different and new ways of doing things. <u>Dependability:</u> This describes how well the employee completes assigned work in a timely manner. The employee meets attendance requirements. <u>Productivity:</u> This describes how the employee manages and completes workload expectations and demonstrates the knowledge and skills needed to do the job.</p>
<p>CUSTOMER FOCUS: This performance expectation evaluates the employee's competence in customer service, conflict resolution, interpersonal skills, and communication.</p>	<p><u>Adaptability/Flexibility:</u> This describes how well the employee adapts to change and is open to different and new ways of doing things. <u>Customer Service:</u> This describes how well the employee works with internal and external customers to achieve desired results and maintain positive relationships. <u>Interpersonal Skills:</u> This describes how well the employee establishes and maintains effective work relationships. Demonstrates good communication and listening skills. Practices respect for others. Demonstrates conflict resolution skills. <u>Work Environment/Safety:</u> This describes how well the employee promotes a respectful workplace and complies with general conditions of employment, EEO, security, and workplace safety policies.</p>
<p>PERFORMANCE EXPECTATION: LEADERSHIP This performance expectation evaluates the employee's competence to motivate people and efficiently manage resources in achieving the agency's mission.</p>	<p>Encompasses all facets of previous standards from supervisor/manager level.</p>

Performance Management Best Practices

Performance evaluations assist employees in developing their careers and being successful in their jobs. They describe expectations and objectives for all state employees. Performance evaluations help to ensure:

1. The agency mission and vision are achieved.
2. There is statewide consistency to the extent possible.
3. Legal requirements are met (Ref. I.D.A.P.A 67-5309(h)).
4. Personnel decisions are justifiable and equitable based on performance documentation.

Effective performance management establishes a year-round partnership between the employee and the supervisor while creating a shared understanding about the work that is to be accomplished and how that work is to be done.

The best performance management systems include the components of:

- Providing consistent, effective, and timely feedback and coaching
- Setting expectations and resetting them as they change.
- Evaluating current skills, identifying missing skills, and creating a development plan to close existing skill gaps.
- Immediately and consistently documenting effective and ineffective actions and behaviors to demonstrate trends.
- Creating an environment where employees can feel motivated.
- Ensuring complete, shared understanding of the State and agency performance ratings.
- Utilizing a system to bring consistency and reporting of performance ratings across agencies.
- Delivering an evaluation that is fair, accurate, free of bias, and informative.

SMART Criteria

Anytime goals are created they should be defined in a way that is clear and targeted. The SMART acronym has been used for many years to help add structure to goals so they can be meaningful and it allows us to know when we achieved exactly what we wanted to have happen.



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I-PERFORM Roles

Role	Responsibility	Access
Employee	<ul style="list-style-type: none"> • Review both current and past performance evaluations for clarity of: <ul style="list-style-type: none"> ○ Expectations ○ Current and future goals and objectives ○ Agreed upon actions to be taken for development ○ Documentation of performance 	<ul style="list-style-type: none"> • View draft evaluation once forwarded by supervisor • Add comments to the evaluation on the cover sheet • Sign or Refuse to sign the evaluation • View Final evaluation after evaluation is transmitted to the State Controller's Office
Supervisor	<ul style="list-style-type: none"> • Maintain documentation in the Supervisor's Employee Folder • Create and maintain performance evaluations for staff • Follow routing and approval processes of the agency • Utilize the four Performance Expectations as set forth by the Office of the Governor • Obtain a clear understanding of the individual rating levels and apply them consistently and without bias 	<ul style="list-style-type: none"> • Access to Electronic Employee Folder • Create and delete "Draft" status evaluations • Auto populate goals , objectives, and developmental objectives • Review comments by reviewers and employees • Add and delete documentation and attachments as necessary • Print evaluation for employee • Final review and approval after employee comments and signs • Access to run reports for employees supervised
Reviewer	<ul style="list-style-type: none"> • Assist the supervisor in creating a clear, concise, specific, informative, and legally-defensible performance evaluation • Check for common errors 	<ul style="list-style-type: none"> • Review evaluations • Return to supervisor for edits and/ or Review complete, if no changes are needed
Administrator	<ul style="list-style-type: none"> • Create Administrators and assign access levels • Create/ Edit the agency-specific PEL routing structure within I-PERFORM • Create and maintain agency specific evaluation standards, if used • Input and maintain Agency Goals and Objectives • Create agency appointees, if used • View employee evaluations agency wide • Create/ Edit Job Templates • Run agency wide reports • Assist supervisors and employees with questions or issues related to I-PERFORM 	<ul style="list-style-type: none"> • Perform Agency Administrative Functions • Perform Agency HR Functions
Agency Appointee	<ul style="list-style-type: none"> • Agency Appointee is not required. Some Agency Directors prefer to review and sign off on all employees' evaluations. 	<ul style="list-style-type: none"> • View/review performance evaluations • Sign performance evaluations
DHR	<ul style="list-style-type: none"> • Provide oversight on the I-PERFORM system • Provide training and support to agencies 	<ul style="list-style-type: none"> • Perform Statewide Administrative functions • Perform all Statewide HR Functions

