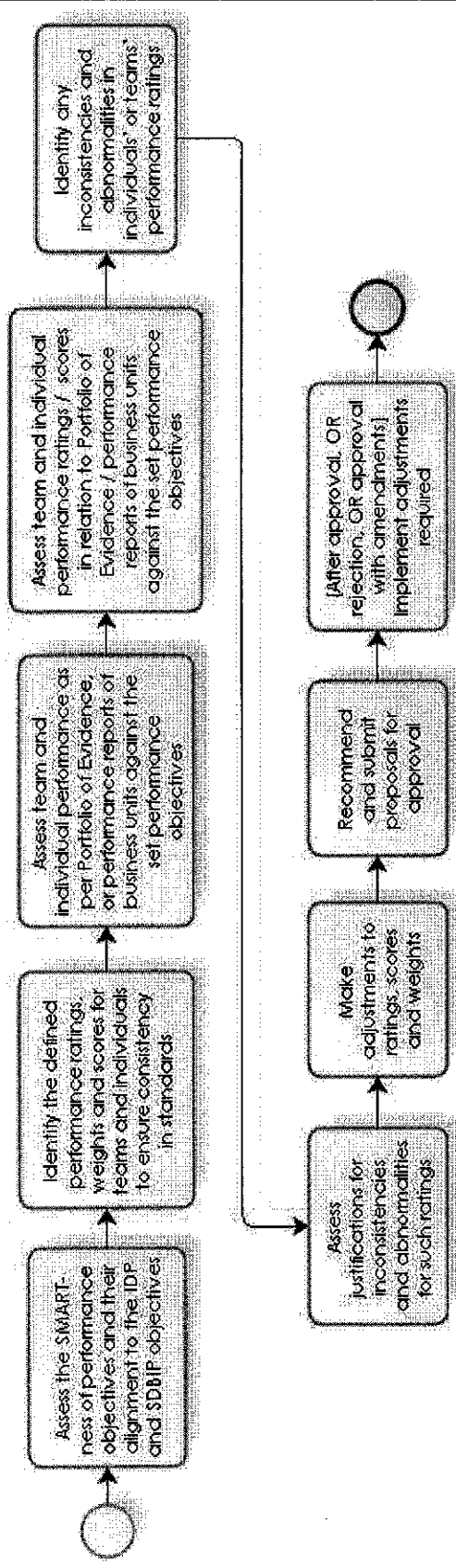


**PERFORMANCE MODERATION**



5.2

**ANNEXURE F: PERFORMANCE ASSESMENT RATING CALCULATOR**

Staff member								
<b>Municipality: Maruleng Local Municipality</b>								
<b>Mid-year / Annual Performance Assessment</b>								
<b>Assessment Rating Calculator</b>								
Name								
Cycle:								
KRA	Weight	Rating	Score		CMC	Weight	Rating	Score
1					1			
2					2			
3					3			
4					4			
5					5			
6					6			
7					7			
	100%		100			100%		100
KPA weight			80%		CCR weight			20%
<b>KPA SCORE</b>			<b>80%</b>		<b>CCR SCORE</b>			<b>20%</b>
<b>FINAL SCORE</b>								<b>100%</b>

N.S

**ANNEXURE G: PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM PHASES**

**Performance management and development system phases**

1. (1) Performance management and development is the systematic process of—
  - (a) planning work and setting expectations of the municipality from staff members or teams;
  - (b) continually monitoring performance of staff members or teams;
  - (c) developing the capacity of staff members or teams to perform optimally;
  - (d) periodically rating performance of staff members and teams; and
  - (e) rewarding outstanding performance.
- (2) The performance management and development system of a municipality must consist of different phases relating to performance planning, coaching, review and reward as provided in these guidelines.
- (3) The performance management and development system must consist of the following phases:

Phase	Timeframe	Activities
(a) Planning	(i) Occurs annually at the start of the financial year or the starting date in a specific post	(aa) Supervisor schedules a meeting with a staff member or team to discuss and agree on the performance objectives for the year; (bb) Supervisor and a staff member or team are required to prepare for this meeting; and (cc) Performance agreement must be signed or processed electronically where applicable by the supervisor and a staff member or team within sixty

