

Skills for Logistics

National Occupational Standards for Logistics Operations Management

November 2007

CONTENTS

Unit LOM1 Identify the logistics requirements of a supply chain	1
Unit LOG2 Promote and maintain health, safety, and security in logistics operations	2
Unit LOM2 Promote compliance of logistics operations with legislation, regulations, and organisational procedures	3
Unit LOM3 Schedule logistics operations to meet customer requirements	4
Unit LOM4 Optimise the use of logistics resources	5
Unit LOM5 Develop contingency plans for logistics operations	6
Unit LOM6 Utilise transport modes in logistics operations	7
Unit LOM7 Apply technology in logistics operations	8
Unit LOM8 Develop relationships with logistics customers	9
Unit LOM9 Improve the quality of logistics operations	10
Unit LOM10 Respond to contingencies during logistics operations	11
Unit LOM11 Monitor the environmental impact of logistics operations	12
Unit MSC B5 Provide leadership for your team	13
Unit MSC D5 Allocate and check work in your team	14

Unit LOM1 Identify the logistics requirements of a supply chain

You will be able to:

- 1) Select suitable sources of information on the supply chain that are relevant to the organisation and its customers
- 2) Identify the features and characteristics of the supplies flowing through the supply chain
- 3) Monitor the activities of the main organisations operating in the supply chain
- 4) Confirm the specific requirements of customers in the supply chain
- 5) Identify the available **transport modes** and routes used, and the way supplies need to be stored
- 6) Obtain information on the current **legislation and regulations** that apply to **logistics operations** in the supply chain
- 7) Monitor changes and developments to the supply chain that could have an effect on **logistics operations**
- 8) Apply **logistics operations** to meet the **requirements of customers** in the supply chain
- 9) Identify any potential opportunities for the organisation arising from **changes in the supply chain**
- 10) Report work activities and record them in the appropriate information systems according to organisational procedures

You will know and understand:

Supply chains

- a) sources of information on the supply chain
- b) how the supply chain operates
- c) how supplies are moved through the supply chain
- d) the needs of different customers in the supply chain
- e) systems and procedures for operating in the supply chain
- f) products, materials, and services that comprise supplies
- g) types of supply chains

Legislation and regulations

- h) legislation and regulations relating to health, safety, and logistics operations
- i) sources of information on legislation and regulations
- j) regulatory bodies and their compliance requirements

Organisational procedures

- k) roles, responsibilities, and management systems
- l) working practices, operating procedures, guidelines, and codes of practice
- m) information systems and communication methods used by the organisation

Unit LOG2 Promote and maintain health, safety, and security in logistics operations

You will be able to:

- 1) Follow regulations and organisational procedures for health, safety, and security at all times
- 2) Monitor changes in health, safety, and security regulations and guidelines, and implement their requirements
- 3) Ensure that any risks to the health, safety, and security of self and others when undertaking **logistics operations** are assessed according to organisational guidelines
- 4) Monitor the work of colleagues to ensure that safe working practices are followed at all times
- 5) Ensure that **personal protective equipment** is used correctly
- 6) Ensure that manufacturers' and other relevant instructions relating to the safe use of **equipment** are followed
- 7) Inform visitors to the work area of health, safety, and security procedures, and prevent unauthorised access to restricted areas
- 8) Identify promptly any **health and safety hazards and security issues**
- 9) Take immediate action to prevent injury, theft, or damage, and give priority to the protection of people over organisational performance
- 10) Respond to incidents affecting health, safety, and security by using the appropriate **safety equipment** and carrying out the **safety procedures** specified by the organisation
- 11) Report accidents and emergencies in the appropriate electronic or manual information systems

You will know and understand:

Health, safety, and security at work

- a) legislation, regulations, and organisational procedures that apply to health and safety in the workplace
- b) sources of information on changes to health, safety, and security legislation and regulations
- c) responsibilities of all workers for health, safety, and security
- d) specific role responsibilities of colleagues for health, safety, and security
- e) risk assessment methods
- f) personal protective equipment that should be used for different logistics activities, and how to use it correctly
- g) instructions for safely using different types of equipment, and who should issue them
- h) safety measures that should be undertaken for visitors attending the workplace
- i) types of health, safety, and security incident that could occur
- j) safety equipment and procedures that should be used with different types of accident or emergency
- k) accident and emergency procedures of the organisation, including individual roles and responsibilities
- l) location of the approved escape routes
- m) alarm systems and procedures for contacting the emergency services
- n) legal responsibilities for reporting accidents and emergencies
- o) reporting of accidents and emergencies