I-PERFORM Employee User Guide

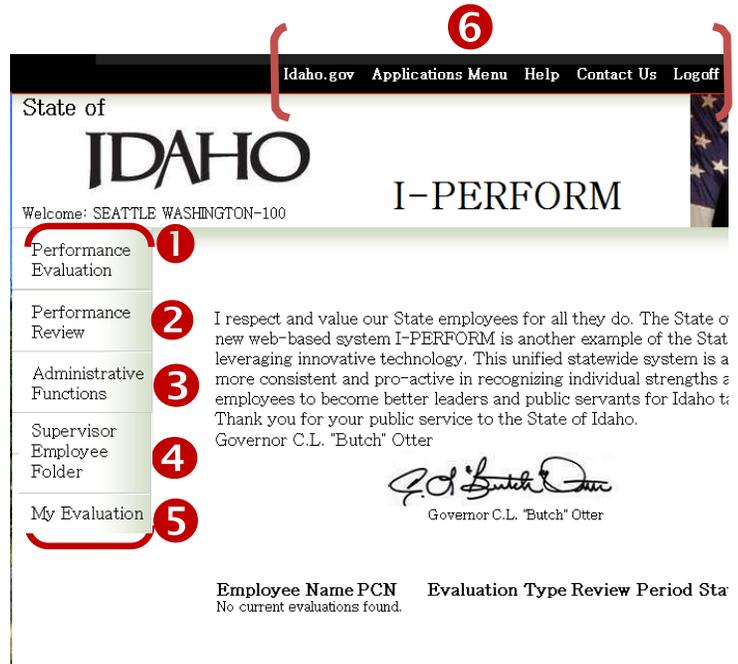
Access I-PERFORM

Sign on to the State Controller's Office Application Menu and click on **DHR I-PERFORM** from the right-hand column on the bottom of the screen.



The left frame functions as navigation between the areas of I-PERFORM. **Depending on the individual's role this menu will have different options:**

1. **Performance Evaluation** is available to supervisors and allows access to create and/or maintain their employee's evaluations.
2. **Performance Review:** Designated employees can view pending evaluations that have been assigned to them for review.
3. **Administrative Functions** are for designated agency I-PERFORM administrative personnel. Allows for role assignments and system set-up.
4. Supervisors can capture notes during the review period by selecting **Supervisor Employee Folder**.
5. All employees can access their performance evaluation by clicking on **My Evaluation**.
6. The main navigation bar at the top of the screen will remain static; however available options may change from page to page based in the employee's assigned role.



General Navigation Tips



Use **EXIT** on each screen to return to the home screen. Depending where you are in the system, clicking the browser “back” button may give you an error message or keep returning to the same screen. You will receive a message reminding you to save.



I-PERFORM uses Microsoft Outlook to send notifications during the routing process. To ensure that emails do not get caught in your junk or blocked folders, add the system email address to your safe list.

- In Outlook click on the drop down list for **Junk** from the home tab.
- Click on **Junk E-mail Options**.
- Click on the **Safe Senders** tab.
- Copy or type in this address: [SCOapps_Admin/SCO.APPS@apps.sco.idaho.gov](mailto:SCOapps_Admin@apps.sco.idaho.gov).
- Click **Add**.
- Click **OK**.



A **Spell Check** feature is available for all text in the evaluation.

