



Higher National Unit specification

General information for centres

Unit title: Resilience: Analysing Resilience Management

Unit code: F86C 35

Unit purpose: This Unit is intended to enable candidates to analyse the factors which influence the emergency management process in organisations and the role of a resilience specialist. This analysis will, in turn, enable candidates to assess how they can contribute to the development of resilience management in an organisation. For experienced candidates, this assessment can relate to their current situation and the contribution they can make to resilience management in the light of this. For candidates relatively new to resilience management, the Unit provides an opportunity to assess the possible contribution they can make to resilience management and how they can set about doing it.

On completion of the Unit the candidate should be able to:

- 1 Analyse the factors which affect resilience policy and practice in organisations.
- 2 Analyse the roles and responsibilities of a resilience specialist in organisations.
- 3 Evaluate own contribution to the development of resilience management in an organisation.

Credit points and level: 1 HN credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

Recommended prior knowledge and skills: There are no specific prior knowledge and skills required for this Unit. However, candidates should have experience of working in organisations which have a responsibility to develop resilience management procedures and processes. They should also be aware of the challenges which specialists in resilience management are likely to face. Candidates should also be able to demonstrate the capacity to undertake a Unit at SCQF level 8. This could be done through the achievement of Units or equivalent awards at SCQF level 7 or above.

Core Skills: There are opportunities to develop the following Core Skills components at SCQF level 6: Written Communication (Writing); Written Communication (Reading); *Problem Solving*: (Critical Thinking); *Problem Solving*: (Reviewing and Evaluating) and *Working with Others* (Working Co-operatively with Others). There is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

This Unit is a mandatory Unit in the PDA in Resilience Management at SCQF level 8. It is recommended that it be delivered as the first Unit in the award.

General information for centres (cont)

Assessment: Assessment for this Unit should be based on an organisation with which the candidate is familiar. Candidates could present their evidence in the form of a report which looks at the contribution they can make to resilience management in the organisation.

Higher National Unit specification: statement of standards

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Please refer to *Knowledge and/or Skills for the Unit* and *Evidence Requirements for the Unit* after the Outcomes.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse the factors which affect resilience policy and practice in organisations

Knowledge and/or Skills

- ◆ Current legislative requirements relating to civil contingencies
- ◆ Current government policy on resilience
- ◆ Local and national civil contingencies structures
- ◆ Approaches to resilience management

Outcome 2

Analyse the roles and responsibilities of a resilience specialist in organisations

Knowledge and/or Skills

- ◆ Objectives of a resilience specialist
- ◆ Responsibilities of a resilience specialist
- ◆ Multi-agency partnerships

Outcome 3

Evaluate own contribution to the development of resilience management in an organisation

Knowledge and/or Skills

- ◆ Drivers for resilience management in an organisation
- ◆ Constraints affecting resilience management in an organisation
- ◆ Self reflection and analysis

Higher National Unit specification: statement of standards (cont)

Unit title: Resilience: Analysing Resilience Management

EVIDENCE REQUIREMENTS FOR THE UNIT

Candidates will need to provide written/oral evidence to meet all the Knowledge and/or Skills items by showing that they can, with reference to a specified organisation, analyse resilience management and, in the light of this analysis, evaluate their own contribution to resilience management in the organisation.

This evaluation should meet the requirements listed below.

- 1 It should contain a precise critical analysis of how each of the Knowledge and/or Skills items in Outcome 1 lead to drivers for and/or constraints on resilience management in the organisation; the application of each Knowledge and/or Skill item should be illustrated with examples to show why it represents a driver and/or a constraint.
- 2 It should compare and contrast the objectives and responsibilities of a resilience specialist in the organisation with current good practice for objectives and responsibilities of resilience specialists in organisations in general. This comparison should be used to draw reasoned conclusions on drivers for and constraints on resilience management in the organisation.
- 3 It should provide a critical analysis of the role of multi-agency partnerships for resilience management and relate this in a reasoned manner, with suitable examples, to potential drivers for and potential constraints on resistance management in the organisation.
- 4 It should include a specific reasoned evaluation of the candidate's own contribution to resilience management in the organisation which should cover how the candidate can help to build on existing drivers and overcome any existing constraints to resilience management in the organisation.
- 5 This evaluation by the candidate should be based on a reasoned self analysis by the candidate and be explicitly linked to the analysis and conclusions on drivers and constraints in 1–3 above. The evaluation should be accompanied by specific examples taken from the candidate's own experience which justify her/his assessment of how drivers can be enhanced and constraints overcome.