Legislation and regulations

- p) legislation and regulations relating to different types of logistics operations
- q) sources of information on legislation and regulations
- r) regulatory bodies and their compliance requirements

Organisational procedures

- s) roles, responsibilities, and management systems
- t) working practices, operating procedures, guidelines, and codes of practice
- u) information systems and communication methods used by the organisation

Unit LOM2 Promote compliance of logistics operations with legislation, regulations, and organisational procedures

You will be able to:

- 1) Obtain information from suitable sources on the current **legislation and regulations** that apply to the **logistics operations** being undertaken
- 2) Monitor changes and developments in **legislation and regulations** that could have an effect on **logistics operations** being undertaken
- 3) Confirm organisational procedures for the **logistics operations** being undertaken
- 4) Explain to colleagues the content and meaning of current **legislation and regulations** in a way that they are likely to understand
- 5) Monitor the work activities of colleagues to ensure that regulations and organisational procedures are followed
- 6) Monitor the use of **equipment** to ensure that regulations and organisational procedures are followed
- 7) Inform all relevant people of any changes to regulations and organisational procedures that could affect them
- 8) Identify any **problems with compliance**, and take the appropriate action to deal with them
- 9) Recommend improvements to the way the organisation complies with **legislation and regulations**
- 10) Report work activities and record them in the appropriate information systems according to organisational procedures

You will know and understand:

Compliance

- a) methods of monitoring developments in legislation and regulations
- b) implications of not complying with legislation and regulations
- c) ways of identifying non-compliance
- d) people responsible for complying with legislation and regulations

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM3 Schedule logistics operations to meet customer requirements

You will be able to:

- 1) Confirm the **logistics operations** that are required to meet the needs of **customers**
- 2) Agree with **customers** the timings and deadlines for the provision of the **logistics operations**
- 3) Apply the scheduling methods and tools used in the organisation according to organisational procedures
- 4) Determine the **logistics resources** and sequence of tasks required to provide the **logistics operations**
- 5) Review all relevant factors and risks that could affect the schedule
- 6) Assess the timescales and durations required to provide the **logistics operations**
- 7) Plan the **logistics operations** to ensure that the supply chain continues to function effectively
- 8) Monitor the provision of **logistics operations** against the schedule
- 9) Identify any **problems with the schedule**, and take the appropriate action to deal with them
- 10) Report work activities and record them in the appropriate information systems according to organisational procedures
- 11) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Scheduling

- a) methods and tools used for scheduling
- b) factors that need to be taken into account when scheduling
- c) activities that need to be undertaken
- d) problems that could occur

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM4 Optimise the use of logistics resources

You will be able to:

- 1) Consult with all the relevant people on how **logistics resources** could be used more effectively
- 2) Identify the availability and demand for **logistics resources** in the organisation
- 3) Assess the level and type of **logistics resources** used for the **logistics operations** being undertaken
- 4) Identify all relevant factors that could affect the use of the **logistics resources**
- 5) Determine how the **logistics resources** could be used more effectively and efficiently
- 6) Optimise the use of **logistics resources** to achieve the most suitable balance of usage and performance
- 7) Monitor the use of **logistics resources** to identify any positive or negative effects on the delivery of **logistics operations**
- 8) Identify ways of improving or developing the **logistics resources** used in **logistics operations**
- 9) Report work activities and record them in the appropriate information systems according to organisational procedures
- 10) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Logistics resources

- a) types of resources used in specific logistics operations
- b) the factors that could affect the use of resources
- c) methods for optimising resources
- d) the types of problem associate with the use of different types of resources

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM5 Develop contingency plans for logistics operations

You will be able to:

- 1) Develop procedures for identifying and resolving contingencies with logistics operations
- 2) Review the contingencies that have previously occurred and the factors that have led to them
- 3) Assess the impact of the contingencies on the logistics operations, and how people and organisations will respond to them
- 4) Identify the activities and resources required to respond to the contingencies
- 5) Develop cost-effective and practical contingency plans to deal with the contingencies
- 6) Inform all relevant people of the contingency plans, and provide advice and guidance on their implementation
- 7) Obtain feedback from colleagues on the use of the contingency plans
- 8) Review the effectiveness of the contingency plans at suitable opportunities
- 9) Report work activities and record them in the appropriate information systems according to organisational procedures
- 10) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Contingencies

