



Higher National Unit specification

General information for centres

Unit title: Resilience: Evaluate and Develop Practice in Organisations

Unit code: F86D 36

Unit purpose: This Unit is intended to enable candidates to evaluate existing policy and practice of resilience management in an organisation. It will enable them also to use this evaluation to make proposals for the future development of resilience practice and policy in the organisation. In this way, candidates can contribute to improvement in the ways in which the organisation is able to prepare for and respond to disruptive challenges.

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

- 1 Evaluate existing resilience policy and practice in an organisation.
- 2 Make proposals for the future development of resilience policy and practice in an organisation.

Credit points and level: 1 HN credit at SCQF level 9: (8 SCQF credit points at SCQF level 9*)

**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: Candidates should have experience of working in organisations which have a responsibility to develop and implement resilience management. They should be in a position also which enables them to investigate and report on resilience policy and practice in an organisation. Candidates should be aware of the factors which influence resilience management in organisations and the contribution that they can make to it. They could demonstrate this by the successful completion of the Unit, F86C 35 *Resilience: Analysing Resilience Management*.

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: Planning and Organising*; *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 9. It is recommended that it be delivered as the final Unit in the award. By this stage candidates will have had an opportunity to consider the personal contribution they can make to resilience management and examined key management principles such as strategic planning which will help them in this Unit.

General information for centres (cont)

Assessment: Assessment for this Unit should be based on an organisation with which the candidate is familiar. Candidates could carry out a research project and present their evidence in the form of a report which evaluates existing resilience management policy and practice and makes proposals for the future development of policy and practice in resilience management in an 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

Evaluate existing resilience policy and practice in an organisation

Knowledge and/or Skills

- ◆ Preparation for disruptive challenges
- ◆ Responding to disruptive challenges
- ◆ Managing multi-agency partnerships
- ◆ Monitoring of resilience policy and practice
- ◆ Local and national risks
- ◆ Key measurement indicators

Outcome 2

Make proposals for the future development of resilience policy and practice in an organisation

Knowledge and/or Skills

- ◆ Emerging trends in resilience management
- ◆ Current local and national policy initiatives relevant to resilience management
- ◆ Strategies for improving organisational resilience
- ◆ Planning techniques for resilience management

Higher National Unit specification: statement of standards (cont)

Unit title: Resilience: Evaluate and Develop Practice in Organisations

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, evaluate resilience policy and practice in the organisation and make proposals for the future development of policy and practice of resilience management in the organisation.

This evidence should meet the requirements listed below.

- 1 It must cover both resilience policy and resilience practice in the organisation and include illustrative examples taken from the organisation which refer to both local and national risks.
- 2 Examples should be supported and justified with information, including statistical data where appropriate, gathered from a range of sources with the organisation.
- 3 The evaluation of existing resilience policy and practice should demonstrate a critical understanding of the main factors which influence resilience practice and policy and how they apply to the organisation.
- 4 The evaluation should critically analyse the use and value of the indicators which measure the impact of resilience management in the organisation: the indicators should cover effectiveness, efficiency, economy and equity.
- 5 The proposals for future policy and practice should be based explicitly on the evaluation of existing policy and practice and be justified in terms of conclusions drawn from the evaluation.
- 6 The proposals for future policy and practice should take account of emerging trends in resilience management and current local and national policy initiatives related to resilience management: candidates should select those trends and initiatives which are most significant to the organisation and justify their selection.
- 7 The proposals must be consistent with strategies for improving organisational resilience and with relevant planning techniques: candidates should refer to suitable examples of each of these and justify their proposals with reference to these examples.
- 8 Proposals made must be realistic and achievable with respect to resources available and the organisational context.

ASSESSMENT GUIDELINES FOR THE UNIT

Assessment for this Unit should be based on an organisation with which the candidate is familiar. This is likely to be one in which they are directly involved in resilience management. Candidates could be asked to undertake a research project in the organisation and to present their evidence in the form of a research report. The investigation and writing of the report 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.

In their evaluation and proposals, candidates should demonstrate knowledge and understanding gained from other Units in the PDA in Resilience Management. They could do this, for example, by referring to concepts covered in these Units when giving reasons to explain and justify the points they make.

Administrative Information

Unit code: F86D 36

Unit title: Resilience: Evaluate and Develop Practice in Organisations

Superclass category: AG

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Higher National Unit specification: support notes

Unit title: Resilience: Evaluate and Develop Practice in Organisations

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 designed to help candidates evaluate resilience management policy and practice and, on the basis of this evaluation, they will make proposals for future policy and practice in resilience management in the organisation.

The Unit is intended for candidates who have direct experience of working as specialists in resilience management in some capacity and of working in organisations where planning for, and responding to, disruptive challenges is a key part of the organisation's activities. It is likely, therefore, that candidates will currently be employed in resilience management. The Unit is designed to allow candidates to draw on the skills and knowledge gained in other Units in the PDA Resilience Management. As such, it provides an opportunity for candidates to demonstrate their professionalism as resilience specialists. It is suitable for anyone working as a specialist in resilience management in any organisation and is not confined to those working in organisations with a primary responsibility to respond to civil contingencies.