ASSESSMENT GUIDELINES FOR THE UNIT

Assessment for this Unit should be based on an organisation with which the candidate is familiar. Candidates could present their evidence in the form of a report which looks at the contribution they can make to resilience management in the organisation. It could be completed in their own time or during time allocated for the purpose during an integrated development session. A written report could be supplemented by oral questions to ensure all aspects of the Evidence Requirements are fully met.

Administrative Information

Unit code: F86C 35

Unit title: Resilience: Analysing Resilience Management

Superclass category: AG

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History of changes:

Version	Description of change	Date

Source: SQA

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Higher National Unit specification: support notes

Unit title: Resilience: Analysing Resilience Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is a mandatory Unit in the PDA Resilience Management. It is intended for candidates who are currently working in resilience management in an organisation or who have a legitimate expectation that they will work in this area in the near future possibly for the organisation with which they are currently employed. It is the intention of the Unit, therefore, that candidates will be able to draw on their current experience of working in organisations where emergency planning and responding to civil contingencies is a key part of the organisation's activities. This will be the case even if they have yet to be directly involved in resilience management.

The Unit is, therefore, targeted at resilience specialists. These are people with responsibility for the management of resilience in an organisation. Resilience management is a fairly new concept as until recently the role was often described as emergency planning. Resilience is now underpinned by legislation, regulation, statutory guidance and a new national philosophy. Resilience management is now a profession in its own right and specialists in resilience management work in a professional capacity in organisations which have to respond to civil contingencies. This Unit is suitable for anyone working as a specialist in resilience management (or about to take up such a position) in any organisation. It is not confined to those working in organisations with a primary responsibility to respond to civil contingencies.

The Unit is designed to enable candidates to recognise the various general factors, especially current legislation and government policy, which affect resilience management in organisations. It also provides an opportunity to examine current good practice in resilience management in organisations. This should help candidates to recognise the part that their organisation and others play in the 'bigger picture' of the development of resilience management. However, the Unit is essentially an applied Unit and candidates are expected to relate general issues to the situation in an organisation with which they are familiar. In this way, candidates will also consider how the general factors affecting resilience management operate in a more specific context. In particular they will relate the general factors to drivers which help to promote resilience management in organisations and to possible barriers which may exist for resilience management in the organisation. This, in turn, will enable them to evaluate the contribution that they can make, as an individual, to the development of resilience management in the organisation. Overall, the Unit is intended to help candidates operate effectively as professionals in a specialist role in resilience management.

It is strongly recommended that candidates attempt this Unit at an early stage in the PDA. Ideally, it should be the first Unit that they undertake. Candidates are likely, therefore, to bring a wide range of experience to the Unit. Regardless of previous experience, the emphasis of the Unit is the same. It is to encourage candidates to look at factors which affect resilience management, to analyse them and consider how they apply in a familiar situation. The emphasis in this Unit is for candidates to consider their own individual situation with respect to what they can contribute to resilience management. In this sense, the Unit can be seen as part of their personal development.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Analysing Resilience Management

The Unit is, in a significant sense, a chance for an individual to take stock of where she/he is at present with respect to her/his role as a resilience specialist. The PDA in Resilience Management is designed as development award for professionals and self-reflection is a critical component of professional development. The changing nature of resilience management and the impact that this has had, and is continues to have, on those who work in the field reinforces the need to review and reflect on the contribution that the candidate can make to resilience management in her/his organisation.

The self evaluation of their own contribution is a critical part of the Unit. It is through this evaluation that candidates can demonstrate that they have a suitable knowledge and understanding of the factors which influence resilience policy and practice and of the roles and responsibilities of a resilience specialist. The evaluation will also enable candidates to show that they can undertake the analysis which the Unit requires. Different candidates will, of course, draw on different experience in making this evaluation and they will also be influenced by the different organisational environments in which they find themselves. Their evaluation of their own contribution to resilience management in their organisation will, therefore, be influenced by their experience and by the degree of sophistication of resilience management in their organisation. However, as far as this Unit is concerned, the important factors are the level of understanding and the quality of the evaluation and not the nature of the experience which the candidate has or the organisational situation of the candidate.

