Arrangements for:

Professional Development Award (PDA) in Analysing Resilience at SCQF level 7

Group Award Code: GJ33 47

Validation date: January 2014

Professional Development Award (PDA) in Resilience Management at SCQF level 9

Group Award Code: G9LW 49

Validation date: January 2010

History of changes

It is anticipated that changes will take place during the life of the qualification and this section will record these changes. This document is the latest version and incorporates the changes summarised below. Centres are advised to check SQA's APS Navigator to confirm they are using the up to date qualification structure.

NOTE: Where a Unit is revised by another Unit:

♦ No new centres may be approved to offer the Unit which has been revised.
♦ Centres should only enter candidates for the Unit which has been revised where they are expected to complete the Unit before its finish date.

Version number	Description	Date
08	**Revision of Unit:** DH49 34 Complex Oral Presentation (finish date 31/07/2022) has been replaced by J2JR 34 Analysing and Delivering Complex Oral Presentations (start date 06/02/20) for both awards	06/02/20
07	**Revision of Unit:** DV7V 36 Professional Development: Communicating and Influencing for Effective Decision Making (finish date 31/07/2020) has been replaced by J1F2 36 Professional Development: Communicating and Influencing for Effective Decision Making (start date 01/08/2018).	31/10/18
06	**Revision of Unit:** DV80 36 Management: Organisational Innovation (finish date 31/07/2021) has been replaced by J1BX 36 Management: Organisational Innovation for both awards	31/07/18
05	Additional information inserted regarding the Chartered Management Institute (CMI).	01/04/14
04	Addition to original GA document to new qualification, ie 'PDA in Analysing Resilience'.	24/02/14
03	**Change to code:** *Management: Strategic Change* from DV7W 36 *(lapse date 31/07/2013, finish date 31/07/2015)* to H1S6 35.	27/08/12
02	CMI membership updated.	09/06/10

Contents

1   Introduction

This is the Arrangements Document for the Professional Development Award in Analysing Resilience at SCQF level 7 and the Professional Development Award in Resilience Management at SCQF level 9 which were validated in January 2014 and January 2010 respectively. This document includes: background information on the development of the Group Awards, their aims, guidance on access, details of the Group Awards, structure, and guidance on delivery.

The awards are primarily stand-alone specialist awards targeted at professional practitioners in resilience roles.

Candidates undertaking the awards will already be in posts in which they will be either in a position to lead on small to medium projects or have a responsibility for resilience management; or be in a position where they expect to take up such posts in the imminent future. They are likely to be already in employment with one of the Category 1 responders as defined by the Civil Contingencies Act 2004. These are organisations which have a range of statutory duties under the Civil Contingencies Act 2004, including the duties to co-operate jointly and bi-laterally. They are:

♦ The Scottish Police Service
♦ The Scottish Fire and Rescue Service
♦ The Scottish Ambulance Service
♦ The Maritime and Coastguard Agency
♦ Local Authorities
♦ NHS Boards
♦ The Scottish Environmental Protection Agency (SEPA).

The awards are the result of an extensive programme of engagement and consultation among Category 1 responders and others involved in resilience management.

SQA jointly awards the PDA in Analysing Resilience at SCQF level 7 and the PDA in Resilience Management at SCQF level 9 with The Chartered Management Institute (CMI) — together with all other Management awards in SQA's portfolio, including SVQs in Management, HNC in Management, PDA Diploma in Management and all other PDAs in Management.

On successful completion of the PDA in Resilience Management at SCQF level 9, candidates will be guaranteed Associate Grade membership of the Chartered Management Institute (CMI) with the designatory letters ACMI. If they also have 3 years' management experience they will be guaranteed Member Grade (MCMI).

In addition, the Emergency Planning Society has accepted successful completion of the PDA in Resilience Management at SCQF level 9 as a vocational entry-level requirement for Associate Membership for Scottish Practitioners. The Society also recognises that the award has applicability throughout the UK.

2   Rationale for the development of the Awards

♦ PDA in Analysing Resilience at SCQF level 7

♦ PDA in Resilience Management at SCQF level 9

Resilience is Government's approach to placing the UK in a position to withstand the impacts of emergencies.

In April 2007, The Scottish Government formally recognised the need for training and development in resilience by the establishment of the Scottish Resilience Development Service (ScoRDS). ScoRDS is now the training and development arm of Scottish Resilience.