The Unit is an applied Unit in which candidates will be expected to investigate resilience policy and practice in an organisation and gather information which will enable them to both carry out an evaluation of the existing situation and make proposals for the future. The organisation should be one with which the candidate is familiar and is most likely to be the one for which the candidates currently works. It may be possible for a candidate to investigate resilience policy in an organisation that s/he knows well but for which s/he does not currently work. This situation is only likely to arise in exceptional cases.

This Unit, therefore, offers candidates an opportunity to undertake a research project which could be a direct benefit to their organisation as well as to their own job role. It may give them a chance to stand back and reflect on what is happening and think carefully about what can be done to make things better in the future. The pressures of day to day activities often hamper this kind of evaluation and, while many practitioners often have good ideas for making things better, they do not always have the opportunity to think about them in a formal way.

It is strongly recommended that candidates will attempt this Unit as the final Unit of the PDA. Candidates will, therefore, have other Units on which they can draw for this Unit particular work that they have undertaken on strategy and planning. For example, an evaluation of resilience policy may allow candidates to refer to ways of influencing others (from DV7V *Professional Development: Communicating and Influencing for Effective Decision Making*) while proposals for future policy and practice could be based on ideas taken from DV80 36 *Management: Organisational Innovation* and/or from the Unit(s) in the Learning and Development strand of the PDA in Resilience Management. This Unit, therefore, provides candidates with a chance to synthesise ideas from their previous study and link them directly to the job role which they have to perform.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Evaluate and Develop Practice in Organisations

The Unit also enables candidates to confirm that they are aware of current developments — in legislation, in policy and in good practice in resilience management. In this way the Unit returns to the earlier Unit, F86C 35 *Resilience: Analysing Resilience Management*. This Unit should also confirm the lessons of that Unit including the importance of monitoring trends in aspects of resilience management especially ones which could influence expectations about what resilience management can achieve.

Like the earlier Unit, this Unit can help candidates engage with the debate on just what resilience management is and how it should be conducted. The Unit, F86C 35 *Resilience: Analysing Resilience Management*, enabled candidates to consider the contribution they can make to resilience management as well as recent developments in resilience management and its emergence as a profession. In this Unit, they develop this and apply it to organisational policy and practice on resilience management.

The Unit uses the term ‘disruptive challenges’ to refer to events which may substantially effect the normal operation of an organisation or of part or parts of it. It covers emergencies and civil contingencies as well as other events which may disrupt normal functioning in an organisation.

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

Outcome 1

Typology of disruptive challenges; consequences for resilience management.

Monitor, audit, testing and exercising; debriefing models

Alternative perspectives of main agencies

Outcome 2

Policy making theory; innovation in developing policy.

Measurement indicators refer to indicators which could be used to measure the fitness for purpose of resilience management policy and practice. They may vary between organisations but are likely to cover the efficiency, effectiveness, economy and equity of plans and other arrangements devised to meet disruptive challenges. They could include for example measures of preparedness as well as measures of business continuity. Measurement indicators also used for other purposes such as the balanced scorecard or training targets might also be appropriate a measurement indicators for resilience management.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Evaluate and Develop Practice in Organisations

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 resilience managers in organisations.

Delivery of this Unit should take into account the fact that, although candidates will have some experience of working in resilience management, there may well be considerable differences in the extent and quality of this experience. Delivery should also bear in mind that candidates will be taking this Unit as the final Unit in the PDA in Resilience Management. As a result, there should be many opportunities in delivery to refer back to material covered in the strands of Leadership Skills and Professional Development, Management Skills and Learning and Development Skills.

This Unit also relates back to the Unit, F86C 35 *Resilience: Analysing Resilience Management* with which candidates began the PDA and which, together with this Unit forms the Building Resilience strand of the PDA. The two Units in this strand can be seen as the ‘topping and tailing’ the PDA. In the first Unit candidates were required to consider the individual contribution that they could make to resilience management in an organisation and relate this to the various factors such as legislation which affect civil contingencies and emergency planning. This Unit focuses on resilience management in the organisation but it will enable candidates to reflect further on the contribution that can make. Delivery should encourage them to do this and to further consider the development of resilience management as a profession.

Overall, therefore, the delivery process should encourage candidates to integrate and synthesise ideas from previous Units and apply them to the evaluation and proposals which are involved in this Unit.

Delivery should make sure that candidates are aware of the relevant theories and concepts underpinning contemporary approaches to resilience management, eg policy making theory. It is possible, however, that their work as resilience specialists will mean that some candidates are familiar with the theoretical background and current initiatives which underpin the Knowledge and Skills items in this Unit.

This means that sharing experiences could be an important aspect of delivery of the Unit. Candidates could do this by working in groups and/or by preparing presentations to others. They may be able to arrange debates among themselves or make use also be able to use electronic methods of sharing information such as electronic conferences or blogs. It may be possible to base delivery around action learning sets.