N.S

		(60) days after the commencement of the performance cycle.
(b) Monitoring, coaching and feedback	(i) Occurs formally; and (ii) Informally throughout the year	(aa) The supervisor will complete on- the- job monitoring of the performance of a staff member or team; (bb) The supervisor may create formal and informal opportunities to provide feedback or coaching support to a staff member or team in relation to progress made towards agreed performance objectives and on areas requiring implementation; and (cc) A staff member or team may request feedback and support at any time during the performance cycle.
(c) Review and evaluation	(i) Mid-year review must occur at the end of the second quarter. The details of the engagement	(aa) The supervisor must set up a formal mid-year evaluation with a staff member or team within one (1) month after the end of quarter two (2), inclusive of formal documented engagement to provide feedback on

N.S

Phase	Timeframe	Activities
	<p>must be in writing; and</p> <p>(ii) Annual performance evaluation must occur at the end of the fourth quarter (after the end of performance cycle); and</p> <p>(iii) Annual performance must occur within 60 days after the end of performance cycle. The details of the performance evaluation must be in writing clearly outlining the staff member's career development needs.</p>	<p>targets achieved to date of a staff member or team;</p> <p>(bb) At mid-year review, interventions and corrective actions must be identified in relation to achievement /under-achievement of performance outputs/outcomes;</p> <p>(cc) During annual performance evaluation, each staff member must be afforded an opportunity to complete self-rating and provide evidence to support ratings;</p> <p>(dd) The supervisor must set up the formal final performance evaluation with a staff member or team after the end of the fourth quarter;</p> <p>(ee) The final performance evaluation scores must be recorded as a formal engagement between the staff member and supervisor; and</p> <p>(ff) The supervisor must formally provide verbal and written performance feedback to the staff member or team.</p>

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(d) Reward and recognition	(i) After the formal annual performance assessment; and  (ii) After moderation by the Municipal Moderation Committee and approval by municipal manager.	Rewards shall be dealt with as stipulated in chapter 4 of the Regulations.
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**Planning**

- 2. (1) During the planning phase-
  - (a) the supervisor and staff member must jointly identify organisational, departmental as well as the performance expectations of a staff member or team and secure the staff member or team’s commitment to achieve the performance expectations;
  - (b) the supervisor must explain to the staff member how the performance agreement and PMDS operates;

N.S

- (c) all staff members, including management, must be capacitated through training on—
  - (i) what the process entails;
  - (ii) why the municipality uses the PMDS process;
  - (iii) how the PMDS works, including the phases, purpose of linkage with the competency framework and how performance of competencies are measured;
  - (iv) the expectation from a staff member in a specific role; and
  - (v) when performance will be evaluated and reviewed;
- (d) the municipality must ensure that every supervisor has undergone training to acquire the relevant coaching skills needed for ongoing implementation of the PMDS;
- (e) the supervisor and staff member must develop a performance agreement wherein the performance standards will be defined in terms of quality, quantity, time and process. The following documents can assist—
  - (i) the staff member’s job description;
  - (ii) the IDP and departmental SDBIP;
  - (iii) the supervisor’s performance agreement, where applicable;
  - (iv) the staff member’s previous year performance assessment, where applicable; and
  - (v) any other document considered relevant to the process;
- (f) planned KPAs, KPIs and targets as contained in the performance agreement must meet the SMART criteria as outlined in the table below—

<b>S</b>	Specific, clear and understandable.
<b>M</b>	Measurable in terms of quantity, and, if possible, quality, money; and time. It must be possible to determine whether the activity took place and to decide how well it was done.
<b>A</b>	Attainable in that the activities to be performed have been agreed upon and must be within the capabilities and under control of the staff member.
<b>R</b>	Relevant in that each task should be related directly to the functional areas or specific projects assigned to the staff member.
<b>T</b>	Time-based in that the supervisor and staff member should be able to track progress against specified target dates and timeframes and assessment can take place within the annual reporting cycle of the performance agreement.

- (g) Job specific competencies can be selected from the relevant occupational streams as prescribed in the Local Government: Competency Framework attached to the Regulations as Annexure A, including any other specific functional competency

N.S

requirements as may be identified;

- (2) The following documents will assist in the performance planning process—
  - (a) performance agreement (Annexure A); and
  - (b) monitoring, coaching, feedback and review (Annexure B).



