

QUALIFICATIONS PACK - OCCUPATIONAL STANDARDS FOR MEDIA AND ENTERTAINMENT INDUSTRY

What are Occupational Standards(OS)?

- OS describe what individuals need to do, know and understand in order to carry out a particular job role or function
- OS are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding

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Introduction

Qualifications Pack- Production Assistant

SECTOR: MEDIA AND ENTERTAINMENT

SUB-SECTOR: Film, Television, Radio, Advertising

OCCUPATION: Production

REFERENCE ID: MES/ Q 2805

ALIGNED TO: NCO 2004/ 1229.90

Production Assistant in the Media & Entertainment Industry is an entry level position in the Production department and the person is responsible for providing support on all production activities.

Brief Job Description: Individuals play an assistive/ supportive role across the production department and undertake with wide a range of activities. This may include logistics, co-ordination, preparing documents and checking that equipment and materials are in place. All the activities outlined below must be read in context of an “assistive” rather than “leading” role.

Personal Attributes: This job requires the individual to understand production techniques and the implications of various tasks on time, resources and budget. The individual must have some background in film making or content production. The individual must understand logistics and facilities required during filming. The individual must be able and willing to help on any task that facilitate production/ filming. The person should have good communication skills, be capable of understanding instructions and be able to work well as part of a team.

Job Details

Qualifications Pack Code	MES/ Q 2805		
Job Role	Production Assistant This job role is applicable in both national and international scenarios		
Credits (NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	08/11/14
Sub-sector	Film, Television, Animation, Radio, Gaming, Advertising	Last reviewed on	26/11/14
Occupation	Production	Next review date	07/11/16

Job Role	Production Assistant
Role Description	<p>Entry level position in the Production Department and responsible for assisting on a range of activities. All the production activities outlined below should be read in context of the “assistive” role that the individual needs to perform.</p> <p><i>Note: It is important to note that given the spread of the activities under production, the size of the department can vary significantly by project. The proposed qualification packs provide a typical hierarchy. Where tasks are common across different profiles – the seniormost person would perform the most complex aspects of that task and the junior level persons would perform less complex aspects.</i></p>
NSQF	5
Minimum Educational Qualifications	Grade XII, Basic Computer Literacy
Maximum Educational Qualifications	Diploma in Film Production
Training (Suggested but not mandatory)	
Experience	0-2 Years of work experience
Applicable National Occupational Standards (NOS)	<p>Compulsory:</p> <ol style="list-style-type: none"> MES/ N 2809 (Coordinate Production Activities) MES/ N 2812 (Manage Content Archival) MES/ N 2815 (Manage Workplace Health and Safety) <p>Optional: N/A</p>
Performance Criteria	As described in the relevant OS units

Definitions

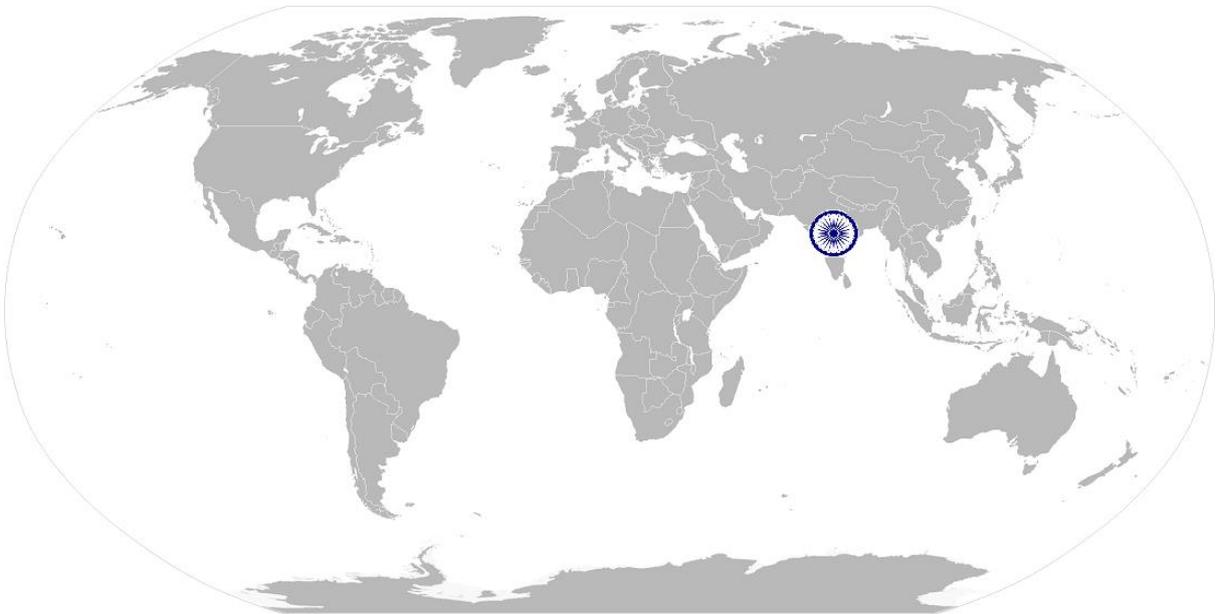
Keywords /Terms	Description
Budget	Budget is an estimate of the total cost of production that may include a break-up of cost components
Continuity	Continuity represents the seamless transition from one shot to another
Copyright Laws	A legal framework linked to intellectual property and the rights given to creators of original products/ concepts
Financer	An entity (individual or organization) that provides financing for a project
Labour Laws	Legal norms governing the relationship between workers, employers, trade unions and the government
Post-production	Post-production is the final finishing phase of the production, where the raw footage is edited, special effects are added, music and sound are integrated, colour correction is done etc.
Props	A property, commonly shortened to prop (plural: props), is an object used on stage or on screen by actors during a performance or screen production. In practical terms, a prop is considered to be anything movable or portable on a stage or a set.
Screenplay	Screenplay is the script coupled with key characteristics of the scene and directions for acting
Script	Script is a structured narrative of a story
Set	The background/ scenery visible through the camera (for video production) or directly to the spectator (for theatrical production)
Set Etiquette	A set of guidelines that dictate how cast and crew should behave on set and interact with each other
Target Audience	Group of people at whom content/ adverting is aimed. A target audience is typically defined by age, gender, economic classification, geography and any other relevant parameters (e.g. Femals, aged 25-40, average monthly household income INR 25,000-50,000, from Hindi speaking states in North India)
Timelines	Timelines is a listing of dates by which the production milestones/stages need to be completed
Sector	Sector is a conglomeration of different business operations having similar businesses and interests. It may also be defined as a distinct subset of the economy whose components share similar characteristics and interests.
Sub-sector	Sub-sector is derived from a further breakdown based on the characteristics and interests of its components.
Vertical	Vertical may exist within a sub-sector representing different domain areas or the client industries served by the industry.