Another approach could be the use of case studies. Candidates could also be given short case studies or examples to help them to recognise different aspects of resilience management policy and practice. This would enable them to compare and contrast other situations with the ones they face themselves. It may be possible also for candidates to visit other organisations or hear presentations from representatives of organisations which are recognised as displaying good practice in resilience management. This should help also to reinforce the professional nature of resilience management. Case studies and sharing experiences could form the basis of assignments which could act as formative assessments.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Evaluate and Develop Practice in Organisations

The final summative assessment requires candidates to undertake a research project in their own organisation. This will require them to gather information which will enable them to evaluate existing policy and practice and which will form the basis of proposals for future policy and practice in resilience management in the organisation. They may also research emerging trends which may affect resilience management in the future. The results of their research can be presented in the form of a management report. It is possible that there will be candidates for whom this report would be a real-life exercise which they could present to senior management in their organisation.

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.

Communication: Written Communication (Reading) at SCQF level 6

This is a challenging Unit which demands that candidates carry out research on the existing situation in an organisation and make proposals for the future. Many of the issues in resilience management are complex as they involve interpretation of legal and policy documents which deal with abstract ideas and use complex, specialist vocabulary. The research will require candidates to deploy skills in accessing relevant information and making sense of it. 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 identify emerging trends in resilience management which are likely to affect their organisation.

Communication: Written Communication (Writing) at SCQF level 6

Candidates will research and analyse complex information and present their findings in a manner which is factually and technically accurate, clear, unambiguous and concise. They will be expected also to reach coherent conclusions. The evaluation and proposals they make will require an in-depth understanding of their organisation and its information processes and an ability to analyse, explain and justify the use they make of the information in their report.

Problem Solving: Critical Thinking at SCQF level 6

Candidates taking this Unit will be expected to evaluate resilience management in their organisation. They will be expected to identify the factors which are involved in existing policy and practice, assess their relevance and from this develop and justify an argument which provides a coherent evaluation of the situation. They will also be expected to make use of this argument as part of the justification for proposals for future developments in resilience management policy and practice in the organisation.

Problem Solving: Planning and Organising at SCQF level 6

Candidates are expected to carry out a research project for this Unit. In order to do this they will have to develop a plan for it. This will require them to work out the steps in the plan and the sequence in which they will be undertaken. They will need to identify the resources they will need, particularly time and then carry out the plan.

Higher National Unit specification: support notes (cont)

Unit title: Resilience: Evaluate and Develop Practice in Organisations

Problem Solving: Reviewing and Evaluating at SCQF level 6

Candidates are expected to evaluate resilience management in an organisation. This evaluation will involve considering the effectiveness of the resilience management strategy developed by the organisation. They are expected to make use of a number of sources of evidence from which to gather the information they will need to evaluate resilience management. They are expected to draw conclusions from this and on the basis of these conclusions make proposals for future policy and practice in resilience management.

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 work in groups to gather information (eg on emerging trends) but also to share information. This sharing could be done through an electronic conference. Whatever type of group working is used, 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.

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: Evaluate and Develop Practice in Organisations

This Unit forms part of a Professional Development Award in Resilience Management at SCQF level 9 which is accredited by SQA. The PDA 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 designed as the final Unit in the PDA and it is expected that you will have some direct experience of working in resilience management. The Unit is intended to give you the opportunity to evaluate existing policy and practice in resilience management in an organisation with which you are familiar. This may well be the organisation for which you are presently working. It also asks you to make proposals for future policy and practice in resilience management in the organisation. Dealing with disruptive challenges, including emergencies and civil contingencies, is a relatively new field and there is still debate about exactly what is involved and about how organisations should tackle their legal and other obligations for resilience management. This Unit gives you the chance to consider how an organisation should develop in the future.

In many respects this Unit brings together all the work you have during the PDA in Resilience Management as it enables you to consolidate the work that you have done in the various Units which make up the PDA. In common with the PDA as a whole it reinforces the development of resilience management as a profession and the significance of the work of resilience specialists in responder organisations.

This is an applied Unit in which you will be asked to investigate and research the existing situation in an organisation and base your proposals for the future on your findings. You will be expected to gather information, including any statistical data which is available, on the operation of existing policy and practice in resilience management and examine the key indicators which are used to measure the impact of resilience management. You may well be involved with this already as part of everyday work in the organisation but the Unit gives you a chance to step back and evaluate how well things are working. Your proposals for the future will be based on this evaluation of the current situation. However, you must also take account of emerging trends in resilience management and current policy initiatives at both local and national level. In addition you will need to make sure that your proposals are consistent with strategies for improving organisational resilience and with relevant planning techniques used in resilience management.

In your evaluation and your proposals, you will be expected to draw on the knowledge and understanding which you have gained as a result of the other Units which you have studied as part of the PDA in Resilience Management.

The assessment for the Unit will involve you in preparing a report based on the research you have carried and the proposals you make as a result of it. You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.