







Model Curriculum

Compression Moulding Operator

SECTOR: Rubber

SUB-SECTOR: Tyre and Non-Tyre OCCUPATION: Moulding/Curing

REF ID: RSC/Q 0205, V1.0

NSQF LEVEL: 4















Certificate

CURRICULUM COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the Rubber Skill Development Council for the

MODEL CURRICULUM

Complying to National Occupational Standards

of

Job Role/ Qualification Pack: 'Compression Moulding Operator QP No. 'RSC/ Q0205

NSQF Level 4'

Authorised Sir

Date of Issuance: December 15, 2015

Valid Upto: December 15, 2016

* Valid up to the next review date of the Qualification Pack

Rubber Skill Development Council









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Compression Moulding Operator

CURRICULUM/SYLLABUS

This program is aimed at training candidates for the job of a "Compression Moulding Operator", in the "Rubber" Sector/Industry and aims at building the following key competencies amongst the learner

Program Name	Compression Moulding Operator					
Qualification Pack Name & Reference ID. ID	RSC/ Q 0205	RSC/ Q 0205				
Version No.	1.0	0 Version Update Date As per QP				
Pre-requisites to Training	Preferred Class 10 th (High School Education)/ITI/Graduate in Science					
Training Outcomes	 Prepare compres Perform compres Undertake post Carry out house Carry out report To carry out qu 	After completing this programme, participants will be able to: Prepare compression moulding machine Perform compression moulding operation Undertake post compression moulding activities Carry out housekeeping Carry out reporting and documentation To carry out quality checks Carry out problem identification and escalation				









This course encompasses seven out of seven National Occupational Standards (NOS) of "RSC/ Q 0205" Qualification Pack issued by "Rubber Skill Development Council".

S. No	Module	Key Learning Outcomes	Equipment
1	Introduction and Orientation Theory 2 hours Practical 0 hours Corresponding NOS Bridge Module	 Importance of Rubber Sector Role and responsibility of Compression Moulding Operator 	Laptop, white board, marker, projector
2	Prepare Compression Moulding Machine Theory 30 hours Practical 40 hours Corresponding NOS RSC/ N0501	 Ensure that compression moulding machine is clean and fit for use as per SOP Ensure emergency safety feature of machine is working Select the correct mould Ensure that the mould is clean Assemble the mould properly on the platten Load the mould on the press for preheating and and clamp properly after checking alignment. Set parameters for the press (cycle time, temperature and ram pressure), as per Company SOP Apply the mould release agent appropriately as per SOP Keep all the accessories like cleaning brush, mould release lever (made of brass or aluminum flat), mould release agent ready Ensure that rubber compound to be fed is approved by laboratory as per SOP Match the batch code of each rubber compound with the batch code on the job schedule given by the planning department, ensuring FIFO. Cut the rubber compound as per desired specification(shape, size and weight) Weigh the blank pieces and ensure that they meet the requirement Ensure, by visual inspection, that rubber compound is of desired quality (free of contamination/ bloom) Ensure housekeeping/safety in the moulding area as per SOP Use lifting equipment such as forklift / Trolleys while lifting heavy materials such as moulds to avoid physical injury. Ensure mould lifting/ ejection/ slide mechanism 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer. Hydraulic rubber moulding press of size 75 cm x 75 cm or higher with electric/stem heated platens and necessary tools and accessories, Safety equipment such as fire extinguishers, helmet, gloves, goggles etc., Digital thermometers, moulding such as rubber mix, mould release agent, marker pencils etc.