### **Monitoring, coaching and feedback**

3. (1) Effective performance monitoring, coaching and feedback must be monitored continuously throughout the performance cycle.
- (2) Performance monitoring, coaching and feedback involve ongoing collaborative engagements between the supervisor and staff member or team aimed at improving a staff member's skills and competencies to meet or exceed the set standards of performance through—
  - (a) observation, motivating and encouraging the staff member;
  - (b) frequent and infrequent exchanges of feedback about the staff member's performance;
  - (c) regular evaluation of whether the staff member performs according to the set objectives as outlined in the performance agreement;
  - (d) formal coaching and informal performance evaluation sessions;
  - (e) reinforcing the discussions that took place during the planning phase culminating in the performance agreement;
  - (f) affording the supervisor the opportunity to encourage the development of the staff member or team;
  - (g) proactive identification of challenges and solutions to enable achievement;
  - (h) identification of accomplishments or challenges by the staff member or team that have been resolved, which otherwise may not have come to the supervisor's attention;
  - (i) coaching that reinforces effective performance or brings the performance of the staff member closer to the expected standards; and
  - (j) a staff member or team who participated in several coaching sessions being aware of what is required of him or her to meet performance outcomes.
- (3) A municipality must ensure that every supervisor has received adequate training in performance coaching processes and is capable of effectively assessing progress and evaluating the performance of staff or team.
- (4) Development needs of staff identified during performance monitoring and coaching processes must be evaluated and addressed to encourage good performance, improves job-related skills and competencies that support staff to keep up with changes in the workplace.

### **Mid-year performance review**

4. (1) The mid-year performance review-
  - (a) is a formal bi-annual performance appraisal where a staff member or a team is given feedback on his or her performance;
  - (b) must be recorded;
  - (c) offers an opportunity—
    - (i) between the supervisor and staff member to assess the staff member or

N.S

- team's performance against set performance objectives;
- (ii) for the supervisor to monitor, coach and provide feedback to ensure effective performance;
- (iii) for the supervisor and staff member to—
  - (aa) jointly identify performance challenges and agree on solutions to overcome identified challenges;
  - (bb) agree on developmental needs of the staff member and address such needs;

- (cc) review the performance targets resulting from workplace changes beyond the staff member or team's control; and
  - (iv) to reinforce good performance.
- (2) If the review of the performance agreement is warranted—
- (a) the Regulations and item 2 of these Guidelines apply;
  - (b) the mid-year performance review will be based on the existing performance agreement;
  - (c) the amended performance agreement or addendum must be co-signed by the supervisor and staff member; and
  - (d) a record of the amendments must be kept for purposes of annual performance assessment.

### **Annual performance evaluation**

5. (1) The objectives of the performance evaluation are to —
- (a) formally discuss the performance outcome achieved by the staff member against agreed performance indicators and targets based on the work performed during performance cycle of 12 months;
  - (b) rate the performance of a staff member or team against each measurable KPI using the five-point rating scale;
  - (c) recognise positive achievements and provide feedback on unsatisfactory performance; and
  - (d) identify areas of improvement and develop action plans to be included in personal development plans to address identified areas for improvement.
- (2) Every staff member or team must be subjected to annual performance assessment at the end of the performance cycle of a municipality.
- (3) The annual performance evaluation must be preceded by the staff member's self-rating against predetermined objectives, and where necessary supported by portfolio of evidence.
- (4) Rating entail evaluating the staff member or team's performance against performance standards in a staff member's performance plan and assigning a numeric rating for each KPI.
- (5) The supervisor and staff member must—
- (a) formally and objectively confirm the staff member's performance outcomes against agreed KPAs, KPIs and job specific competencies;
  - (b) rate the performance of each staff member or team against each measurable KPI and job specific competencies using the 5-point rating scale;
  - (c) recognise positive achievements;
  - (d) identify deficient performance;
  - (e) identify the staff member's developmental needs, which will inform the Personal Development Plan of the staff member; and
  - (f) sign the final annual performance assessment.

N.S

- (6) At the end of the performance cycle a rating scale is used which has a bearing on rewarding and recognising performance above fully effective.
- (7) The supervisor must submit the final annual performance assessment, performance scores and any related evidence supporting performance to Human Resources.

N.S

(8) Performance ratings for KPAs and competencies are calculated using the 5- point rating scale —

- (a) KPA ratings are calculated where individual ratings have been assigned to each KPI using the five-point rating scale;
- (b) No rounding of calculations is allowed and 2 decimal points must be used;
- (c) The table below reiterates the 5-point rating scale applied to score overall performance—

Level	Terminology	Description
5	<b>Outstanding performance</b>	Performance far exceeds the standard expected of a staff member at this level. The appraisal indicates that the staff member has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	<b>Performance significantly above expectations</b>	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the staff member has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	<b>Fully effective performance</b>	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the staff member has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
2	<b>Performance not fully effective</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the staff member has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.