Occupation	Occupation is a set of job roles, which perform similar/related set of functions in an industry
Function	Function is an activity necessary for achieving the key purpose of the sector, occupation, or area of work, which can be carried out by a person or a group of persons. Functions are identified through functional analysis and form the basis of OS.
Sub-functions	Sub-functions are sub-activities essential to fulfill the achieving the objectives of the function.
Job role	Job role defines a unique set of functions that together form a unique employment opportunity in an organization.
Occupational Standards (OS)	OS specify the standards of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Occupational Standards are applicable both in the Indian and global contexts.
Performance Criteria	Performance Criteria are statements that together specify the standard of performance required when carrying out a task
National Occupational Standards (NOS)	NOS are Occupational Standards which apply uniquely in the Indian context.
Qualifications Pack Code	Qualifications Pack Code is a unique reference code that identifies a qualifications pack.
Qualifications Pack(QP)	Qualifications Pack comprises the set of OS, together with the educational, training and other criteria required to perform a job role. A Qualifications Pack is assigned a unique qualification pack code.
Unit Code	Unit Code is a unique identifier for an Occupational Standard , which is denoted by an 'N'.
Unit Title	Unit Title gives a clear overall statement about what the incumbent should be able to do.
Description	Description gives a short summary of the unit content. This would be helpful to anyone searching on a database to verify that this is the appropriate OS they are looking for.
Scope	Scope is the set of statements specifying the range of variables that an individual may have to deal with in carrying out the function which have a critical impact on the quality of performance required.
Knowledge and Understanding	Knowledge and Understanding are statements which together specify the technical, generic, professional and organizational specific knowledge that an individual needs in order to perform to the required standard.
Organizational Context	Organizational Context includes the way the organization is structured and how it operates, including the extent of operative knowledge managers have of their relevant areas of responsibility.
Technical Knowledge	Technical Knowledge is the specific knowledge needed to accomplish specific designated responsibilities.

Acronyms

Core Skills/Generic Skills	Core Skills or Generic Skills are a group of skills that are key to learning and working in today's world. These skills are typically needed in any work environment. In the context of the OS , these include communication related skills that are applicable to most job roles.
Keywords /Terms	Description
NOS	National Occupational Standard(s)
QP	Qualifications Pack
NVEQF	National Vocational Education Qualifications Framework
NVQF	National Vocational Qualifications Framework
NSQF	National Skills Qualification Framework

National Occupational Standard



Overview

This unit is about coordinating production activities and resources for filming, monitoring progress and highlighting variances to the schedule and budget