- a) types of contingency that can occur with different logistics operations
- b) factors that could lead to contingencies
- c) contingency planning methods
- d) risk assessment methods that are used
- e) how to resolve typical contingencies

Legislation and regulations

- f) legislation and regulations relating to health, safety, and logistics operations
- g) sources of information on legislation and regulations
- h) regulatory bodies and their compliance requirements

Organisational procedures

- i) roles, responsibilities, and management systems
- j) working practices, operating procedures, guidelines, and codes of practice
- k) information systems and communication methods used by the organisation

Unit LOM6 Utilise transport modes in logistics operations

You will be able to:

- 1) Review the nature of the supplies being handled in the logistics operations
- 2) Identify the main transport modes and transportation routes used to deliver the supplies to their destination
- 3) Identify any factors that affect the transportation of the supplies
- 4) Select the most suitable transport modes to enable supplies to reach their destination according to the organisation's requirements
- 5) Coordinate logistics resources to work effectively with the selected transport modes
- 6) Ensure the data that is required to use the transport modes is processed correctly
- 7) Report work activities and record them in the appropriate information systems according to organisational procedures
- 8) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Transport modes

- a) advantages and disadvantages of different transport modes
- b) types of vehicles used in different transport modes
- c) major routes, transport hubs, and destinations
- d) geography of routes and destinations

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM7 Apply technology in logistics operations

You will be able to:

- 1) Ensure that **technology** is applied efficiently and effectively during **logistics operations**
- 2) Follow specified maintenance schedules according to manufacturers' and organisational procedures
- 3) Check that colleagues using the **technology** understand its use and are competent in its operation
- 4) Monitor colleagues to ensure that the **technology** is used safely in a way that is approved by the organisation
- 5) Identify and respond to any training needs associated with the use of the **technology**
- 6) Identify ways in which the **technology** has improved **logistics operations**, and recommend any further potential improvements
- 7) Devise effective ways of responding to failures in the **technology**
- 8) Identify any **issues** arising from the use of the **technology** and take the appropriate action to respond to them
- 9) Report work activities and record them in the appropriate information systems according to organisational procedures
- 10) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Technology

- a) equipment and systems that are available
- b) latest technological advances
- c) implications of changes in technology
- d) licensing of technology

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM8 Develop relationships with logistics customers

You will be able to:

- 1) Communicate with **customers** by using suitable **communication methods** that involves the customer and is appropriate to the circumstances
- 2) Obtain relevant information on the requirements of **customers** for **logistics operations**
- 3) Provide **customers** with clear and relevant advice and information on the **logistics operations**
- 4) Respond positively and effectively to the requirements of **customers**
- 5) Ensure **customers** are regularly informed of progress in responding to their requirements
- 6) Respond promptly and accurately to queries raised by **customers**, and pass on any queries that cannot be answered to the appropriate people
- 7) Respond positively to any comments, and ensure they are dealt with by the appropriate person
- 8) Recommend improvements to the way the organisation works with **customers**
- 9) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Customers

- a) principles of customer service
- b) typical expectations and requirements of customers
- c) levels of customer service offered by own and other organisations
- d) types of enquiries made by customers

Legislation and regulations

- e) legislation and regulations relating to health, safety, and logistics operations
- f) sources of information on legislation and regulations
- g) regulatory bodies and their compliance requirements

Organisational procedures

- h) roles, responsibilities, and management systems
- i) working practices, operating procedures, guidelines, and codes of practice
- j) information systems and communication methods used by the organisation

Unit LOM9 Improve the quality of logistics operations

You will be able to:

- 1) Obtain valid and reliable information on the performance of **logistics operations**
- 2) Identify potential areas for **improvement**, and agree with colleagues the need for improving them
- 3) Assess potential improvement methods that would be appropriate for the organisation and its **logistics operations**
- 4) Select and apply the most suitable improvement methods for improving the quality of **logistics operations**
- 5) Identify the success criteria that can be used to evaluate the effect of applying the improvement methods
- 6) Monitor the effects of applying the improvement methods over a suitable period of time
- 7) Evaluate the effect on quality of applying the improvement methods
- 8) Identify any **problems with applying improvement methods**, and take the appropriate action to deal with them
- 9) Report work activities and record them in the appropriate information systems according to organisational procedures
- 10) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Improvement methods

- a) sources of information on improvement methods
- b) improvement approaches and methods that are used in industry
- c) improvement methods used in the organisation
- d) methods for evaluating improvement methods
- e) advantages and disadvantages of different methods