The formation of ScoRDS was the result of a recommendation from the then Scottish Emergencies Co-ordinating Committee — now the Resilience Advisory Board for Scotland — that there was a need to 'design and implement a training and exercising strategy for the civil contingencies community within Scotland in order to support civil contingencies operations'.

This recommendation also took into account previous research by the Civil Contingencies Development Project (CCDP) which had explored the various options for delivering a vocational award in civil contingencies. It had concluded that this was best achieved through the development of a PDA. This is illustrated in the following excerpt from the CCDP Report Oct 2006:

'*Meeting the objectives within the syllabus would enable an individual to demonstrate that they have the basic skills needed to be a member of the civil contingencies community. As many of these skills are generic, it would also help some to improve their ability to further develop their career, not necessarily within the civil contingencies area*'

The PDA in Analysing Resilience at SCQF level 7 and the PDA in Resilience Management at SCQF level 9 are a direct response to the growing importance attached by Government to resilience management. The legislative and other changes sparked by the Civil Contingencies Act 2004 would, by themselves, justify developing a suitable practitioner award for those engaged in resilience management.

There is another major reason for the awards, based on the philosophy of Integrated Emergency Management which moves away from the simplistic traditional approach of writing emergency plans to one that requires building the resilience of individuals, communities and the services which support them. This, in turn, demands a professional managerial approach to an activity that was previously performed as an administrative task. The new approach requires an understanding of the principles of resilience, its legislative framework and the skills, knowledge and techniques that will sustain resilience management in organisations. The PDA in Analysing Resilience Management at SCQF level 7 and the PDA in Resilience Management at SCQF level 9 provide the skills, knowledge and expertise which resilience management practitioners will need in order to comply with the new philosophy of resilience management.

Resilience managers need to develop a clear idea of the risks facing communities, the impacts of these risks and the roles of partners in responding to them. They need to develop management arrangements that enable co-ordination of their organisation's emergency activities both internally and in partnership with many other responders, locally and nationally, from both public and private sectors and voluntary organisations. An important feature of building resilience is raising public awareness of risks, the arrangements made to mitigate them and the role of the community and individuals in safeguarding themselves and recovery. In order to fulfil their role, resilience managers need to understand the principles that underlie resilience and their own leadership role in an organisation's management and influencing its strategies.

The PDAs in Resilience at SCQF levels 7 and 9 are a response to recent legislative and other developments and will:

♦ help to provide employers with the resilience professionals they require to ensure that they meet their statutory obligations.
♦ reflect the new approach to resilience management and the increased importance attached to resilience by the Scottish Government.
♦ recognise the emergence of resilience management as a profession as well as taking account of the higher profile which resilience managers now have and the strategic role they are expected to play.
♦ enable candidates to develop relevant managerial and presentational skills as well as enabling them to 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.
♦ enable candidates to engage with the on-going debate about exactly what resilience management should involve.

3 Aims of the Awards

The PDA in Analysing Resilience at SCQF level 7 has been designed as a practitioner award which will contribute to the professional development of those in resilience roles who are in the position to lead on small to medium projects.

The PDA in Resilience Management at SCQF level 9 has been designed as a practitioner award which will contribute to the professional development of those in resilience management roles.

Both awards have been designed to be delivered in a flexible manner to enable candidates to develop and refine their skills, knowledge and understanding of resilience.

3.1 General aims of the Awards

The general aims of the PDA in Analysing Resilience at SCQF level 7 are to enable candidates, within the context of resilience to:

1 enhance their professional effectiveness by following a structured professional development programme.
2 develop autonomy and self direction in managing their personal resources to achieve their work objectives and career goals.
3 contribute effectively to the achievement of organisational goals.
4 develop skills needed to work in a multi-agency environment.
5 develop transferable skills in project management and learning and development which will enable them to function effectively in specialist positions in an organisation.

The general aims of the PDA in Resilience Management at SCQF level 9 are to enable candidates, within the context of resilience management, to:

1   enhance their professional effectiveness by following a structured professional development programme.
2   develop autonomy and self direction in managing their personal resources to achieve their work objectives and career goals.
3   contribute effectively to the achievement of organisational goals.
4   develop skills needed to work in a multi-agency environment.
5   develop transferable skills in management, leadership and learning and development which will enable them to function effectively in specialist positions in an organisation.
6   develop skills to influence strategy and decision making at different levels within and beyond their organisation.