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3	Perform Compression Moulding Operation Theory 35 hours Practical 50 hours Corresponding NOS	 of the press are properly functioning Ensure that signage indicating hot surfaces is put up wherever necessary Adhere to all safety norms (like wearing protective gloves, shoes) Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP Handle the rubber compound to avoid contamination Load the identified material in the correct pattern as per SOP to minimize material overflow/ wastage/ excess flash Properly close the press and apply pressure uniformly Bump the press to ensure that air is eliminated Ensure that moulding pressure and temperature is maintained during the curing cycle 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer. Hydraulic rubber moulding press of size 75 cm x 75 cm or higher with electric/stem
	RSC/ N0502	 Cure the product as per SOP Ensure housekeeping/safety in the moulding area as per SOP Ensure mould lifting/ ejection/ slide mechanism of the press are properly functioning Adhere to all other safety norms (like wearing shoes, hand gloves, safety glasses) Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP 	heated platens and necessary tools and accessories, Safety equipment such as fire extinguishers, helmet, gloves, goggles etc., Digital thermometers, moulds, materials for moulding such as rubber mix, mould release agent, marker pencils etc.
4	Undertake Post Compression Moulding Activities Theory 25 hours Practical 35 hours Corresponding NOS RSC / N 0503	 Remove cured product properly as per SOP Ensure post cure wherever required as per SOP Remove the compound flash from the mould and ensure clean mould for next cycle as per SOP Trim the piece to remove flash in a manner that does not cause injury to the operator or the product as per SOP Ensure surface treatment of the cured product wherever required as per SOP Dispose waste as per Company SOP Ensure identification and traceability by batch marking/ coding for the right product as per instructions laid down by the company (in terms of batch number, colour, date stamp) end sample of specified compound/ batch in specified form to lab for testing Send the remaining material to the designated storage area Ensure mould lifting/ ejection/ slide mechanism of the press are properly functioning 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer. Hydraulic rubber moulding press of size 75 cm x 75 cm or higher with electric/stem heated platens and necessary tools and accessories, Safety equipment such as fire extinguishers, helmet, gloves, goggles etc., Digital thermometers, moulds, materials for moulding such as









		 Adhere to all safety norms (like wearing protective gloves, shoes, safety glasses) Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP 	rubber mix, mould release agent, marker pencils etc.
5	Health and Safety Theory 10 Hours Practical 15 hours Corresponding NOS Bridge Module	 Identify different methods of first aid. Perform first aid. Understand CPR. Perform CPR in case of emergency. 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer, CPR Mannequin, First Aid Kit
6	House Keeping 10 Hours Practical 20 hours Corresponding NOS RSC/N5001	 Inspect the area while taking into account various surfaces Identify the material requirements for cleaning the areas inspected, by considering risk, time, efficiency and type of stain Ensure that the cleaning equipment is in proper working condition Select the suitable alternatives for cleaning the areas in case the appropriate equipment and materials are not available and inform the appropriate person Plan the sequence for cleaning the area to avoid re-soiling clean areas and surfaces Inform the affected people about the cleaning activity Display the appropriate signage for the work being conducted Ensure that there is adequate ventilation for the work being carried out Wear the personal protective equipment required for the cleaning method and materials being used Use the correct cleaning method for the work area, type of soiling and surface Carry out cleaning activity without disturbing others Deal with accidental damage, if any, caused while carrying out the work Report to the appropriate person any difficulties in carrying out your work Identify and report to the appropriate person any additional cleaning required that is outside one's responsibility or skill Ensure that there is no oily substance on the floor to avoid slippage Ensure that no scrap material is lying around Maintain and store housekeeping equipment and supplies Follow workplace procedures to deal with any 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer. Hydraulic rubber moulding press of size 75 cm x 75 cm or higher with electric/stem heated platens and necessary tools and accessories, Safety equipment such as fire extinguishers, helmet, gloves, goggles etc., Digital thermometers, moulds, materials for moulding such as rubber mix, mould release agent, marker pencils etc., cleaning equipment and chemicals