Legislation and regulations

- f) legislation and regulations relating to health, safety, and logistics operations
- g) sources of information on legislation and regulations
- h) regulatory bodies and their compliance requirements

Organisational procedures

- i) roles, responsibilities, and management systems
- j) working practices, operating procedures, guidelines, and codes of practice
- k) information systems and communication methods used by the organisation

Unit LOM10 Respond to contingencies during logistics operations

You will be able to:

- 1) Implement methods for identifying contingencies with logistics operations
- 2) Obtain relevant information on contingencies from the appropriate people as soon as they occur
- 3) Ensure that colleagues are immediately informed of any contingencies that could affect their safety or performance
- 4) Identify the factors causing the contingencies using the appropriate problem-solving and investigation methods
- 5) Implement responses to contingencies using the appropriate methods and resources according to organisational procedures
- 6) Monitor the delivery of the responses, and ensure that they are implemented according to organisational requirements
- 7) Ensure the requirements of customers are met when contingencies occur
- 8) Inform the relevant people of the responses to the contingencies
- 9) Identify any potential opportunities for the organisation arising from the contingencies
- 10) Report work activities and record them in the appropriate information systems according to organisational procedures
- 11) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Contingencies

- a) types of contingency that can occur with different logistics operations
- b) typical signs and indications of emerging contingencies
- c) factors that could lead to contingencies
- d) problem solving and investigation methods
- e) how to respond to different types of contingency
- f) who should be informed when contingencies occur
- g) types of opportunity that can arise from contingencies

Legislation and regulations

- h) legislation and regulations relating to health, safety, and logistics operations
- i) sources of information on legislation and regulations
- j) regulatory bodies and their compliance requirements

Organisational procedures

- k) roles, responsibilities, and management systems
- l) working practices, operating procedures, guidelines, and codes of practice
- m) information systems and communication methods used by the organisation

Unit LOM11 Monitor the environmental impact of logistics operations

You will be able to:

- 1) Implement and promote the organisation's environmental policy
- 2) Monitor the use of energy and materials to deliver **logistics operations**
- 3) Identify the effects on the **environment of logistics operations**
- 4) Assess the environmental risks of specific **logistics operations** before they are undertaken
- 5) Identify ways to reduce any adverse effects on the **environment**
- 6) Identify ways to use energy more effectively and efficiently
- 7) Recycle surplus materials wherever possible
- 8) Dispose of surplus materials according to legislation, regulations, and organisational procedures
- 9) Respond to any **environmental impact** with the appropriate action according to organisational procedures
- 10) Inform visitors and subcontractors of their environmental responsibilities when dealing with the organisation
- 11) Recommend ways to improve the **environmental impact of logistics operations**
- 12) Report work activities and record them in the appropriate information systems according to organisational procedures
- 13) Comply with all relevant work and safety legislation, regulations, standards, and organisational procedures

You will know and understand:

Environmental impact

- a) environmental protection measures used in organisations
- b) systems to assess environmental impact
- c) environmental issues affecting the logistics industry
- d) organisation's environmental policy
- e) recycling and disposal of surplus materials
- f) legislation and regulations applying to the disposal of surplus materials

Legislation and regulations

- g) legislation and regulations relating to health, safety, and logistics operations
- h) sources of information on legislation and regulations
- i) regulatory bodies and their compliance requirements

Organisational procedures

- j) roles, responsibilities, and management systems
- k) working practices, operating procedures, guidelines, and codes of practice
- l) information systems and communication methods used by the organisation

Unit MSC B5 Provide leadership for your team

You will be able to:

Outcomes

- 1) Set out and positively communicate the purpose and objectives of the team to all members
- 2) Involve members in planning how the team will achieve its objectives.
- 3) Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
- 4) Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
- 5) Win, through your performance, the trust and support of the team for your leadership
- 6) Steer the team successfully through difficulties and challenges, including conflict within the team
- 7) Encourage and recognise creativity and innovation within the team
- 8) Give team members support and advice when they need it especially during periods of setback and change
- 9) Motivate team members to present their own ideas and listen to what they say
- 10) Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead
- 11) Monitor activities and progress across the team without interfering

Behaviours

- 12) You create a sense of common purpose
- 13) You take personal responsibility for making things happen
- 14) You encourage and support others to take decisions autonomously
- 15) You act within the limits of your authority
- 16) You make time available to support others
- 17) You show integrity, fairness and consistency in decision-making
- 18) You seek to understand people's needs and motivations
- 19) You model behaviour that shows respect, helpfulness and co-operation