Unit Code	MES/ N 2809
Unit Title (Task)	Coordinate Production Activities
Description	This OS unit is about coordinating production activities and resources for filming, monitoring progress and highlighting variances to the schedule and budget
Scope	<p>This unit/task covers:</p> <ul style="list-style-type: none"> Coordinating production activities and resources for the following types of productions: feature films, television series, documentaries, advertisements, animated films, short films, live events, field reporting, interviews and other non-scripted programming (on television or radio), and any other forms of audio-visual production
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria
Coordinating production activities	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Break-down the production schedule into a daily task list and manage day to day activities during filming</p> <p>PC2. Lead the full production unit toward successful completion of their tasks</p> <p>PC3. Track progress of filming against the production schedule and budget</p> <p>PC4. Anticipate potential delays/ budget overruns, escalate these to the relevant departments and identify ways to minimize them</p>
Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company / organization and its processes)	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. The vision and motivations of the creative team (Scriptwriter, Director, Production Designer among others)</p> <p>KA2. Production limitations including details of shooting locations and any key constraints on budget, resources and time availability</p> <p>KA3. The role and contribution of key departments during filming, interdependencies and reporting structures</p>
B. Technical Knowledge	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. How to break down the production schedule into a daily task list with details of personnel, equipment and materials required on set</p> <p>KB2. Working knowledge of photography, visual imagery and operating basic cameras, smart phones and other devices</p> <p>KB3. Available options for transporting equipment and material securely to the location and ensuring safe storage</p> <p>KB4. How to coordinate logistics for the cast and crew including travel, ground transport, accommodation, facilities on set including rest areas and catering</p> <p>KB5. How to coordinate logistics for child artistes and their accompanying adults including travel, ground transport, accommodation, facilities on set including rest areas and catering</p> <p>KB6. How to coordinate logistics for any animals being used for filming including the number of wranglers/ handlers required, their travel, ground transport, accommodation, facilities on set including rest areas and catering and any</p>

	<p>permissions required from local, state or central authorities for principal photography</p> <p>KB7. How to confirm if all approvals and permissions (from local, state or central authorities) required for filming have been taken, and the points of contact in case of any last minute issues</p> <p>KB8. How to confirm if duties, octroi and any other applicable charges on equipment and material have been paid to the revenue authorities</p> <p>KB9. How to confirm if all required insurance policies have been purchases (e.g. fire insurance, theft insurance and insurance for unintentional damage to equipment)</p> <p>KB10. How to liaise with the Location Manager/ Floor Manager/ Unit Production Manager to ensure that all elements required for filming are in place</p> <p>KB11. In case of damage to or non availability of resources, identify alternatives/ substitutes that can be used without compromising on the production objectives</p> <p>KB12. Prepare a daily progress report at the end of each day and track completion against the production schedule and budget. Anticipate potential delays/ overruns and highlight them to the respective departments</p> <p>KB13. Check against the production schedule that all tasks have been delivered</p> <p>KB14. Observe inventory vs. delivery trends (in fields such as animation and gaming), or planned vs. actual – and make required changes to make the process of scheduling and delivery more effective</p> <p>KB15. Act as a central point of contact for all teams and resolve any interdependency issues that could affect smooth functioning of the unit</p> <p>KB16. How to ensure that all production activities minimize risks, including those to the individual’s own health and safety and of the production cast and crew</p>
Skills (S)	
<p>A. Core Skills/ Generic Skills</p>	<p>Writing Skills</p> <p>The user/ individual on the job needs to know and understand how to:</p> <p>SA1. Take notes and mark-up production schedules and budgets to identify potential areas of concern</p> <p>SA2. Prepare daily call sheets, task lists and other types of check lists</p> <p>SA3. Prepare a daily progress report (on paper or using a computer) and highlight variance against the production schedule and budget</p> <p>Reading Skills</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA4. Interpret the script/ creative brief/ production concept/ schedule/ budget or any other type of written material</p> <p>SA5. Correctly read vendor and supplier bills to ensure that expenses are aligned to the production budget</p>
	<p>Oral Communication (Listening and Speaking skills)</p> <p>The user/individual on the job needs to know and understand how to:</p> <p>SA6. Understand the creative vision of the Director/ Script writer and Producer</p> <p>SA7. Understand the brief from the financier and any constraints/ limitations that affect the production (e.g. time, people, materials, location, budget)</p> <p>SA8. Communicate effectively with the entire production unit, propose alternatives and agree on key decisions</p>

B. Professional Skills	Decision Making
	The user/individual on the job needs to know and understand how to: SB1. Make relevant decisions related to the area of work e.g. sequencing of activities, choice of cast and crew, production techniques, choice of location, vendor selection etc.
	Plan and Organize
	The user/individual on the job needs to know and understand: SB2. How to prepare a work schedule/ sequence of activities to help the entire production unit plan their work on a daily basis SB3. How to build a contingency plan based on knowledge of typical areas of delays/ overruns and production risks
	Problem Solving
	The user/individual on the job needs to know and understand how to: SB4. Identify any problems with successful execution of the task and resolve them in consultation with the relevant members of the production unit
Analytical Thinking	
The user/individual on the job needs to know and understand: SB5. How to assess the impact of selecting production techniques, cast, crew, vendors and suppliers on the time, location and budget of the production	