3.2   Specific aims of the Awards

The specific aims of the PDA in Analysing Resilience at SCQF level 7 are to enable candidates to:

1   assess their personal contribution to resilience management in an organisation.
2   use relevant techniques to foster innovation within an organisation.
3   acquire the fundamental skills of project management.
4   facilitate learning and development among others through the use and application of critical learning and development skills.

The specific aims of the PDA in Resilience Management at SCQF level 9 are to enable candidates to:

1   assess their personal contribution to resilience management in an organisation.
2   evaluate resilience management practice within an organisation and make proposals for the future conduct of resilience management in an organisation.
3   develop the leadership personal effectiveness skills required by resilience managers in modern organisations.
4   use decision making concepts to make, analyse and evaluate managerial decisions.
5   use professional level skills in communication and influencing to enable them to work effectively with others in their own organisation and other organisations.
6   use relevant techniques to foster innovation within an organisation.
7   develop skills, knowledge and understanding needed to support management implement strategic change in an organisation.
8   acquire the fundamental skills of project management.
9   facilitate learning and development among others through the use and application of critical learning and development skills.

3.3 Target groups

The target group for the PDA in Analysing Resilience at SCQF level 7 is people who are in a position to lead on small to medium projects in resilience management, including those who expect to take up such posts in the imminent future.

They will understand innovation, take a project management approach and be capable of delivering targeted learning that meets the outcome requirements of their organisation. They will do this by working with partners to identify organisational needs, suggesting suitable solutions and delivering effective learning products. The activities will develop and promote effective working relationships and, as such, promote emergency planning and support resilience work streams.

The target group for the PDA in Resilience Management at SCQF level 9 is people who hold posts with a responsibility for resilience management including those who expect to take up such posts in the imminent future.

As well as Category 1 responders, the award is targeted at those who occupy a resilience management role in other organisations that employ managers for the purpose of meeting a more limited range of statutory duties under the Civil Contingencies Act and also to meet the obligations imposed by specific legislation affecting their activities. These other organisations include the utilities, transport operators, harbour authorities, Health Protection Scotland and the Health and Safety Executive.

Resilience management is a relatively new discipline and the job titles of those in the target groups may vary. They could be described as Resilience Managers or Advisers, Emergency Planning Officers or Managers, Civil Contingencies Managers or Advisers, or simply referred to by rank and department.

Candidates for the award are likely to possess formal qualifications in a variety of fields, although their experience in resilience management may vary. All will have in common the need to develop as professional resilience managers, a relatively new profession, in a multi-agency environment.

3.4 Employment opportunities

As noted in 3.3 above these awards are aimed at candidates who are already in employment. It seeks to enable professional practitioners to develop their skills, knowledge and understanding of key components of resilience management.

Candidates who successfully complete the PDA in Analysing Resilience at SCQF level 7 will be in a position to lead on small to medium projects. Those who complete the PDA in Resilience Management at SCQF level 9 should be in a position to enhance their career prospects and be well placed to apply for more senior positions in resilience management. Depending on circumstances these could be in their current organisation or with a different employer.

4 Access to Awards

There are no specific recommended entry requirements for the awards in Resilience at SCQF levels 7 and 9. Entry to the awards will be at the discretion of the centre, but this is subject to some important qualifications.

Candidates should seek endorsement from their employer to indicate that they presently occupy a professional resilience position or will be taking up such a role in the imminent future. Ideally, candidates should provide a personal statement, explaining how the award will meet their development needs in resilience.

Potential candidates should also be able to demonstrate that they are capable of pursuing an award at SCQF level 7 and, if appropriate, SCQF level 9. This could be illustrated by prior achievement at SCQF levels 6 or 8 respectively. Some of the Units in the awards have recommended entry requirements and these can be taken into account when deciding whether a candidate is likely to be able to complete the relevant PDA successfully. Appendix 1 lists the recommended access requirements for those Units to which this applies.