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7	Reporting and Documentation 05 Hours Practical 10 hours Corresponding NOS RSC/N5002	accidental damage caused during the cleaning process Ensure that, on completion of the work, the area is left clean and dry and meets requirements Return the equipment, materials and personal protective equipment that were used to the right places making sure they are clean, safe and securely stored Dispose the waste garnered from the activity in an appropriate manner Dispose of used and un-used solutions according to manufacturer's instructions, and clean the equipment thoroughly Maintain schedules and records for housekeeping duty Replenish any necessary supplies or consumables Report data/problems/incidents as applicable in a timely manner Report to the appropriate authority as laid down by the company Follow reporting procedures as prescribed by the company Identify documentation to be completed relating to one's role Record details accurately an appropriate format Complete all documentation within stipulated time according to company procedure Ensure that the final document meets with the requirements of the persons who requested it or make any amendments accordingly Make sure documents are available to all appropriate authorities to inspect Respond to requests for information in an appropriate manner whilst following organizational procedures Inform the appropriate authority of requests for	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer, reporting formats, registers, files
8	Quality Checks 05 Hours Practical 10 hours Corresponding NOS RSC/N5003	 information received Ensure that total range of checks are regularly and consistently performed Use appropriate measuring instruments, equipment, tools, accessories etc ,as required Identify non-conformities to quality assurance standards Identify potential causes of non-conformities to quality assurance standards Identify impact on final product due to non-conformance to company standards Evaluating the need for action to ensure that problems do not recur Suggest corrective action to address problem Review effectiveness of corrective action Interpret the results of the quality check 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer, quality manuals, Digital thermometers, moulds, materials for moulding such as rubber mix, mould release agent









9	Problem Identification	correctly Take up results of the findings with QC in charge/appropriate authority. Take up the results of the findings within stipulated time Record of results of action taken Record adjustments not covered by established procedures for future reference Review effectiveness of action taken Follow reporting procedures where the cause of defect cannot be identified
9	Problem Identification and Escalation 05 Hours Practical 10 hours Corresponding NOS RSC/N5004	 Identify defects/indicators of problems Identify any wrong practices that may lead to problems Identify practices that may impact the final product quality Identify if the problem has occurred before Identify other operations that might be impacted by the problem Ensure that no delays are caused as a result of failure to escalate problems Take appropriate materials and sample, conduct tests and evaluate results to establish reasons to confirm suspected reasons for nonconformance (where required) Consider possible reasons for identification of problems Consider applicable corrections and formulate corrective action Formulate action in a timely manner Communicate problem/remedial action to appropriate parties Take corrective action in a timely manner Take corrective action for problems identified according to the company procedures Report/document problem and corrective action taken to determine if the problem has been resolved Ensure that corrective action selected is viable and practical Ensure that corrective action for problems identified according to the company procedures Ensure that corrective action selected is viable and practical Ensure that corrective action for problems identified according to the company procedures Ensure that no delays are caused as a result
		 of failure to take necessary action Escalate problem as per laid down escalation matrix Escalate the problem within stipulated time Escalate the problem in an appropriate manner Ensure that no delays are caused as a result of failure to escalate problems









10	Soft Skills Theory 05 Hours Practical 05 hours Corresponding NOS Bridge Module IT Skills	 Understand Art of Effective Communication. Able to handle effective Communication with co-workers and their Family. Able to handle effective Communication with Peers/ colleagues using medical terminology in communication. Learn basic reading and writing skills. Follow basics of grooming and personal health Effectively work in a team Manage time effectively Prepare for interviews Understand parts of a computer 	Power point presentation, LCD projector, Computer, LCD screen, white board, marker, pointer
	Theory 08 hours Practical 15 hours Corresponding NOS Bridge Module	 Understand basics of computer and concept of motherboard Use Microsoft Word Use Microsoft PowerPoint Use Microsoft Excel Understand Internet and its uses 	presentation, LCD projector, Computer, LCD screen, white board, marker, pointer, Microsoft Office, Internet Connectivity
	Total 350 hrs Theory 140 Hours Practical 210 Hours		

Grand Course Duration: 350 Hours

(This syllabus/ curriculum has been approved by **Rubber Skill Development Council**)









Trainer Prerequisites for Job role: "Compression Moulding Operator" mapped to Qualification Pack: "RSC/Q 0205 Version 1.0"

Sr. No.	Area	Details	
1	Description	To deliver accredited training service, mapping to the curriculum detailed above, in accordance with the Qualification Pack <u>"RSC/Q0205 Version 1.0"</u> .	
2	Personal Attributes	9,	
3	Minimum Educational Qualification	Any Graduate preferably in rubber or polymer	
4a	Domain Certification	Certified for Job Role: "Compression Moulding Operator" mapped to QP: "RSC/Q0205". Minimum accepted score as per RSDC guidelines is 80%.	
4b	Platform Certification	Recommended that the Trainer is certified for the Job Role: "Trainer", mapped to the Qualification Pack: "SSC/ Q1402". Minimum accepted score as per RSDC guidelines is 80%.	
5	Experience	5+ years of relevant work-experience, above supervisor level	