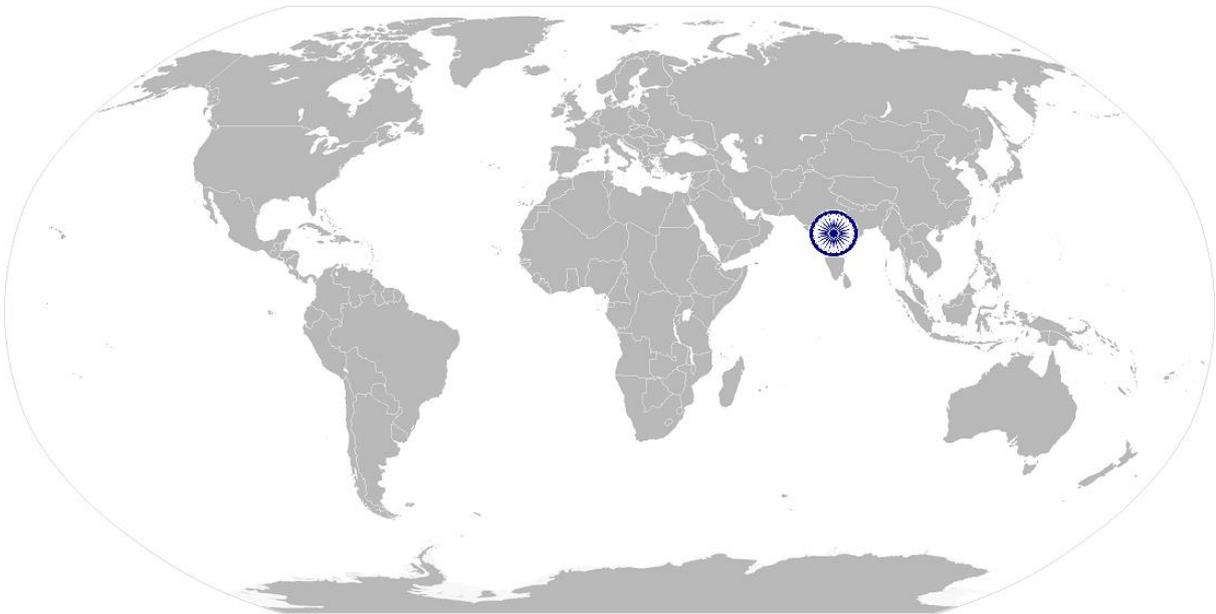
MES/ N 2809



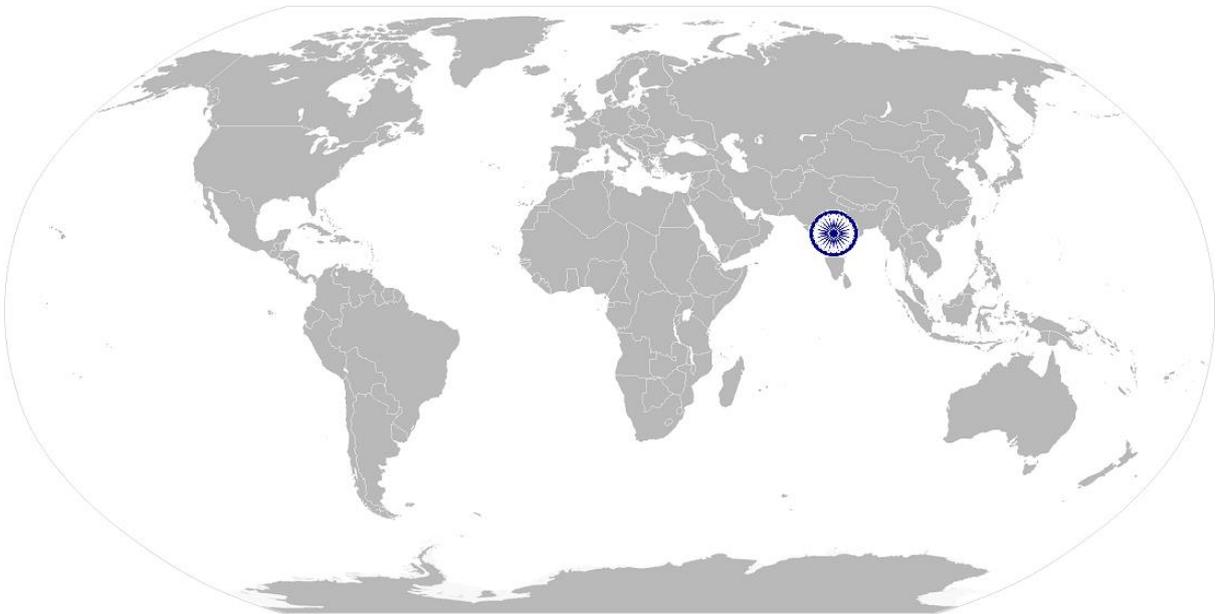
Coordinate Production Activities

NOS Version Control

NOS Code	MES / N 2809		
Credits (NSQF)	TBD	Version number	1.0
Industry	Media & Entertainment	Drafted on	08/11/14
Industry Sub-sector	Film, Television, Animation, Radio, Gaming, Advertising	Last reviewed on	26/11/14
Occupation	Production	Next review date	07/11/16