Finally, the awards are designed as practitioner awards. It is likely, therefore, that candidates who commence one of these awards will have experience of working in a resilience role probably, although not necessarily, in a Category 1 responder organisation. Potential candidates who do not have this experience should have a legitimate expectation that they will take up a resilience role in the near future and certainly before they have reached the later Units in the award.

5 Awards structure

The PDA in Analysing Resilience at SCQF level 7 consists of Units to the equivalent of 40 SCQF Credit Points. 24 of these credits are mandatory. The remaining 16 credits are achieved by following one of two routes and candidates will be required to select either Route A or Route B.

The PDA in Resilience Management at SCQF level 9 consists of Units to the equivalent of 104 SCQF Credit Points. 88 of these credits are mandatory. The remaining 16 credits are achieved by following one of two routes and candidates will be required to select either Route A or Route B.

5.1 Framework

Code	Unit Title	SQA Credit value	SCQF Level	SCQF Credit Points
PDA in Analysing Resilience at SCQF level 7				
	Mandatory Units — 24 SCQF credit points			
Building Resilience				
F86C 35	Resilience: Analysing Resilience Management	1	8	8
Management Skills				
F1NH 34	Project Management: An Introduction	1	7	8
J1BX 36*	Management: Organisational Innovation	1	9	8
	Optional Units — 16 SCQF credit points **Candidates will choose either Route A or Route B**			
Learning and Development Skills (Route A)				
DN3H 34	Learning and Development: An Introduction	2	7	16
	or			
Learning and Development Skills (Route B)				
J2JR 34*	Analysing and Delivering Complex Oral Presentations	1	7	8
DN3F 35	Learning and Development: Facilitating Group Learning	1	8	8
	Total credits to obtain award	**5**	**7**	**40**

PDA in Resilience Management at SCQF level 9				
Code	**Unit Title**	**SQA Credit value**	**SCQF Level**	**SCQF Credit Points**
	Mandatory Units — 88 SCQF credit points			
Building Resilience				
F86C 35	Resilience: Analysing Resilience Management	1	8	8
F86D 36	Resilience: Evaluate and Develop Practice in Organisations	1	9	8
Leadership Skills and Professional Development				
F5GH 36	Leadership for Managers	2	9	16
F5GG 36	Decision Making for Managers	2	9	16
J1F2 36*	Professional Development: Communicating and Influencing for Effective Decision Making	2	9	16
Management Skills				
F1NH 34	Project Management: An Introduction	1	7	8
H1S6 35*	Management: Strategic Change	1	8	8
J1BX 36*	Management: Organisational Innovation	1	9	8
	Optional Units — 16 SCQF credit points Candidates will choose either Route A or Route B			
Learning and Development Skills (Route A)				
DN3H 34	Learning and Development: An Introduction	2	7	16
	or			
Learning and Development Skills (Route B)				
J2JR 34*	Analysing and Delivering Complex Oral Presentations	1	7	8
DN3F 35	Learning and Development: Facilitating Group Learning	1	8	8
	Total credits to obtain award	**13**	**9**	**104**

*Refer to History of Changes for revision changes.

Candidates will choose either Route A or Route B in each of the awards. Route B has been designed principally for the coastguard sector, for whom a training role is not generally part of the required skillset.

The PDA in Analysing Resilience at SCQF level 7 will be awarded to candidates who achieve a total of 40 SCQF points.

The PDA in Resilience Management at SCQF level 9 will be awarded to candidates who achieve a total of 104 SCQF points.

The level 9 PDA meets the requirements for Associate Grade membership of the Chartered Management Institute (CMI) with the designatory letters ACMI. If candidates also have 3 years' management experience they will be guaranteed Member Grade with the designatory letters MCMI.

Candidates working towards this award may consider 'studying membership' of the CMI. Details can be found at **www.managers.org.uk/studyingmembership**

5.2 Mapping information

The PDA in Resilience Management at SCQF level 9 maps into relevant National Occupational Standards (NOS) relating to resilience. Skills for Justice is the relevant Sector Skills Council for resilience management. The PDAs are consistent with these National Occupational Standards.

5.3 Articulation, professional recognition and credit transfer

Candidates who complete the PDA in Analysing Resilience at SCQF level 7 may choose to go straight into the level 9 PDA. The PDA in Resilience Management at SCQF level 9 articulates with courses in Leadership and Management offered by the Open University including the BA (HONS) in Leadership and Management (Appendix 5).