Annexure: Assessment Criteria

Assessment Criteria for Compression Moulding Operator	
Job Role	Compression Moulding Operator
Qualification Pack	RSC/Q 0205 Version 1.0
Sector Skill Council	Rubber Skill Development Council

Sr. No.	Guidelines for Assessment		
1	Criteria for assessment for Qualification Pack has been created based on the NOSs and performance criteria by RSDC. Each Performance Criteria (PC) has been assigned marks proportional to its importance within NOS and weightages have also been given among the NOSs accordingly. RSDC has laid down the proportion of marks for Skills and Theory for each PC.		
2	The assessment for the theory part will be based on knowledge bank of questions created by the SSC		
3	Individual assessment agencies will create unique question papers for theory part for each candidate at each examination/training centre (as per assessment criteria below)		
4	Individual assessment agencies will create unique evaluations for skill practical for every student at each examination/training centre based on this criteria		
5	To pass the Qualification Pack, every trainee should score a minimum of 70% aggregate		
6	In case of successfully passing only certain number of NOS's, the trainee is eligible to take subsequent assessment on the balance NOS's to pass the Qualification Pack		









		Marks Allocation		
Assessable Outcome	Assessment Criteria	Tota I	Theor y	Practic
	PC1. Ensure that compression moulding machine is clean and fit for use as per SOP	2	2	0
	PC2. Ensure emergency safety feature of machine is working	2	2	0
	PC3. Select the correct mould	2	2	0
	PC4. Ensure that the mould is clean	2	2	0
	PC5. Assemble the mould properly on the platten	2	2	0
	PC6. Load the mould on the press for preheating and clamp properly after checking alignment.	2	2	0
	PC7. Set parameters for the press (cycle time, temperature and ram pressure), as per company's SOP	3	3	0
	PC8. Apply the mould release agent appropriately as per SOP	2	2	0
	PC9. Keep all the accessories like cleaning brush, mould release lever (made of brass or aluminium flat), mould release agent ready	3	3	0
	PC10. Ensure that rubber compound to be fed is approved by laboratory as per SOP	5	2	3
1. RSC/ 0501 (Prepare compression moulding machine)	PC11.Match the batch code of each rubber compound with the batch code on the job schedule given by the planning department, ensuring FIFO.	6	2	4
	PC12.Cut the rubber compound as per desired specification(shape, size and weight)	5	2	3
	PC13.Weigh the blank pieces and ensure that they meet the requirement	5	2	3
	PC14. Ensure, by visual inspection, that rubber compound is of desired quality (free of contamination/ bloom)	5	2	3
	PC15. Ensure housekeeping/safety in the moulding area as per SOP	5	2	3
	PC16.Use lifting equipment such as forklift / Trolleys while lifting heavy materials such as moulds to avoid physical injury.	5	2	3
	PC17. Ensure mould lifting/ ejection/ slide mechanism of the press are properly functioning	6	3	3
	PC18. Ensure that signage indicating hot surfaces is put up wherever necessary	8	3	5
	PC19.Adhere to all safety norms (like wearing protective gloves, shoes)	15	5	10
	PC20.Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP	15	5	10
	organizational oot	100	50	50