Candidates are expected to be fully aware of all relevant legislation and to know the importance of making sure that organisations take steps to make sure they abide by it. They are not expected to recall specific details of legislation but they should know the importance of checking the detail of legislation and making sure that resilience management in their organisation is consistent with all

The ultimate test of resilience management occurs when an organisation is faced with a disruptive challenge. However, candidates should realise the importance of measuring the environment in which resilience management is set and of monitoring trends in policy which may impact on resilience management, particularly ones which may affect expectations, among members of the public about how an emergency should be dealt with. These issues are examined more fully in the associated Unit, F86D 36 *Resilience: Evaluate and Develop Practice in Organisations*, and at this stage, candidates require only to have a general awareness of their importance.

There is still debate about exactly what resilience management should involve and candidates would be expected to engage with this debate. They should be aware of how this can affect the way resilience management operates within organisations in general and in organisations that they are familiar with in particular.

The following gives some indication of material which may be relevant for each of the Outcomes.

Outcome 1

The Civil Contingency Act 2004, related regulation and statutory guidance as applied in Scotland and the UK.

Health and Safety and other specific legislation and its relationship with Civil Contingencies legislation

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Analysing Resilience Management

Policy drivers and influences leading to the establishment of resilience management, including cultural, structural, societal and technological change and the growth of public and political expectations.

Scottish and UK resilience philosophy and structures including the principles of Integrated Emergency Management.

Outcome 2

Differing perspectives on resilience management - community, government, victims, statutory responders, other organisations etc.

Responsibilities of a resilience specialist could include: researcher; plan writer; staff officer; facilitator; responder; manager of process/programme/project/cycle; team leader; team builder own/organisation/SCG; trainer; tester; reviewer/monitor; adviser/counsellor/reporter; auditor.

Contingency planning and the nature of emergency and business continuity plans; Planning models; Purpose of plans; Specific, generic, generic capability plans; multi-agency planning.

Principles of effective response and recovery:

Outcome 3

This requires candidates to evaluate their own contribution to resilience management. As part of this they are expected to reflect on their current situation and undertake some self-analysis. There is no requirement, however, to do this formally although candidates are expected to illustrate their evaluation with suitable examples which justify their conclusions about their contribution. Candidates may, however, be able to make use of information from formal review or appraisal sessions relating to personal development and/or performance. Some may have made use of personal development tools such as a personal SWOT, backwards review of the repertory grid. Alternatively, or in addition, candidates may have been on personal development programmes using ideas from writers such as Stephen Covey or Daniel Goleman.

The evaluation is based on Lewin's force-field analysis and, as well as drivers and resistors (barriers), candidates may wish to also consider the personal assets that they bring can to the organisation which may influence the contribution they can make. For example, a candidate may have contacts outwith the organisation which can help them build partnerships with outside agencies.

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a development programme for professional resilience specialists in organisations.

Delivery of this Unit should take into account the fact that candidates may have a wide range of previous experience and that some may also have considerable exposure to the practical aspects of emergency management in organisations. It should also recognise the recent changes in resilience management and the development of resilience management as a profession.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Analysing Resilience Management

The essence of the Unit is to focus on the individual and the challenges that they face as an actual or potential practitioner in resilience management. The Unit is about analysing resilience management and the contribution that candidates can make to resilience management in their organisations and does not involve reviewing the success of existing resilience management processes and procedures. Delivery methods should therefore encourage candidates to focus on situations with which they are familiar and to consider how the content of the Unit can be applied to their own circumstances. Hence, all candidates will go through the same process but the nature and context of it is likely to differ.

For some candidates the content of the Unit such as the relevant legislation may well be familiar but they should be encouraged to think carefully about how it applies in their particular case. Whatever their level of knowledge and experience, all candidates should recognise the importance of checking legislation to make sure that they have followed its provisions and of keeping up to date with developments in policy and legislation. Candidates could, for example, work in groups to research particular aspects of legislation and policy and share their findings. This approach will help candidates to become familiar with the language of legal and policy documents and to realise the importance of consulting documents at source particularly as resilience management is a relatively new area and one which is developing rapidly.

Candidates can debate the role and responsibilities of resilience management and there may, again, be opportunities to work in groups to research different approaches and to share experiences of how these work out in their own organisations. Candidates could also be given short case studies or examples to help them to recognise different challenges that resilience specialists face and to compare and contrast other situations with the ones they face themselves. These case studies and sharing experiences could help candidates realise the professional nature of resilience management and form the basis of assignments which could act as formative assessments.

Using case studies and fostering an analytical, enquiring approach in delivery should help to prepare candidates for the final summative assessment. For this they will be required to evaluate the contribution they can make to resilience management in their own organisation (although they can use an organisation which is familiar to them if there are valid reasons to do so). This evaluation is based on force-field analysis and can be presented in the form of a report.