- Clicking the Spell Check button in the top navigation bar checks the entire evaluation.
- Clicking on one of the red check marks  displayed throughout the document checks that specific section.



Like I-Time, your systems will **time-out** for security reasons. The length of time before timing out is 3-4 hours. To avoid losing work, save **VERY** frequently.



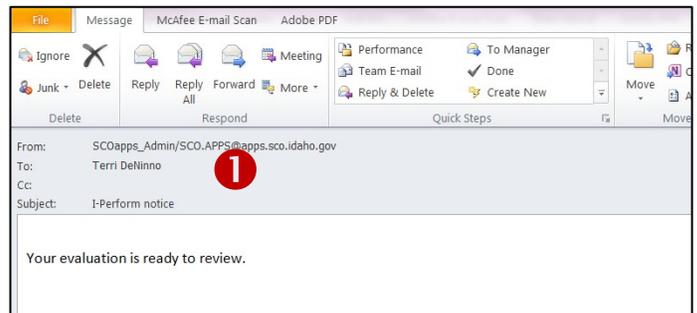
Windows Internet Explorer 8

Your version of Internet Explorer (IE) is important to the complete functionality of I-PERFORM. If your agency has moved to IE9 you will experience errors related to incompatibility. IE8 provides optimal performance.

Using I-PERFORM: *Employees*

As an employee, you have the ability to see your past evaluations once they have been completed. If prior years were not completed using the I-PERFORM system you will not be able to view them in I-PERFORM; you may request a copy from your agency HR representative.

1. After your supervisor has discussed your evaluation with you, you will receive an email from I-PERFORM notifying you that your evaluation is ready for your review, comments and signature. To ensure receipt of emails from I-PERFORM, add the email address: SCOapps_Admin/SCO.APPS@apps.sco.idaho.gov to your Safe List as described in the section on General Navigation; page 7.
2. Upon receipt of the notification email, log into I-PERFORM and click on **My Evaluation**. Evaluations available for review will be listed at the bottom of the I-PERFORM screen.



The evaluation is *not* ready for your review yet if:

3. The bottom of the screen indicates **No Current Evaluation Found**, and/or
4. You clicked on My Evaluation and see the message "No Current Evaluation Found".



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Review your evaluation:

After your supervisor meets with you to review your evaluation by printed copy, your supervisor will then submit your evaluation electronically to you for your review, comments, and signature. You will receive an email notification. When you log into IPERFORM, you will click on **My Evaluation**.

1. The first screen you will see is the *Performance Cover Sheet*, as indicated by the tab at the top of the page. This page displays personal information, the dates the current performance evaluation covers, the type of review for this period, and the overall rating for this period.
2. Click on the **Performance Objectives** tab.
3. Review the *Key Responsibilities*, describing your essential job functions.
4. Review the *Objectives* from the prior year, summarizing the areas of desirable growth for the current year.
5. Scroll down to *Review of Prior Year Employee Development Plan*, which includes your supervisor's comments on your progress toward meeting previously discussed goals.



This is a DRAFT evaluation of your performance. If there is anything you see on this or following pages that causes you concern, schedule time with your supervisor to discuss the ratings and/or comments **BEFORE** adding your final comments, signing, or refusing to sign.

Ready for Employee | Create Documentation | Add Attachments | Delete Attachments | Spell Check | Save | Delete | Cancel | Print Preview | Help

Performance Cover Sheet | Performance Objectives | Performance Expectations | Performance Summary | Audit/Attachments

State of Idaho
Senate
Employee Performance Evaluation

Employee Name: DENVER C COLORADO Job Title: SENATORS
PCN: 9090 Division/Unit: DHR
Supervisor/Manager: SEATTLE WASHINGTON-100
Review Period: From Date (mm/dd/yyyy) 11/01/2011 To Date (mm/dd/yyyy) 11/07/2012

Type of Review:
 Annual Review Entrance Probation Promotion Probation
 Transfer Separation from State Service Other

Overall Rating: This document is an evaluation of the employee's performance since the last evaluation.
 Exemplary Performance: This rating is used for special circumstances for employees that should receive special recognition for assigned projects that are completed with significant results and have a significant impact on agency business.
 Solid Performance: This employee exceeds performance expectations.
 Achieves Performance: This employee meets performance expectations OR this employee is developing new skills, gaining new knowledge, or new to the position.
 Does Not Achieve Performance: This employee's performance needs improvement OR is unacceptable in accordance with Rule 190, 152, and 153.
 NA Not Applicable

EMPLOYEE COMMENTS: Please note: If you have questions or concerns regarding the content of your evaluation, do not click sign; the evaluation or refuse to sign the evaluation, instead contact your supervisor to discuss. Also, if you need additional space for your comments, please contact your supervisor.