However, after completing the level 9 PDA, candidates could decide to undertake further professional development as resilience or general managers which may, in turn, lead to further academic or professional qualifications. This could, for example, involve further work in areas such as management and learning and development.

Successful PDA candidates will be able to demonstrate achievement at SCQF level 9 and this may facilitate entry into Diploma or Masters programmes offered by Higher Education institutions.

The Emergency Planning Society has accepted successful completion of the PDA in Resilience Management at SCQF level 9 as a vocational entry-level requirement for Associate Membership for Scottish Practitioners. The Society also recognises that the award has applicability throughout the UK.

As outlined earlier, the PDA in Resilience Management at SCQF level 9 is jointly awarded by SQA and CMI. Successful candidates can therefore gain membership of CMI which means that they can become part of the professional community of managers and can benefit from the development opportunities that this can bring.

6   Approaches to delivery and assessment

The awards contain a number of generic Units, but it is expected that they will be delivered in the context of resilience management. The Units are practical Units and this allows delivery to make use of the experience that candidates have of working in Category 1 responder organisations and as resilience managers. The Units are flexible and, within the context of resilience management, delivery can be tailored to a particular situation and reflect the needs of specific employers and/or of a specific group of candidates.

The geographically widespread nature of the target audience for these awards dictates the need for a flexible approach to remote delivery. It is envisaged that the majority of the candidates for this award will be professionals currently working within key responder organisations. Delivery needs to take varied working practices into account, therefore a blended approach is considered more suitable. A mix of distance and face-to-face delivery will provide an interesting and varied style for differing backgrounds and expectations

As well as encouraging candidates to draw on their own experience of resilience management in organisations, delivery methods will make considerable use of practical exercises (eg in learning and development) and of case studies.

Consideration has been given to the sequence in which the Units should be delivered.

In both the PDAs at SCQF level 7 and 9 initially candidates will explore the legislation, concepts and policies that provide the foundations of resilience. They will explore the environmental factors which influence resilience management in organisations and the role of the resilience manager. This will enable candidates to evaluate their contribution to the resilience management process and identify the knowledge and skills required.

The initial half of the PDA in Resilience Management at SCQF level 9 is considered to be a focus on the development of management 'tools' required by the resilience manager. Candidates will thus move from project management through change to organisational innovation.

The skills gained in the chosen learning and development route will enable candidates to help others to build resilience for their functions, for example by training and developing those who deliver services at a time of emergency and managing the development and delivery of exercises. The choice of route is to enable candidates to meet the specific learning and development need of their organisation.

Once the 'tools' are in place, the PDA in Resilience Management at SCQF level 9 then moves into more cognitive development, focusing on understanding leadership, decision making and the effective use of influencing and communication for effective decision making in the context of resilience management at different times in the life of organisations. This will prepare candidates to support the development of resilience at the highest levels.

The PDA in Resilience Management at SCQF level 9 will culminate in the final Unit 'Resilience: Evaluate and Develop Practice in Organisations' which brings all the strands of the PDA together within the context of resilience management. It requires the student to evaluate resilient management practice and make recommendations for future development of resilience in the organisation. It is particularly important that the delivery of this Unit takes into account the knowledge and understanding from all four strands of the PDA. In this way the Unit can become a focus for the integration and synthesis of all aspects of resilience management. It is, therefore, a critical Unit in enhancing the development of candidates as resilience professionals.

Assessment of the Units within the two PDAs can be integrated closely with delivery. Most Units involve assessment based on the candidates' own work situation. Typically, candidates are expected to make use of material gathered from their own work experience to demonstrate that they have met the requirements of the Unit. Since candidates for the PDA are likely to have relevant work experience, it should be possible for much of the assessment to be based on work which arises naturally from candidates' current situation.

For most Units, candidates are likely to be given a brief to which they will have to respond. They will be expected to present their responses in a suitable format such as a report. In some cases, however, such as in the learning and development strand, assessment may involve candidates undertaking a work-based assessment — making a presentation for example. Appendix 2 provides the full Learning, Teaching and Assessment Strategy including the suggested sequence of delivery.

Further details on delivery and assessment are provided in all the Unit specifications.

7 General information for centres

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**.

Internal and external verification

All instruments of assessment used within these Awards should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment* (**www.sqa.org.uk**).