Opportunities for developing Core Skills

This Unit provides opportunities for candidates to work towards components of three Core Skills: *Communication*, *Problem Solving* and *Working with Others*, all at SCQF level 6. The following gives some examples of some of the opportunities for developing these Core Skills which the Unit makes available to candidates.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Analysing Resilience Management

Communication: Written Communication (Reading) at SCQF level 6

This is a challenging Unit which demands that candidates understand the detail of complex legislative and policy matters relating to resilience management. This will require them to deploy skills in accessing relevant documents and reading them to make sense of them. These texts can deal with abstract ideas and use complex, specialist vocabulary. They are written in complex sentences which, in policy documents especially, are analytical and include exemplification which is often detailed. Candidates have to apply this information to their own situation and will thus have to evaluate carefully just how well the documents meet their purpose. They will have to extract from them the key information which is relevant to them in order to analyse the factors affecting resilience management in their organisation and determine the contribution that they can make to developing resilience management in the organisation.

Communication: Written Communication (Writing) at SCQF level 6

Candidates will research and analyse complex background information and theory, and present written responses which are factually and technically accurate, clear, unambiguous and concise. Underpinning knowledge for the Unit will require an in-depth understanding of organisational communication theory and practice and an ability to analyse, explain and justify the use of techniques and media which influence and motivate others. They will be required to present an analytical written report which is technically accurate and which reaches coherent conclusions.

Problem Solving: Critical Thinking at SCQF level 6

Candidates taking this Unit will be expected to evaluate their own contribution to resilience management in an organisation. They will be expected to identify the factors which are involved in this, assess their relevance and from this develop and justify an argument which expresses the contribution that they can make.

Problem Solving: Reviewing and Evaluating at SCQF level 6

Candidates are expected to evaluate their contribution to resilience management and to use a force field analysis model as the framework for the evaluation. For this they will be expected to gather appropriate evidence and draw conclusions from it.

Working with Others: Working Co-operatively with Others at SCQF level 6

This will depend on the methods of delivery adopted for this Unit. The Unit lends itself to group working whereby candidates research legislation and policy on resilience management as well as investigation different approaches to resilience management. In order to do this, candidates will need to negotiate working methods for the group and determine roles within the group. Each candidate will need to organise her/his own role in order to ensure that s/he contributes effectively to the work of the group and that it progresses towards its target.

Open learning

This Unit is suitable for Open Learning as candidates should be able to acquire the relevant knowledge by accessing relevant documentation for themselves and by following guidance from a tutor. Appropriate arrangements would need to be made for assessment and quality assurance.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Analysing Resilience Management

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website

www.sqa.org.uk/assessmentarrangements

General information for candidates

Unit title: Resilience: Analysing Resilience Management

This Unit forms part of a Professional Development Award in Resilience Management at SCQF level 9 which is accredited by SQA. It has been designed to offer developmental opportunities to individuals who are currently involved in resilience management in organisations or who expect to become involved in this area in the near future.

The Unit is intended as the first Unit in the PDA and it is intended to give you the opportunity to analyse the factors, such as relevant legislation, which affect resilience policy and practice in organisations. It also asks you to analyse the role and responsibilities of a resilience specialist. On the basis of this analysis, you will be able to evaluate the contribution that you can make to resilience management in an organisation with which you are familiar. This may well be the organisation for which you are presently working.

Resilience as a broad topic is relatively new but contingency and emergency planning are well established. This Unit offers you the chance to think about the recent changes in resilience management and the development of resilience management as a profession.

Primarily, though, it is an applied Unit and you will be expected to apply these general concepts, principles, legislation and regulations to an organisation which you know well. You may already have some experience of resilience management and you will be able to make use of this also. If you do have experience, this Unit will be a chance to think about your current situation and the contribution you can make. If you are fairly new to resilience management, the Unit will give you a starting point. You can use your analysis of resilience management to consider what you can do in your own organisation and how you can set about doing it.

The assessment for the Unit will involve you in preparing a report which evaluates the contribution you can make to resilience management in an organisation you are familiar with. You will be expected to base this evaluation on an analysis you have made of the factors affecting resilience policy and practice and of the roles and responsibilities of a professional resilience specialist. Your evaluation will focus on how you can build on the drivers which can assist resilience management and how you can overcome any constraints which may affect resilience management.

You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.