N.S

1	<b>Unacceptable performance</b>	Performance does not meet the standard expected for the job. The review/ assessment indicates that the staff member has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The staff member has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
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N.S.

## ANNEXURE H: TEAM BASED PERFORMANCE

- (1) A supervisor working in collaboration with individual team members must—
  - (a) rate the performance of a staff member working within a team-based performance arrangement; and
  - (b) identify challenges relating to individual staff member(s) working within a team and identify appropriate interventions aimed at improving the staff member's performance.
- (2) The following templates will assist in the PMDS process —
  - (a) team registration Annexure N; and
  - (b) team performance agreement Annexure O.

## ANNEXURE I: PERFORMANCE EVIDENCE

- (1) The submission of evidence is subject to the following—
  - (a) during the planning phase, agreement must be reached on what evidence is to be used with the aim of minimising time and effort; and
  - (b) evidence must be gathered during the course of the performance cycle as this will inform and substantiate the scores according to the rating scale.
- (2) The staff member or team must gather, collate and present evidence against the measurable KPIs and, where applicable, job specific competencies as contained in the performance agreement—
  - (a) it is particularly important to ensure that evidence is gathered during the performance cycle in preparation for the mid-year performance review and annual performance evaluation, as it will be used to substantiate scores related to achievement of KPIs and job specific competencies; and
  - (b) the ultimate accountability for the submission of the portfolio of evidence rests with the staff member or team being evaluated.
- (3) The nature of work must determine the type of evidence that should be provided. This may, inter alia, include—
  - (a) official records;
  - (b) confirmation by a supervisor;
  - (c) confirmation by other stakeholders such as letter from a government department; and
  - (d) inspection or viewing of evidence by supervisor such as filing system, memorandums, reports, etc.
- (4) A supervisor may, at the latest by mid-year review,—
  - (a) accept other evidence that substantiate achievement of KPIs or competencies and
  - (b) assist the staff member or team to obtain such evidence.



## ANNEXURE J: PERFORMANCE MODERATION COMMITTEE

- (1) The Municipal Performance Moderation Committee—
  - (a) must be duly constituted by the municipal council;
  - (b) may, to the extent possible, be constituted as follows—
    - (i) municipal manager or his or her delegate who will act as the chairperson;
    - (ii) all heads of departments of a municipality;
    - (iii) manager responsible for PMDS;
    - (iv) manager responsible for organisational development;
    - (v) manager responsible for organisational performance;
    - (vi) a representative from finance, where applicable;
    - (vii) a representative from governance, where applicable; and
    - (viii) a representative from audit, where applicable.
- (2) Departmental representatives—
  - (a) will be invited to attend the performance moderation committee to present on the results of their respective departments;
  - (b) must be on senior management level; and
  - (c) may request a specialist on the departmental performance management to provide technical advice where needed.
- (3) Members should collectively possess the necessary expertise and must demonstrate knowledge and competencies—
  - (a) local government;
  - (b) municipal human resource environment;
  - (c) corporate governance practices;
  - (d) corporate strategy;
  - (e) performance management and development system;
  - (f) human capital management;
  - (g) organisational development;
  - (h) financial management;
  - (i) business management;
  - (j) operations management; and
  - (k) leadership
- (4) The main objectives of the committee are to—
  - (a) ensure fair and consistent application of the PMDS;
  - (b) ensure that the integrity of the PMDS is protected;
  - (c) ensure that performance is evaluated consistently;
  - (d) ensure that individual ratings reflect the overall performance of the department;
  - (e) advise on financial affordability for the municipality; and

- (f) Recommend performance rewards to the municipal manager for approval.
- (5) The committee may—
- (a) develop and approve the terms of reference;
  - (b) review the performance management and development system across the municipality and make recommendations regarding implementation;

- (c) monitor the performance evaluation process by obtaining an overall sense of whether norms and standards are being applied realistically and consistently both horizontally and vertically across the municipality;
- (d) determine the overall performance of departments and align that with summary results based on individual performance;
- (e) moderate scores of a department(s) or a unit;
- (f) recommend reward levels for performance;
- (g) make recommendations regarding actions to be considered where supervisors do not implement the system properly;
- (h) provide oversight in terms of the application of the PMDS;
- (i) prepare a comprehensive report, based on its observations, reflecting performance of staff members or teams and the applicable reward levels; and
- (j) Ensure that the minutes and supporting information on matters dealt with by the panel, shall be available for examination upon authorisation by the municipal manager.