8 General information for candidates

The PDA in Analysing Resilience at SCQF level 7 has been designed as an initial practitioner award for resilience professionals to contribute to the professional development of those in resilience roles who are in the position to lead on small to medium projects.

The award is made up of a number of Units and divided into three main strands, each of which explores a key aspect of the role of resilience managers. The strands are:

♦ Building Resilience
♦ Management Skills
♦ Learning and Development Skills

The award comprises 5 SQA credits, totalling 40 SCQF credit points with the full award set at SCQF level 7. This equates to approximately 160 hours of timetabled learning. Therefore, attainment of the award will take approximately 12 months on a part time basis , dependent upon individual candidate progression and circumstances.

The award is a practical one and you will be able to relate the material in the course to your own experience of resilience management in particular and of working in responder organisations in general.

You will be assessed during the award to ensure that you have reached the standard required. In most cases, the assessment will be based on you own work situation. You may, for example, be given a brief to which you will have to respond, for example by producing a management report. In other cases, you may be given a work-based assignment.

The Professional Development Award in Resilience Management at SCQF level 9 has been designed as a practitioner award for resilience management professionals.

The award is made up of a number of Units and divided into four main strands, each of which explores a key aspect of the role of resilience managers. The strands are:

♦ Building Resilience
♦ Leadership Skills and Professional Development
♦ Management Skills
♦ Learning and Development Skills

In the learning and development strand, you will have a choice of one of two routes depending on your organisation's requirements for learning and development or your personal requirements for learning and development.

The award comprises 13 SQA credits, totalling 104 SCQF credit points with the full award set at SCQF level 9. Therefore, attainment of the award will take approximately 18 months, dependent upon individual candidate progression and circumstances.

The award is a practical one and you will be able to relate the material in the course to your own experience of resilience management in particular and of working in responder organisations in general.

You will be assessed to ensure that you have reached the standard required. In most cases, the assessment will be based on your own work situation. You may, for example, be given a brief to which you will have to respond, for example by producing a management report. In other cases, you may be given a work-based assignment.

The PDAs at level 7 and level 9 are jointly awarded by SQA and The Chartered Management Institute.

On achieving the PDA in Resilience Management at SCQF level 9, candidates will be guaranteed Associate Grade membership of the Chartered Management Institute (CMI) with the designatory letters ACMI. If you also have the 3 years' management experience you will be guaranteed Member Grade (MCMI.)

In addition, the Emergency Planning Society has accepted successful completion of the PDA in Resilience Management at SCQF level 9 as a vocational entry-level requirement for Associate Membership for Scottish Practitioners. The Society also recognises that the award has applicability throughout the UK.

9   Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at **www.scqf.org.uk**

SCQF credit points: One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

SCQF levels: The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Dedicated Unit to cover Core Skills: This is a non-subject Unit that is written to cover one or more particular Core Skills.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

10   Appendices

Appendix 1:   Recommended Access for Units

Appendix 2:   Learning, Teaching and Assessment Strategy

Appendix 3:   Suggested Sequence of Delivery

Appendix 4:   Assessment Summary

Appendix 5:   Leadership and Management Study Pathway

Appendix 1

Recommended Access for Units

Unit name	Recommended prior knowledge and skills
Resilience: Analysing Resilience Management	Experience of working in organisations which have a responsibility to develop resilience management procedures and processes. Awareness of challenges which practitioners in resilience management are likely to face. Demonstrate a capacity to undertake a HN Unit at SCQF level 8
Leadership for Managers	Good working knowledge of what management and leadership involve, probably gained through working in a managerial position in an organisation. Good communication, analytical, evaluation and diagnostic skills.
Decision Making for Managers	Good working knowledge of what management involves, probably gained through working in a management position in an organisation. Good communication and analytical skills.
Professional Development: Communicating and Influencing for Effective Decision Making	Well-developed communication and inter-personal skills and ability to demonstrate the ability to think analytically. Be able to use these skills to assess what they and others do and make valid conclusions from these situations.
Project Management: An Introduction	Good communication, IT and numeracy skills
Management: Strategic Change	Written and verbal communication skills. Beneficial if candidates have some knowledge of managing and business principles.
Management: Organisational Innovation	Good written and verbal communication skills, good personal skills and interpersonal skills. May benefit from HNS management Graded Unit and developing self-management skills and management; plan, lead and implement.
Learning and Development: An Introduction	Communication skills at SCQF level 5 or similar qualifications or experience.
Complex Oral Presentation	Beneficial if candidate had one of: National Unit EE3T 12 Communication (NC) Higher English or its component units Any other similar qualification or relevant experience
Learning and Development: Facilitating Group Learning	Competence in communication skills at SCQF level 5 or similar qualifications or experience and some knowledge of the training cycle and the trainer's role within it.
Resilience: Evaluate and Develop Practice in Organisations	Experience of working in organisations, which have a responsibility to develop resilience management procedures and processes. Be in a position, which enable them to investigate and report on organisations resilience policy and practice. Should be aware of factors, which influence resilience management in organisations and the contribution they can make to it.