You will know and understand:

General knowledge and understanding

- a) different ways of communicating effectively with members of a team
- b) how to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
- c) how to plan the achievement of team objectives and the importance of involving team members in this process
- d) the importance of and being able to show team members how personal work objectives contribute to achievement of team objectives
- e) that different styles of leadership exist
- f) how to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements
- g) types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
- h) the importance of encouraging others to take the lead and ways in which this can be achieved
- i) the benefits of and how to encourage and recognise creativity and innovation within a team

Industry/sector specific knowledge and understanding

- j) legal, regulatory and ethical requirements in the industry/sector

Context specific knowledge and understanding

- k) the members, purpose, objectives and plans of your team
- l) the personal work objectives of members of your team
- m) the types of support and advice that team members are likely to need and how to respond to these
- n) standards of performance for the work of your team

Unit MSC D5 Allocate and check work in your team

You will be able to:

Outcomes

- 1) Confirm the work required of the team with your manager and seek clarification, where necessary, on any outstanding points and issues
- 2) Plan how the team will undertake its work, identifying any priorities or critical activities and making best use of the available resources
- 3) Allocate work to team members on a fair basis taking account of their skills, knowledge and understanding, experience and workloads and the opportunity for development
- 4) Brief team members on the work they have been allocated and the standard or level of expected performance
- 5) Encourage team members to ask questions, make suggestions and seek clarification in relation to the work they have been allocated
- 6) Check the progress and quality of the work of team members on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback
- 7) Support team members in identifying and dealing with problems and unforeseen events
- 8) Motivate team members to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion
- 9) Monitor the team for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively
- 10) Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with team members
- 11) Recognise successful completion of significant pieces of work or work activities by team members and the overall team and advise your manager
- 12) Use information collected on the performance of team members in any formal appraisal of performance

Behaviours

- 13) You make time available to support others
- 14) You clearly agree what is expected of others and hold them to account
- 15) You prioritise objectives and plan work to make best use of time and resources
- 16) You state your own position and views clearly and confidently in conflict situations
- 17) You show integrity, fairness and consistency in decision-making
- 18) You seek to understand people's needs and motivations
- 19) You take pride in delivering high quality work
- 20) You take personal responsibility for making things happen
- 21) You encourage and support others to make the best use of their abilities
- 22) You are vigilant for possible risks and hazards

Knowledge (see next page)

You will know and understand:

General knowledge and understanding

- a) different ways of communicating effectively with members of a team
- b) the importance of confirming/clarifying the work required of the team with your manager and how to do this effectively
- c) how to plan the work of a team, including how to identify any priorities or critical activities and the available resources
- d) how to identify and take due account of health and safety issues in the planning, allocation and checking of work
- e) why it is important to allocate work across the team on a fair basis and how to do so.
- f) why it is important to brief team members on the work they have been allocated and the standard or level of expected performance and how to do so
- g) ways of encouraging team members to ask questions and/or seek clarification and make suggestions in relation to the work which they have been allocated
- h) effective ways of regularly and fairly checking the progress and quality of the work of team members
- i) how to provide prompt and constructive feedback to team members
- j) how to select and apply a limited range of different methods for motivating, supporting and encouraging team members to complete the work they have been allocated, improve their performance and for recognising their achievements
- k) the additional support and/or resources which team members might require to help them complete their work and how to assist in providing this
- l) why it is important to monitor the team for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
- m) why it is important to identify unacceptable or poor performance by members of the team and how to discuss the cause(s) and agree ways of improving performance with team members
- n) the type of problems and unforeseen events that may occur and how to support team members in dealing with them
- o) how to log information on the ongoing performance of team members and use this information for performance appraisal purposes. and understanding

Industry/sector specific knowledge and understanding

- p) industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work
- q) industry/sector requirements for the development or maintenance of knowledge, understanding and skills

Context specific knowledge and understanding

- r) the members, purpose and objectives of your team
- s) the work required of your team
- t) the available resources for undertaking the required work
- u) the organisation's written health and safety policy statement and associated information and requirements
- v) your team's plan for undertaking the required work
- w) the skills, knowledge and understanding, experience and workloads of team members
- x) your organisation's policy and procedures in terms of personal development
- y) reporting lines in the organisation and the limits of your authority
- z) organisational standards or levels of expected performance
- aa) organisational policies and procedures for dealing with poor performance
- bb) organisational grievance and disciplinary policies and procedures
- cc) organisational performance appraisal systems