## ANNEXURE K: MANAGING SUBSTANDARD PERFORMANCE

### 1.1.17 Purpose

1. (1) These procedures are intended to—
  - (a) create an enabling environment to facilitate effective performance by the staff members;
  - (b) provide the staff members with access to skills development and capacity building opportunities in order to promote efficient and effective performance;
  - (c) provide remedial and developmental support to assist the staff members to deal with substandard performance; and
  - (d) ensure that the municipal council and staff members work collaboratively to generate solutions to problems and improve the performance of staff members.

### 1.1.18 Policy and principles

2. (1) These procedures must be read in conjunction with the Regulations.
  - (2) The Code of Good Practice provided for in Schedule 8 of the Labour Relations Act, 1995, constitutes part of these procedures, in respect of poor work performance.
  - (3) The municipality must evaluate the staff member's performance by considering—
    - (a) the extent to which the substandard performance impacts on the work of the municipality and the achievement of municipal goals;
    - (b) the extent to which the staff member fails to meet the required performance standards set by the municipality;
    - (c) the extent to which the staff member lacks the necessary skills, competencies and expertise to meet the performance objectives and targets for his or her post as contained in the performance agreement; and
    - (d) the nature of the staff member's work and responsibilities.

### 1.1.19 Procedures for dealing with substandard performance

3. (1) If the municipality has reason to believe that a staff member is not performing in accordance with the minimum performance standards of his or her post, the supervisor must—
  - (a) convene a meeting to give feedback to the staff member on his or her performance;
  - (b) furnish the staff member with reasons why it is necessary to initiate this procedure.
- (2) During the meeting contemplated in paragraph (a), the supervisor must—
  - (a) explain the requirements, level, skills and nature of the post;

(b) evaluate the staff member's performance in relation to the performance agreement;

- (c) explain the reasons why the performance is considered substandard; and
  - (d) afford the staff member or his or her representative an opportunity to respond to the performance outcomes referred to in paragraph (c); and
- (3) After considering the staff member's reasons, the supervisor may, if necessary—
- (a) initiate a formal programme of counselling and training to enable the staff member to meet the required standard of performance, which must include—
    - (i) assessing the time that it will take for the staff member to deal with substandard performance;
    - (ii) establishing realistic timeframes within which the staff member is expected to meet the required performance standards; and
    - (iii) identifying and providing appropriate training for the staff member to reach the required standard of performance.
  - (b) establish ways to address any factors that may affect the staff member's performance that lie beyond the staff member's control.
- (4) If the staff member fails to meet the required performance standard for the post after being subjected to a formal programme of counselling and training as contemplated in paragraph (3), the supervisor, may—
- (a) regularly evaluate the staff member's performance; or
  - (b) provide further remedial or developmental support to assist the staff member to eliminate substandard performance.
- (5) If the staff member's performance does not improve after he or she received appropriate performance counselling and the necessary support and reasonable time to improve his or her performance as contemplated in paragraph (4), or he or she refuses to follow a formal programme of counselling and training contemplated therein—
- (a) the supervisor, must bring the allegations of substandard performance against the staff member to the attention of the municipal manager in the form of a report.
  - (b) the supervisor, must table the report contemplated in subparagraph (a) before the municipal manager.
- (6) If the municipal manager is satisfied that sufficient evidence exist to institute disciplinary proceedings against the staff member on the basis of the alleged substandard performance the municipal manager, must furnish the staff member with written reasons why it is necessary to initiate this procedure in accordance with applicable procedures.

**ANNEXURE L: PERFORMANCE AGREEMENT FOR INDIVIDUALS**

Performance Agreement			
Performance cycle		Example: 01 July 2022 to 30 June 2023	
Department:		[ add name of department ]:	
Section / Unit:		[ add name of section / unit ]:	
Staff member name and surname:		[ add first names and surname for staff member]	
Staff member designation, payroll number and level	Designation Assistant Director	Payroll number 000000000000	Level 5
Functions	Short description of the staff member's function.		
Staff member signature			Date:
Supervisor Name and Surname:	[ add first names and surname for supervisor]		
Supervisor's Signature:			Date:

KPA /JSCs Weighting	KPIs/JSCs	Baseline (where applicable)	Targets <sup>1</sup>	Evidence
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N.S

1. [Insert KPA here]	
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<sup>1</sup>The targets of every KPI must be expressed as one (1) to five (5).