Ready for Employee | Create Documentation | Add Attachments | Delete Attachments | Spell Check | Save | Delete | Cancel | Print Preview | Help

Performance Cover Sheet | Performance Objectives | Performance Expectations | Performance Summary | Audit/Attachments

Supervisor/Manager: SEATTLE WASHINGTON-100 Division/Unit: DHR
Review Period: From Date (mm/dd/yyyy) 11/01/2011 To Date (mm/dd/yyyy) 11/07/2012

KEY RESPONSIBILITIES:
List the employee's key responsibilities or primary purpose:

Customer Service Representative Key Responsibilities ✓
1. Answer calls promptly and efficiently, keeping the goals of the department in mind.
2. Raise awareness to leadership of trends in problems/complaints.
3. Participate in, and actively seek, professional development training.
4. Collaborate with other members of the team on additional projects as they arise.

Review of Prior Year Objectives:
Insert objectives from previous review period in the space below and discuss the extent to which each objective was fulfilled. Also describe changes (if any) to original objectives.

Objective 1: ✓
Increase call rate by 3% over this period by the end of first quarter.
Denver, you continually improved your call volume and call time. During review of your calls I identified that you are now beginning the conversation in more receptive and positive way. You are efficiently calming the customer down, asking great questions and offering multiple options. Great job!

Exit

Ready for Employee | Create Documentation | Add Attachments | Delete Attachments | Spell Check | Save | Delete | Cancel | Print Preview | Help

Performance Cover Sheet | Performance Objectives | Performance Expectations | Performance Summary | Audit/Attachments

REVIEW OF PRIOR YEAR EMPLOYEE DEVELOPMENT PLAN:
Insert development plan from previous review period in the space below, if applicable. Discuss the extent to which the development plan was fulfilled.

Increase effectiveness on the job to prepare for increased customer satisfaction. ✓

Developmental Objective 1: ✓
Increase customer service skills by attending the following workshops
- Communication 101
- Diffusing Angry Customers
- Everyday Problem Solving
You completed all of these courses and shared your learning with not only me, but the rest of the staff as well, which has allowed all to benefit and raise their skills also. Your behaviors reflect your commitment to the courses and the responsibility to apply what you learned.

Developmental Objective 2: ✓

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Review the Evaluation, Continued:

6. Click on **Performance Expectations**. This page describes the expectations in each of the State's four defined categories of *Professionalism*, *Promoting Responsible Government*, *Customer Focus*, and for managers and supervisors, an additional expectation of *Leadership*. Each section includes descriptions for each of the ratings and examples of observable performance standards.
7. Review *Comments* for each performance expectation area.
8. As you read, you may see notes under the fields titled *Documentation*. These could be any type of documentation related to your performance throughout the review period.
9. If there is other documentation attached you will be able to read the detail by clicking on the *Audit/Attachments* tab.
10. Click on the **Performance Summary** tab. Read what your supervisor has written, which should summarize your performance during the review period.
11. Review comments listed in the *Objectives for Next Review Period* section.

Ready for Employee | Create Documentation | Add Attachments | Delete Attachments | Spell Check | Save | Delete | Cancel | Print Preview | Help

Performance Cover Sheet | Performance Objectives | **Performance Expectations** | Performance Summary | Audit/Attachments

Supervisor/Manager: SEATTLE WASHINGTON-100 LTRK

Review Period: From Date (mm/dd/yyyy) 11/01/2011 To Date (mm/dd/yyyy) 11/07/2012

EMPLOYEE PERFORMANCE EXPECTATIONS

The following rating levels are examples of the performance expectations employees would be demonstrating when rated at one of the three levels: Achieves Performance, Solid Performance, or Exemplary Performance. These examples are meant to assist the supervisor and employee during the performance evaluation discussion in identifying the current level of performance. In addition, this should assist in describing what additional behaviors the employee would need to demonstrate to achieve a higher rating. These examples are not intended to be all inclusive.