Appendix 2

Learning, Teaching and Assessment Strategy

1   Assessor and Internal Verifier requirements

There are no set qualifications required for lecturers, assessors and internal verifiers of the Units. However, staff involved with the award should be:

a   competent in the subject/occupational area to a level appropriate to the Unit(s) being delivered

b   competent in assessment (or internal verification) of the type involved in the Unit(s) being delivered

c   familiar with the procedures and documentation for the award and for the Unit(s) being delivered

a   Competent in the subject/occupational area to a level appropriate to Unit(s) being delivered

Assessors/internal verifiers will possess qualifications which are at an appropriate SCQF level for the Unit(s) with which they are involved. Ideally, the qualification will be at an SCQF level which is at least one SCQF level above that of the Unit(s) concerned, eg an Honours Degree in Management or Business (ie SCQF level 10).

As well as possessing qualifications at a suitable SCQF level, assessors/internal verifiers may, however, have obtained suitable knowledge/skills of the subject matter in other ways. If so, they should have suitable evidence of this.

The PDA in Resilience Management at SCQF level 9 is designed to provide aspirant and existing managers with an understanding of managerial concepts and principles and to enhance managerial effectiveness by encouraging candidates to apply these concepts and principles to situations that they encounter as managers. The qualifications which assessors/internal verifiers possess, therefore, should be ones which give them a suitable background in management theory and principles.

b   Competent in assessment (or internal verification) of the type involved in the Units being delivered

The awards do not require assessors or internal verifiers to hold specific qualifications in assessment or verification, however they should have suitable experience and ideally be working to the L&D9D1 and/or L&D11 standards for assessors and internal verifiers.
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c   Familiar with the procedures and documentation for the qualification and for the Unit(s) being delivered.

Assessors and internal verifiers should be able to demonstrate that they are aware of the specific requirements of the Unit(s) for which they are responsible and how they fit into the PDA in Analysing Resilience at SCQF level 7 and the PDA in Resilience Management at SCQF level 9.

2 Assessments

a Assessment methods

The Units making up the PDA in Analysing Resilience at SCQF level 7 and the PDA in Resilience Management at SCQF level 9 are assessed in a variety of ways, for example, reports, extended responses and open-book conditions. Appendix 4 on page 20 provides a summary of the assessment methods for each Unit. Full details of the Evidence Requirements and assessment guidance are provided in each Unit Specification.

b Eligibility for reassessment

Candidates who have not satisfactorily demonstrated their attainment of knowledge and/or skills and/or competence in the whole or only part of an assessment may be considered for re-assessment. Candidates would normally be offered one re-assessment opportunity.

c Re-assessment

In some cases for some Units, re-assessment might be partial where candidates are re-assessed only on those parts of the original assessment in which they did not satisfactorily demonstrate competence. In other situations it may not be possible to re-assess only those parts of the performance in which candidates have not satisfactorily demonstrated competence. In these cases, candidates must make a further attempt at all parts of the Unit covered by the original assessment.