KPA /JSCs Weighting	KPIs/JSCs	Baseline (where applicable)	Targets <sup>1</sup>	Evidence
30%	1.1 [Insert KPI here]	[Existing or new where applicable]	1 <sup>2</sup> = [insert SMART Targets here] 2 <sup>3</sup> = 3 <sup>4</sup> = 4 <sup>5</sup> = 5 <sup>6</sup> =	
	1.2			
	1.3			
2. [Insert KPA here]				
30%	2.1			
	2.2			
	2.3			
	2.4			
3. [Insert KPA here]				
20%	3.1			
	3.2			
80%	<b>Tota</b> 			
<b>Job Specific Competencies (JSC)</b>				
10%	[Insert here]		1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
5%	[Insert here]			
5%	[Insert here]			
20%	<b>Tota</b> 			

<b>Supervisor Signature:</b>	<b>Staff member Signature:</b>
<b>Date:</b>	<b>Date:</b>

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<sup>2</sup> Target 1 indicate **unacceptable performance**.

<sup>3</sup> Target 2 indicate **performance not fully effective**.

<sup>4</sup> Target 3 indicate **fully effective performance** i.e. that performance meets the standard expected in all areas of a job and that the KPI has therefore been achieved.

<sup>5</sup> Target 4 indicate **performance significantly above expectations**.

<sup>6</sup> Target 5 indicate **outstanding performance**.

**ANNEXURE M: COACHING AND REVIEW**

Coaching and Review										
	Staff member / Team input on progress			Supervisor's input on progress			Comments	Year-end Review Scores	Signatures	
	Mid-year review	Final review	Interventions	Staff member / Team rating	Staff member's Signature	Managers Signature				
KPA 1	KPI									
	1.1									
	1.2									
	1.3									
KPA 2	2.1									
	2.2									
	2.3									
	2.4									
KPA 3	3.1									
	3.2									
JSC	1									
JSC	2									
JSC	3									
Staff member / Team Supervisor Signature:								Date:		
Supervisor Signature:								Date:		

NS

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7 Formal review must take place mid-year and year-end

N.S

**ANNEXURE N: TEAM REGISTRATION**

Team Registration					
Performance Cycle	Example: 2017/2018				
Department:	[ Add Name of Department ]:				
Section / Unit:	[ Add Name of Section / Unit ]:				
Supervisor Name and Surname:	[ Add first Names and Surname for Supervisor]				
Function : <sup>8</sup>					
Team Members <sup>9</sup>					
Names	Payroll Number	Designation :	Level	Staff Signature <sup>10</sup>	Date
Example: J Smith	000000	Truck Driver	T1	XXXX	30/07/2017
Supervisor's Signature: <sup>11</sup>				Date:	

<sup>8</sup> Add short description of the team function.

<sup>9</sup> Team members may include a team supervisor.

<sup>10</sup> All team members will sign on the team scorecard and the supervisor will sign this form on behalf of the employer.

<sup>11</sup> If the team includes a team supervisor the supervisor above the team supervisor will sign on behalf of the employer.

N.S

**ANNEXURE O: PERFORMANCE AGREEMENT FOR TEAMS**

Performance Agreement for Teams				
KPA /JSCs Weighting	KPIs/JSCs	Baseline	Targets <sup>12</sup>	Evidence
[Insert KPA here]				
30%	3.3 [Insert KPI here]	[Existing or new where applicable]	1 <sup>13</sup> = [insert SMART Targets here] 214 = 315 = 416 = 517 =	
	3.4			
	3.5			
4. [Insert KPA here]				
30%	4.1			
	4.2			
	4.3			
	4.4			
5. [Insert KPA here]				
20%	5.1			
	5.2			
80%	Total			
<b>Job Specific Competencies (JSCs)</b>				
10%	[Insert JSC here]		1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
5%	[Insert JSCs here]			
5%	[Insert JSCs here]			
20%	Total			
Team Members Names:		Example : J Smit		Payroll Number: 0000000
		P Mokola		9999999

<b>Supervisor Signature:</b>	<b>Team Supervisor:</b>
<b>Date:</b>	<b>Date:</b>

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<sup>12</sup> The targets of every KPI must be expressed as one (1) to five (5).

<sup>13</sup> Target 1 indicate **unacceptable performance**.

<sup>14</sup> Target 2 indicate **performance not fully effective**.

<sup>15</sup> Target 3 indicate **fully effective performance** i.e. that performance meets the standard expected in all areas of a job and that the KPI has therefore been achieved.

<sup>16</sup> Target 4 indicate **performance significantly above expectations**.

<sup>17</sup> Target 5 indicate **outstanding performance**.