National Occupational Standard



Overview

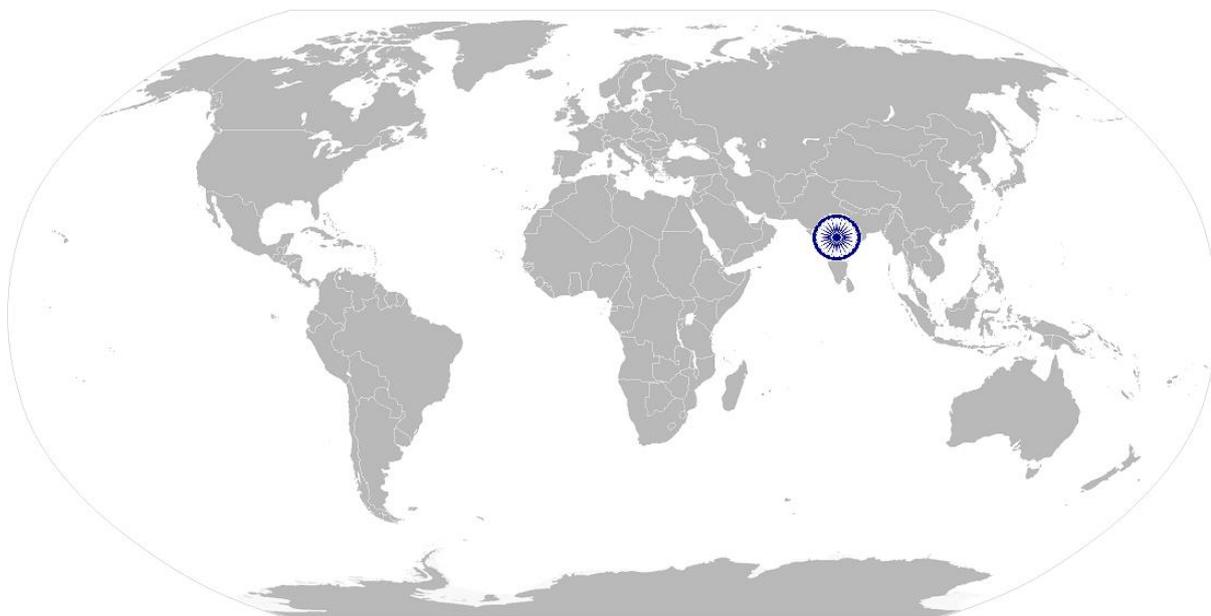
This unit is about ensuring that content is stored safely after production and that it is archived in a manner that allows for easy retrieval

Unit Code	MES/ N 2812
Unit Title (Task)	Manage Content Archival
Description	This OS unit is about ensuring that content is stored safely after production and that it is archived in a manner that allows for easy retrieval. . On large projects, the post production department (and specifically the post production supervisor) is also responsible for taking and maintaining back-ups of footage.
Scope	This unit/task covers: <ul style="list-style-type: none"> Archiving raw footage and final products for the following types of productions: feature films, television series, documentaries, advertisements, animated films, short films, live events, field reporting, interviews and other non-scripted programming (on television or radio), and any other forms of audio-visual production
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria
Archiving raw footage and final products	To be competent, the user/individual on the job must be able to: <ul style="list-style-type: none"> PC1. Identify content that needs to be archived (this usually includes the finished product and in certain cases raw footage and older versions) PC2. Convert content (or supervise conversion of content) into the required format and according to accepted file naming conventions PC3. Tag and store archived content in a manner that allows for easy access and retrieval
Knowledge and Understanding (K)	
A. Organizational Context (Knowledge of the company / organization and its processes)	The user/individual on the job needs to know and understand: <ul style="list-style-type: none"> KA1. Organizational processes for archival and record management, including any interaction with the post production supervisor and other members of the post production department KA2. Any constraints on archival including the budget, resources and time availability
B. Technical Knowledge	The user/individual on the job needs to know and understand: <ul style="list-style-type: none"> KB1. The types of content (finished product, older versions, raw footage) that need to be archived KB2. How to estimate the time, budget and resource requirements for archival KB3. How to convert analog/ tape based content to digital file formats KB4. How to select the appropriate resolution, aspect ratio and pixel ratio based on the archiving requirements KB5. How to save interim and final deliverables in the required format using appropriate file naming conventions KB6. How to test archived footage to ensure quality standards are met KB7. How to label and mark archived content to ensure easy access and retrieval KB8. Appropriate storage methods (including fireproof storage) to ensure that content is stored securely