Scenarios where candidates may require to re-do the whole assessment include:

♦ assessment which tests knowledge and other cognitive skills and where it may not be possible to extract some of the items for reassessment
♦ where parts of several Outcomes are involved
♦ where a project has been designed as an integrated assessment and where there is a requirement to complete the project as a single complex task

d Developing alternative assessments

Alternative assessments should be of equal demand to the original assessment and cover all necessary criteria. Where candidates have not provided satisfactory evidence for knowledge and/or skill items which have been sampled, they would normally be reassessed on a different sample. Alternative assessments should be internally verified before being used with candidates.

e Authenticity

Arrangements should be in place to ensure that work submitted for assessment is authentic. There should be an authentication strategy to ascertain that:

♦ candidates entered for a qualification are who they say they are
♦ evidence submitted for assessment by candidates can be authenticated as their own work

A mix of tools can be used to ensure that the work of candidates for the PDAs is authentic. The recommended authentication tools are:

♦ Questioning — personal, telephone or online interview
♦ Written questioning
♦ ICT — on-line conferences, e-mail discussions, password controlled systems, handwriting recognition
♦ Personal logs and personal statements
♦ Witness testimony
♦ Summative assessment under supervision
♦ Audio-taped or video taped evidence
♦ Signing and counter-signing of candidates work
♦ Assessment supervisors — authenticators, invigilators and mentors

Arrangements should also be made to support candidates to make sure that they do not plagiarise material from the sources available to them.

3 Learning Methodologies

The PDAs can be delivered with a blended approach to learning, ie workshops, open, distance or mixed mode learning where appropriate. The Learning and Teaching strategy will ensure knowledge and understanding is established through:

♦ Subject based lecturers/tutorials
♦ Interactive on-line teaching materials
♦ Professional Observations
♦ Peer Witness Testimony
♦ Lecturer lead distance/real time tutorials
♦ Case Studies
♦ Discussion Boards
♦ Group Work
♦ Theory Based Questions
♦ Work based Examples

Appendix 3

Suggested Sequence of Delivery

PDA in Analysing Resilience at SCQF level 7 and PDA in Resilience Management at SCQF level 9
Resilience: Analysing Resilience Management (F86C 35) 8 SCQF Credit Points at SCQF level 8 **Project Management: An Introduction (F1NH 34)** 8 SCQF Credit Points at SCQF level 7

Learning and Development: Choice of either Route A or B

Or

> **Route A**
>
> **Learning and Development: An Introduction (DN3H 34)**
> 16 SCQF Credit Points at SCQF level 7

> **Route B**
>
> **Complex Oral Presentation (DH49 34)**
> 8 SCQF Credit Points at SCQF level 7
>
> **And**
>
> **Learning and Development: Facilitating Group Learning (DN3F 35)**
> 8 SCQF Credit Points at SCQF level 8

Management: Organisational Innovation (J1BX 36)
8 SCQF Credit Points at SCQF level 9

PDA in Resilience Management at SCQF level 9 (continued)
Management: Strategic Change (H1S6 35) 8 SCQF Credit Points at SCQF level 8 **Decision Making for Managers (F5GG 36)** 16 SCQF Credit Points at SCQF level 9 **Leadership for Managers (F5GH 36)** 16 SCQF Credit Points at SCQF level 9 **Professional Development: Communicating and Influencing for Effective Decision Making (J1F2 36)** 16 SCQF Credit Points at SCQF level 9 **Resilience: Evaluate and Develop Practice in Organisations (F86D 36)** 8 SCQF Credit Points at SCQF level 9

Appendix 4

Assessment Summary

Unit Title	Code	Assessment Method
Resilience Units		
Resilience: Analysing Resilience Management	F86C 35	Report
Resilience: Evaluate and Develop Practice in Organisations	F86D 36	Research Project, Report
Management Units **Leadership Skills and Professional Development**		
Leadership for Managers	F5GH 36	Report
Professional Development: Communicating and Influencing for Effective Decision Making	J1F2 36	Portfolio of Evidence
Decision Making for Managers	F5GG 36	Report
Management Units **Management Skills**		
Project Management: An Introduction	F1NH 34	Work-Place Project, Case-Study Project
Management: Strategic Change	H1S6 35	Portfolio, case study, report
Management: Organisational Innovation	J1BX 36	Work-Place Project, Case-Study Project
Learning and Development Skills (Route A)		
Learning and Development: An Introduction	DN3H 34	Reports Observation of Performance
Learning and Development Skills (Route B)		
Complex Oral Presentations	DH49 34	1 — Report, 2 and 3 Presentation (assessed within subject of award)
Learning and Development: Facilitating Group Learning	DN3F 35	Report, Observation, Reflective Account

Appendix 5