2. RSC/ N 0502 (Perform compression moulding	PC1. Handle the rubber compound to avoid contamination	10	5	5
	PC2. Load the identified material in the correct pattern as per SOP to minimize material overflow/ wastage/ excess flash	10	10	0
	PC3. Properly close the press and apply pressure uniformly	5	5	0
	PC4. Bump the press to ensure that air is eliminated	5	5	0
	PC5. Ensure that moulding pressure and temperature is maintained during the curing cycle	5	5	0
operation)	PC6. Cure the product as per SOP	10	10	0
, ,	PC7. Ensure housekeeping/safety in the moulding area as per SOP	15	5	10
	PC8. Ensure mould lifting/ ejection/ slide mechanism of the press are properly functioning	10	5	5
	PC9. Adhere to all other safety norms (like wearing shoes, hand gloves, safety glasses)	15	5	10
	PC10.Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP	15	5	10
		100	60	40
	PC1. Remove cured product properly as per SOP	3	3	0
	PC2. Ensure post cure wherever required as per SOP	3	3	0
	PC3. Remove the compound flash from the mould and ensure clean mould for next cycle as per SOP	3	3	0
	PC4. Trim the piece to remove flash in a manner that does not cause injury to the operator or the product as per SOP	5	5	0
	PC5. Ensure surface treatment of the cured product wherever required as per SOP	5	5	0
0. D00/N0500 / H2 12 42 12	PC6. Dispose waste material in safe manner as per company's SOP	5	5	0
3. RSC/ N0503 (Undertake post compression moulding activities)	PC7. Ensure identification and traceability by batch marking/ coding for the right product as per instructions laid down by the company (in terms of batch number, colour, date stamp)	30	15	15
	PC8. Send sample of specified compound/ batch in specified form to lab for testing	3	3	0
	PC9. Send the remaining material to the designated storage area	5	5	0
	PC10. Ensure mould lifting/ ejection/ slide mechanism of the press are properly functioning	10	5	5
	PC11. Adhere to all safety norms (like wearing protective gloves, shoes, safety glasses)	14	4	10
	PC12. Comply with health, safety, environment guidelines, regulations in accordance with international/national standards or organizational SOP	14	4	10









		100	60	40
	PC1. Inspect the area while taking into account various surfaces	5	3	2
	PC2. Identify the material requirements for			
	elegating the areas inspected by considering	5	3	2
	cleaning the areas inspected, by considering	5	3	2
	risk, time, efficiency and type of stain PC3. Ensure that the cleaning equipment is in			
	proper working condition	4	2	2
	PC4. Select the suitable alternatives for			
	cleaning the areas in case the appropriate			
	equipment and materials are not available and	5	3	2
	inform the appropriate person			
	PC5. Plan the sequence for cleaning the area to	_		
	avoid re-soiling clean areas and surfaces	5	3	2
	PC6. Inform the affected people about the			_
	cleaning activity	4	2	2
	PC7. Display the appropriate signage for the		_	
	work being conducted	8	5	3
	PC8. Ensure that there is adequate ventilation	4	0	0
	for the work being carried out	4	2	2
	PC9. Wear the personal protective equipment			
	required for the cleaning method and materials	5	3	2
	being used			
	PC10. Use the correct cleaning method for the	5	3	2
	work area, type of soiling and surface			_
	PC11. Carry out cleaning activity without	2	2	0
4. RSC/ N5001 (To carry out	disturbing others			
housekeeping)	PC12. Deal with accidental damage, if any,	5	5	0
	caused while carrying out the work PC13. Report to the appropriate person any			
	difficulties in carrying out your work	3	3	0
	PC14. Identify and report to the appropriate			
	person any additional cleaning required that is	6	3	3
	outside one's responsibility or skill		O	
	PC15. Ensure that there is no oily substance on			
	the floor to avoid slippage	4	4	0
	PC16. Ensure that no scrap material is lying	4	4	0
	around	4	4	0
	PC17. Maintain and store housekeeping	4	4	0
	equipment and supplies	4	4	U
	PC18. Follow workplace procedures to deal with			
	any accidental damage caused during the	2	2	0
	cleaning process	ļ		
	PC19. Ensure that, on completion of the work,		6	
	the area is left clean and dry and meets	2	2	0
	requirements	1		
	PC20. Return the equipment, materials and personal protective equipment that were used to	1		
	the right places making sure they are clean,	2	2	0
	safe and securely stored	1		
	PC21. Dispose the waste garnered from the	_	_	_
	activity in an appropriate manner	2	2	0
	PC22. Dispose of used and un-used solutions	_	•	_
	according to manufacturer's instructions, and	2	2	0