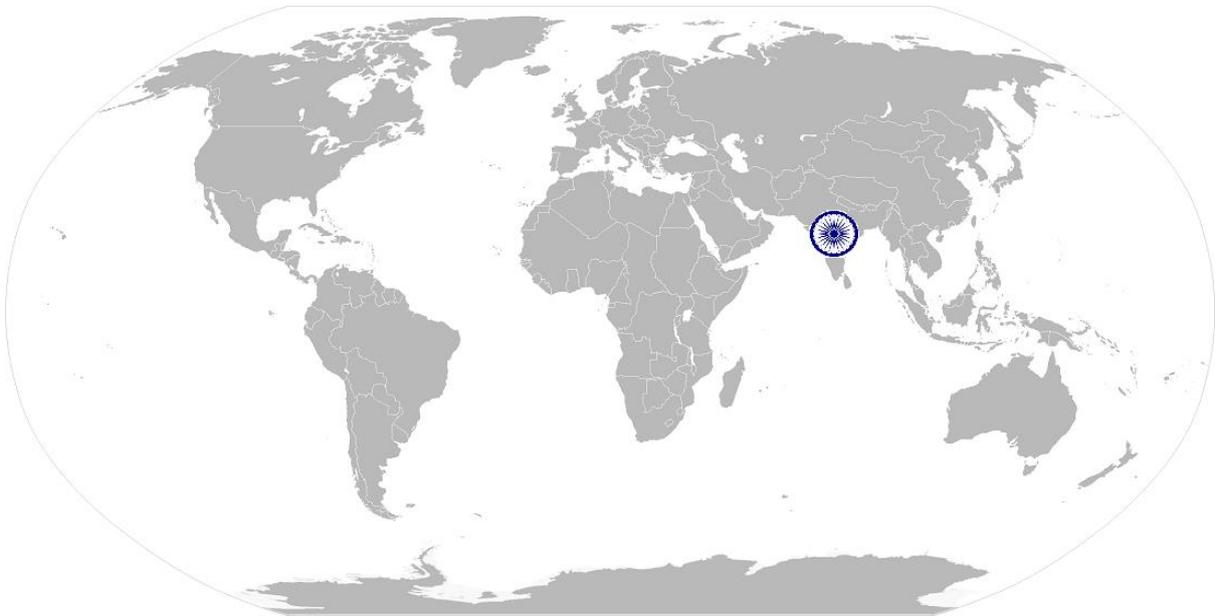
	KB9. Applicable health and safety guidelines
Skills (S)	
A. Core Skills/ Generic Skills	Writing Skills
	The user/ individual on the job needs to know and understand how to: SA1. Label and mark archived content SA2. Prepare schedules and effort estimates for archival
	Reading Skills
	The user/individual on the job needs to know and understand how to: SA3. Correctly identify footage/ content based on information provided
	Oral Communication (Listening and Speaking skills)
The user/individual on the job needs to know and understand how to: SA4. Understand the archival requirements from the relevant heads of department SA5. Communicate effectively with production unit, propose alternatives and agree on key decisions	
B. Professional Skills	Decision Making
	The user/individual on the job needs to know and understand how to: SB1. Make relevant decisions related to the area of work e.g. choice of archival technique, file formats, storage methods etc.
	Plan and Organize
	The user/individual on the job needs to know and understand: SB2. Plan own work according to the requirements and agreed timelines SB3. Manage within the agreed budget and minimize overruns
	Problem Solving
The user/individual on the job needs to know and understand how to: SB4. Identify any problems with successful execution of the task and resolve them in consultation with the relevant members of the production unit SB5. Identify any technical constraints to successful archival and resolve them in consultation with the relevant members of the production unit	

NOS Version Control

NOS Code	MES / N 2812		
Credits (NSQF)	TBD	Version number	1.0
Industry	Media & Entertainment	Drafted on	08/11/14
Industry Sub-sector	Film, Television, Animation, Radio, Gaming, Advertising	Last reviewed on	26/11/14
Occupation	Production	Next review date	07/11/16



National Occupational Standard



Overview

This unit is about contributing towards maintaining a healthy, safe and secure working environment