PERFORMANCE EXPECTATION: PROFESSIONALISM
Performance expectation evaluates the employee's competence in quality of work, dependability, adaptability/flexibility, confidentiality, and respect for others.

Description of the expectation:
EXEMPLARY PERFORMANCE:
Employee meets and often exceeds expectations for performance expectations listed at Solid Performance level AND consistently demonstrates performance such as:

- Employee is recognized as highly skilled and knowledgeable in their field, actively sought after for advice and guidance
- Exceptional quantity of work, often ahead of schedule and can be depended upon to work independently
- Assigned to special agency projects or is assigned to represent agency in meetings
- Tracks trends on concerns and anticipates issues or problems regarding agency or statewide initiatives
- Consistently looks for improvements to streamline processes or cost efficiencies
- Switches tactics and strategies when planned approaches do not work
- Ensures next level of supervision or management has information for decisions
- Exerts a major positive influence on management practices, operating procedures, and program implementation, which has contributed substantially to organizational growth and recognition
- Proactive and demonstrates foresight in correcting situation that may cause future problems

SOLID PERFORMANCE:
Employee meets and often exceeds expectations for performance expectations listed at Achieves Performance level AND consistently demonstrates performance such as:

- Relied upon to provide consultation or technical assistance within agency
- Adopts practices to improve work processes, enhance customer satisfaction and ensure excellence in daily work

1

COMMENTS

You have demonstrated significant improvement in all areas, a desire to continue growing in your area of expertise, and have been open to stretching your comfort level. The impact to the customers and coworkers alike has been great due to the items mentioned in the Objectives and Developmental sections of this evaluation. You have even received comments from our internal customer and coworkers! These behaviors demonstrate a strong professional focus.

Ready for Employee | Create Documentation | Add Attachments | Delete Attachments | Spell Check | Save | Delete | Cancel | Print Preview | Help

Performance Cover Sheet | Performance Objectives | Performance Expectations | **Performance Summary** | Audit/Attachments

PERFORMANCE SUMMARY

Use this section to summarize the employee's performance for the review period. When providing comments, consider the employee's performance against objectives, key issues from the Employee Performance sections above, and strengths/potential improvements.

Summary:

Denver, you have always been a good employee and with your focus on growth this year have really stepped up and have made significant impacts to the department. You have modeled professionalism to the rest of the staff consistently through your actions and behaviors as described throughout.

OBJECTIVES FOR NEXT REVIEW PERIOD:

Use the following section to record objectives for the next review period.

Learn skills necessary to become the department trainer for new employees. This will allow you to formally share your skills and continue to hone them.



The Performance Review Process should be a collaborative effort. That means you have a responsibility in the process as well.

If you have received compliments from others, send them to your supervisor throughout the year to be included in the documentation!

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Finish the Evaluation

1. Click on **Performance Cover Sheet** tab.
2. If you are satisfied with the evaluation, you may add your comments in the **Employee Comments** field. If you would like to talk to your supervisor about your evaluation schedule time with them. If changes are made to the evaluation based on the discussion, it will be returned to you for comments and your signature once more.
3. When done, click on **Sign** on the top of the screen in the black bar. Your name will be added to the final copy in the field above the Supervisor's signature. The evaluation will then be routed for the final approval process.
4. If you choose NOT to sign, click on **Refuse to Sign**. Refusing to sign the evaluation will not necessarily stop the processing of your evaluation. Please schedule additional time to discuss your evaluation concerns with your supervisor.
5. A pop-up box will appear informing you that this action finalizes the evaluation process and cannot be changed. If ready, click **OK**.
6. Your electronic signature is added to the evaluation document and the evaluation is electronically sent back to your supervisor.
7. The evaluation process involves a routing process, including review by your supervisor's supervisor, prior to presenting the evaluation to you.

