

## CRAGS PERFORMANCE MANAGEMENT MODEL

Not all performance is the same. Hence, an associate's performance over any one period of time may be categorised using the acronym **CRAGS** – Crimson, Red, Amber, Green or Silver.

Management's response to these performance levels should be relevant, proportionate, fair, equitable and effective. For example:

<i>Performance Category</i>	<i>Definition</i>	<i>Initial Management Action</i>
'Silver'	Where an associate's performance significantly exceeds expectation, target and/or standards	Praise and recognition Consider rewards and incentives in the light of consistent significant performance
'Green'	Where an associate's performance meets or exceeds expectation, target and/or standards	Praise Continue to monitor KPI performance, etc.
'Amber'	Where an associate's performance falls marginally below expectation, target and/or standards	Standard regular feedback Discuss and identify causal story Agree Corrective Action to bring performance back on target and in line with MSOP
'Red'	Where an associate's performance falls significantly below expectation, target and/or standards	Make Aware Performance Improvement Plan (PIP)
'Crimson'	Where an associate's performance falls seriously below expectation, target and/or standards	Disciplinary Action First Warning Option to 'jump' warning levels depending upon seriousness and any prior management action

### Escalation

Where performance does not improve in a reasonable timescale, there must be a clear escalation process. This depends upon both the Performance Category e.g. 'crimson'; (see above) and the management action and the length of time that performance has been below standard.

The escalation process may be set out in the MSOP in order to set expectations ahead of any problem arising (the time period is assumed to be monthly in the table below for illustration purposes only).

<i>Months of 'Amber' Performance</i>	<i>Management Action</i>	<i>Months of 'Red'</i>	<i>Management Action</i>	<i>Months of 'Crimson'</i>	<i>Management Action</i>
1	Feedback Agree Corrective Action	1	Feedback/Make Aware Agree corrective Action	1	Performance Counselling PIP
2	Feedback Agree Corrective Action	2	Performance Counselling PIP	2	Disciplinary Action First Warning PIP
3	Make Aware PIP	3	Disciplinary Action First Warning PIP	3	Final Warning PIP
4	Performance Counselling PIP	4	Final Warning PIP	4	Dismissal with Notice Right of Appeal
5	Disciplinary Action First Warning PIP	5	Dismissal with Notice Right of Appeal		
6	Second Warning PIP				
7	Final Warning PIP				
8	Dismissal with Notice Right of Appeal				

**Notes:**

This escalation should be proportionate and reasonable.

Where performance could be categorised as 'Red' or 'Crimson', stages may be 'skipped', in accordance with The Disciplinary Policy.

The 'minimum time to improve' depends upon the level of the role in the organisation: the higher the role, the longer the time period, all other things being equal.

HR guidance should be gained prior to any formal action being taken especially for 'Red' or 'Crimson' performance.