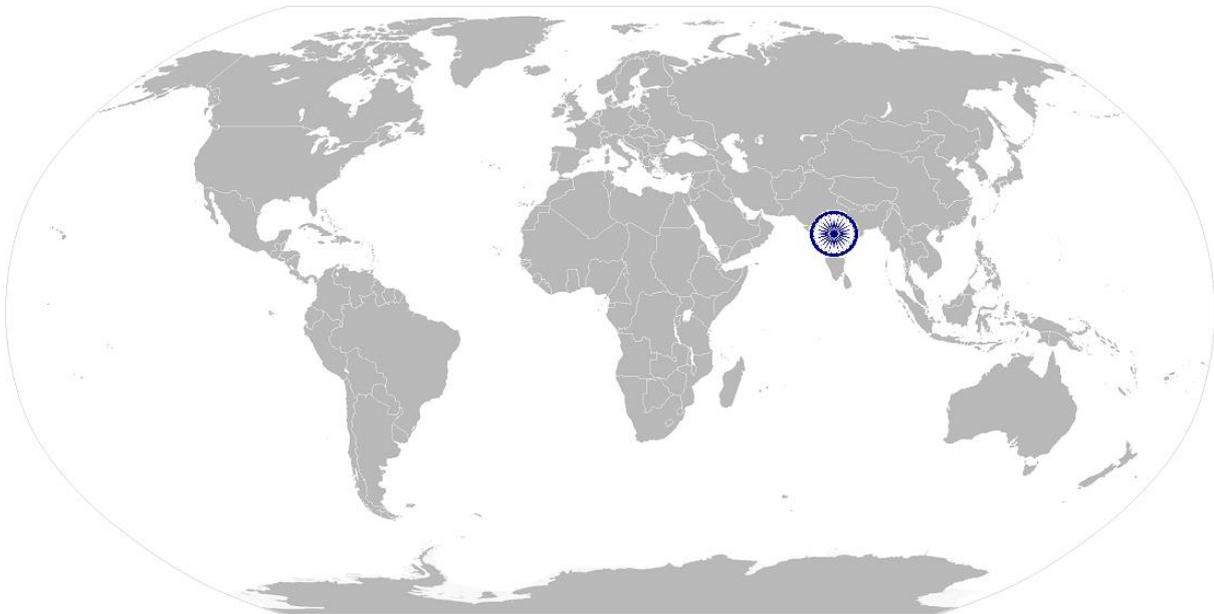
Unit Code	MES/ N 2815
Unit Title (Task)	Maintain workplace health and safety
Description	This OS unit is about contributing towards maintaining a healthy, safe and secure working environment
Scope	<p>This unit/task covers the following:</p> <ul style="list-style-type: none"> ○ Understanding the health, safety and security risks prevalent in the workplace ○ Knowing the people responsible for health and safety and the resources available ○ Identifying and reporting risks ○ Complying with procedures in the event of an emergency
Performance Criteria (PC) w.r.t. the Scope	
Element	Performance Criteria
Understanding the risks prevalent in the workplace	<p>To be competent, the user/individual on the job must be able to:</p> <p>PC1. Understand and comply with the organisation's current health, safety and security policies and procedures</p> <p>PC2. Understand the safe working practices pertaining to own occupation</p> <p>PC3. Understand the government norms and policies relating to health and safety including emergency procedures for illness, accidents, fires or others which may involve evacuation of the premises</p> <p>PC4. Participate in organization health and safety knowledge sessions and drills</p>
Knowing the people responsible for health and safety and the resources available	<p>PC5. Identify the people responsible for health and safety in the workplace, including those to contact in case of an emergency</p> <p>PC6. Identify security signals e.g. fire alarms and places such as staircases, fire warden stations, first aid and medical rooms</p>
Identifying and reporting risks	<p>PC7. Identify aspects of your workplace that could cause potential risk to own and others health and safety</p> <p>PC8. Ensure own personal health and safety, and that of others in the workplace though precautionary measures</p> <p>PC9. Identify and recommend opportunities for improving health, safety, and security to the designated person</p> <p>PC10. Report any hazards outside the individual's authority to the relevant person in line with organisational procedures and warn other people who may be affected</p>
Complying with procedures in the event of an emergency	<p>PC11. Follow organisation's emergency procedures for accidents, fires or any other natural calamity in case of a hazard</p> <p>PC12. Identify and correct risks like illness, accidents, fires or any other natural calamity safely and within the limits of individual's authority</p>
Knowledge and Understanding (K)	
B. Organizational Context (Knowledge of the	<p>The user/individual on the job needs to know and understand:</p> <p>KA1. Organisation's norms and policies relating to health and safety</p> <p>KA2. Government norms and policies regarding health and safety and related</p>