3 4

Sign Refuse to Sign Spell Check Save Exit Print Preview Help

Performance Cover Sheet Performance Objectives Performance Expectations Performance Summary Audit/Attachments

1

State of Idaho
Senate
Employee Performance Evaluation

Employee Name:	DENVER C COLORADO	Job Title:	SENATORS
PCN:	9090	Division/Unit:	One
Supervisor/Manager:	SEATTLE WASHINGTON-100		
Review Period:	From Date (mm/dd/yyyy) 01/01/2013	To Date (mm/dd/yyyy)	01/15/2013

Type of Review:

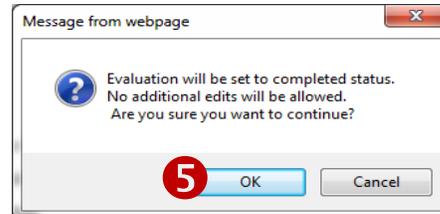
Annual Review Entrance Probation Promotion Probation
 Transfer Separation from State Service Other

Overall Rating: This document is an evaluation of the employee's performance since the last evaluation.

Exemplary Performance: This rating is used for special circumstances for employees that should receive special recognition for assigned projects that are completed with significant results and have a significant impact on agency business.
 Solid Performance: This employee exceeds performance expectations.
 Achieves Performance: This employee meets performance expectations OR this employee is developing new skills, gaining new knowledge, or new to the position.
 Does Not Achieve Performance: This employee's performance needs improvement OR is unacceptable in accordance with Rule 190, 192, and 193.
 NA Not Applicable

2

EMPLOYEE COMMENTS: Please note: If you have questions or concerns regarding the content of your evaluation, do not click "sign" the evaluation or "refuse to sign" the evaluation, instead contact your supervisor to discuss. Also, if you need additional space for your comments, please contact your supervisor.
Thank you Seattle for working on this evaluation with me. It was a great experience, and I appreciate your cajdor and collaboration. Looking forward to the next 12 months!



SIGNATURE SECTION:

6 DENVER COLORADO-100 1/16/2013 7:49:55 AM

Employee Signature
(Signature acknowledges discussion of evaluation, but does not necessarily imply agreement)

SEATTLE WASHINGTON-100 1/16/2013 7:41:27 AM

Supervisor Signature
(Signature acknowledges that this evaluation and key responsibilities have been discussed with the employee.)

7 BAKER OREGON-100 1/16/2013 7:40:28 AM

Reviewer Signature

I-PERFORM Glossary

Agency Goals	Statements describing what an agency intends to accomplish, stemming from the agency's strategic plan.
Developmental Objectives	Specific actions related to training and educational needs that are included in the development plan.
Documentation	A record of employee performance and behavior.
Effectiveness	The degree to which an individual, organization, or group produces a desired result.
Efficiency	The degree to which an individual, organization, or group produces a desired result (productivity) with a minimum expenditure of time, effort, money, or resources.
Employee Development Plan	A documented form of shared discussion where managers or supervisors work together with subordinates to identify objectives, resolve performance-related concerns and determine and create an appropriate development plan designed to stimulate an individual's professional growth by increasing his or her skills, knowledge or abilities(i.e.: training, education).
I-PERFORM	A web-based performance management tool developed for State of Idaho employees.
Key Responsibilities	Primary functions of an employee's job.
Mission	The expression of an organization's vision.
Objectives or Goals	Short-term, measurable steps within each key responsibility that clarifies performance expectations.
PELs	Personnel Employee Location;
Performance Evaluation	An assessment of an employee's performance based on established expectations for the position.
Performance Expectations	Describes desirable level of competence an employee would be demonstrating at a particular level.
Performance Improvement Plan	A formal process designed to facilitate constructive discussion between a subordinate and his or her supervisor and to clarify the work performance to be improved. The performance improvement plan, or PIP, as it is sometimes called, identifies performance and/or behavioral issues that need to be corrected and creates a written plan of action with time frames to guide the improvement and/or corrective action.
Performance Management	A strategic and integrated approach to increasing agency effectiveness by planning, assessing, and measuring both employee and agency performance.
Performance Measurement	The ongoing monitoring and reporting of program accomplishments, particularly progress toward agency goals.
Performance Measures	A quantitative or qualitative process for evaluating progress toward agency goals.
Performance Summary	A narrative explanation of the overall performance of an employee.
Rating Levels	An assigned level of evaluated performance (Exemplary, Solid, Achieves, Does Not Achieve).
Strategic Plan	A document that outlines the long range goals of an agency in support of achieving its mission and vision.