	clean the equipment thoroughly			
	PC23. Maintain schedules and records for housekeeping duty	6	3	3
	PC24. Replenish any necessary supplies or	6	3	3
	consumables	100	70	30
	PC1. Report data/problems/incidents as			30
	applicable in a timely manner	8	4	4
	PC2. Report to the appropriate authority as laid down by the company	8	4	4
	PC3. Follow reporting procedures as prescribed by the company	8	4	4
	PC4. Identify documentation to be completed relating to one's role	19	14	5
	PC5. Record details accurately an appropriate format	26	14	12
5. RSC/ N5002 (To carry out	PC6. Complete all documentation within	•	4	4
reporting and documentation)	stipulated time according to company procedure	8	4	4
,	PC7. Ensure that the final document meets with the requirements of the persons who requested it or make any amendments accordingly	8	4	4
	PC8. Make sure documents are available to all	7	4	3
	appropriate authorities to inspect PC9. Respond to requests for information in an appropriate manner whilst following organizational procedures	4	4	0
	PC10. Inform the appropriate authority of	4	4	0
	requests for information received	_		
	DOA Francis that total and to a fabrica and	100	60	40
	PC1. Ensure that total range of checks are regularly and consistently performed	6	4	2
	PC2. Use appropriate measuring instruments, equipment, tools, accessories etc ,as required	11	4	7
	PC3. Identify non-conformities to quality	6	4	2
	assurance standards PC4. Identify potential causes of non-	5	3	2
	conformities to quality assurance standards PC5. Identify impact on final product due to non-	5	3	2
	conformance to company standards PC6. Evaluating the need for action to ensure	_		
6. RSC/ N5003 (To carry out	that problems do not recur PC7. Suggest corrective action to address	7	5	2
quality checks)	problem	7	5	2
	PC8. Review effectiveness of corrective action	7	5	2
	PC9. Interpret the results of the quality check correctly	5	3	2
	PC10. Take up results of the findings with QC in charge/appropriate authority.	5	3	2
	PC11. Take up the results of the findings within stipulated time	6	3	3
	PC12. Record of results of action taken	8	5	3
	PC13. Record adjustments not covered by established procedures for future reference	8	5	3









	PC14. Review effectiveness of action taken	6	3	3
	PC15. Follow reporting procedures where the cause of defect cannot be identified	8	5	3
	Sauce of defect carmet so facilities	100	60	40
	PC1. Identify defects/indicators of problems	2	2	0
	PC2. Identify any wrong practices that may lead to problems	3	3	0
	PC3. Identify practices that may impact the final product quality	3	3	0
	PC4. Identify if the problem has occurred before	2	2	0
	PC5. Identify other operations that might be			
	impacted by the problem	3	3	0
	PC6. Ensure that no delays are caused as a result of failure to escalate problems	2	2	0
	PC7. Take appropriate materials and sample, conduct tests and evaluate results to establish reasons to confirm suspected reasons for non-conformance (where required)	2	2	0
	PC8. Consider possible reasons for identification of problems	3	3	0
	PC9. Consider applicable corrections and formulate corrective action	3	3	0
	PC10. Formulate action in a timely manner	3	3	0
	PC11.Communicate problem/remedial action to appropriate parties	2	2	0
7. RSC/ N5004 (To carry out	PC12. Take corrective action in a timely manner	4	4	0
problem identification and	PC13. Take corrective action for problems	4	4	0
escalation)	identified according to the company procedures PC14.Report/document problem and corrective	3	3	0
	action in an appropriate manner PC15.Monitor corrective action	2	2	0
	PC16. Evaluate implementation of corrective			0
	action taken to determine if the problem has been resolved	2	2	0
	PC17. Ensure that corrective action selected is viable and practical	2	2	0
	PC18. Ensure that correct solution is identified to an identified problem	2	2	0
	PC19. Take corrective action for problems identified according to the company procedures	2	2	0
	PC20. Ensure that no delays are caused as a	3	3	0
	result of failure to take necessary action PC21. Escalate problem as per laid down	12	2	10
	escalation matrix PC22. Escalate the problem within stipulated	12	2	10
	time PC23. Escalate the problem in an appropriate			10
	manner	12	2	10
	PC24. Ensure that no delays are caused as a result of failure to escalate problems	12	2	10
		100	60	40







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