Maintain Workplace Health and Safety

company / organization and its processes)	<p>emergency procedures</p> <p>KA3. Limits of authority while dealing with risks/ hazards</p> <p>KA4. The importance of maintaining high standards of health and safety at a workplace</p>
B. Technical Knowledge	<p>The user/individual on the job needs to know and understand:</p> <p>KB1. The different types of health and safety hazards in a workplace</p> <p>KB2. Safe working practices for own job role</p> <p>KB3. Evacuation procedures and other arrangements for handling risks</p> <p>KB4. Names and contact numbers of people responsible for health and safety in a workplace</p> <p>KB5. How to summon medical assistance and the emergency services, where necessary</p> <p>KB6. Vendors' or manufacturers' instructions for maintaining health and safety while using equipments, systems and/or machines</p>
Skills (S) (Optional)	
C. Core Skills/ Generic Skills	Writing Skills
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA1. How to write and provide feedback regarding health and safety to the concerned people</p> <p>SA2. How to write and highlight potential risks or report a hazard to the concerned people</p>
	Reading Skills
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA3. Read instructions, policies, procedures and norms relating to health and safety</p>
	Oral Communication (Listening and Speaking skills)
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SA4. Highlight potential risks and report hazards to the designated people</p> <p>SA5. Listen and communicate information with all anyone concerned or affected</p>
D. Professional Skills	Decision making
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB1. Make decisions on a suitable course of action or plan</p>
	Plan and Organize
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB2. Plan and organize people and resources to deal with risks/ hazards that lie within the scope of one's individual authority</p>
	Problem Solving
	<p>The user/individual on the job needs to know and understand how to:</p> <p>SB3. Apply problem solving approaches in different situations</p>
Critical Thinking	
<p>The user/individual on the job needs to know and understand how to:</p> <p>SB4. Understand hazards that fall within the scope of individual authority and report all hazards that may supersede one's authority</p> <p>SB5. Apply balanced judgements in different situations</p>	

NOS Version Control

NOS Code	MES / N 2815		
Credits(NSQF)	TBD	Version number	1.0
Sector	Media and Entertainment	Drafted on	16/11/14
Sub-sector	Film, Television, Animation, Advertising	Last reviewed on	26/11/14
Occupation	Post Production	Next review date	25/11/16



Job Role/Qualification Pack	Production Assistant						
QP- ID	MES Q 2805						
	NOS	NOS NAME	Weightage				
1	MES/ N 2809	Coordinate Production Activities	55%				
2	MES/ N 2812	Manage Content Archival	40%				
3	MES/ N 2815	Maintain workplace health and safety	5%				
			100%				

Guidelines for Assessment:

1. Criteria for assessment for each Qualification Pack will be created by the Sector Skill Council. Each Performance Criteria (PC) will be assigned marks proportional to its importance in NOS. SSC will also lay down proportion of marks for Theory and Skills Practical for each PC.
2. The assessment for the theory & Practical part will be based on knowledge bank of questions created by the AA and approved by SSC
3. Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training center (as per assessment criteria below)
4. Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/training center based on this criteria
5. To pass the Qualification Pack , every trainee should score a minimum of 70% cumulatively (Theory and Practical)

Job Role	Production Assistant						
NOS CODE	NOS NAME	Performance Criteria			Marks Allocation		
			Total Mark	Out Of	Theory	Skills Practical	
MES/ N 2809	Coordinate Production Activities	PC1. Break-down the production schedule into a daily task list and manage day to day activities during filming	100	30	10	60	
		PC2. Lead the full production unit toward successful completion of their tasks		30	10		
		PC3. Track progress of filming against the production schedule and budget		20	10		
		PC4. Anticipate potential delays/ budget overruns, escalate these to the relevant departments and identify ways to minimize them		20	10		
			Total	100	40	60	
MES/ N 2812	Manage Content Archival	PC1. Identify content that needs to be archived (this usually includes the finished product and in certain cases raw footage and older versions)	100	40	15	60	

		PC2. Convert content (or supervise conversion of content) into the required format and according to accepted file naming conventions		40	15	
		PC3. Tag and store archived content in a manner that allows for easy access and retrieval		20	10	
			Total	100	40	60
MES/ N 2815	Maintain workplace health and safety	PC1. Understand and comply with the organisation's current health, safety and security policies and procedures	100	10	5	50
		PC2. Understand the safe working practices pertaining to own occupation		10	5	
		PC3. Understand the government norms and policies relating to health and safety including emergency procedures for illness, accidents, fires or others which may involve evacuation of the premises		5	3	
		PC4. Participate in organization health and safety knowledge sessions and drills		5	2	
		PC5. Identify the people responsible for health and safety in the workplace, including those to contact in case of an emergency		10	5	
		PC6. Identify security signals e.g. fire alarms and places such as staircases, fire warden stations, first aid and medical rooms		10	5	
		PC7. Identify aspects of your workplace that could cause potential risk to own and others health and safety		10	5	
		PC8. Ensure own personal health and safety, and that of others in the workplace through precautionary measures		10	5	
		PC9. Identify and recommend opportunities for improving health, safety, and security to the designated person		5	3	
		PC10. Report any hazards outside the individual's authority to the relevant person in line with organisational procedures and warn other people who may be affected		10	5	
		PC11. Follow organisation's emergency procedures for accidents, fires or any other natural calamity in case of a hazard		10	5	
		PC12. Identify and correct risks like illness, accidents, fires or any other natural calamity safely and within the limits of individual's authority		5	2	
			Total	100	50	50