



Australian Government

PUAECL002 Lead and manage programs that develop resilience

Release: 1

PUAECL002 Lead and manage programs that develop resilience

Modification History

Release 1. This is the first release of this unit of competency in the Public Safety Training Package.

Application

This unit describes the skills and knowledge required to lead and manage programs that build resilience so that communities and organisations are better placed to manage adversity or disruptive events. It applies to roles in the public, private and non-government sectors involved in any aspect of building community or organisational resilience.

A crisis includes varying events of significant disruption having broad effects on relationships among the community and/or organisation members. It is characterised by high levels of adversity, ambiguity, uncertainty, opportunity and change. Leaders in a crisis need to independently and collaboratively make sense of uncertain situations, creatively seek solutions and apply judgment and decision making in highly pressurised environments.

Emergency service leaders typically work autonomously, within collegiate environments, that require the ability to build and develop relationships and partnerships with a broad range of formal and informal groups. Emergency service leadership roles are complex requiring the individual to make ethical decisions in variable, evolving and dynamic circumstances.

No licensing, legislative or certification requirements apply to the unit at the time of publication.

Pre-requisite Unit

Not applicable.

Competency Field

Emergency Management

Unit Sector

Not applicable

Elements and Performance Criteria

ELEMENTS

PERFORMANCE CRITERIA

Elements describe the essential Performance criteria describe the performance needed to

outcomes.

demonstrate achievement of the element.

1 Enhance a culture of adaption in response to crisis

- 1.1** Advocate the case for community and/or organisational resilience to key internal and external stakeholders
- 1.2** Establish a strategic vision and commitment to mitigate, prepare, respond and recover from a significant crisis
- 1.3** Design governance structures to encourage change, adaptation and diversity within a community and/or organisation
- 1.4** Design a program that develops a culture of continuous learning through engagement
- 1.5** Foster a resilience perspective in organisational and/or community development programs and activities through the leadership of an engagement program

2 Establish strategic partnerships and arrangements

- 2.1** Identify and engage key stakeholders, as part of planning and strategic objective setting
- 2.2** Develop, implement and lead relationships, partnerships and agreements to support the achievement of resilience outcomes
- 2.3** Conduct, monitor, review and adapt activities that reinforce and sustain relationships, partnerships and agreements

3 Develop strategic and integrated risk management

- 3.1** Identify and integrate high consequence and low likelihood risks related to significant crisis into a community or organisational strategy, management and capability building arrangement
- 3.2** Identify supply chain vulnerabilities and interdependencies, and evaluate the strategies to manage the associated threats and opportunities
- 3.3** Review resilience related objectives and outcomes as part of the community's or organisation's assurance and risk management program

4 Promote a culture of resilience performance, change readiness and capability building

- 4.1** Promote individual team and organisational learning and communications relevant to enhancing resilience within business as usual capabilities

- 4.2 Identify and apply improved resilience practices based on evidence and/or research findings
- 4.3 Measure leadership accountability related to resilience and the management of subsequent performance

Foundation Skills

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

Range is restricted to essential operating conditions and any other variables essential to the work environment.

Non-essential conditions may be found in the Companion Volume Implementation Guide.

Unit Mapping Information

This is a new unit.

Links

PUA Training Package Companion Volume Implementation Guide is found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=3eca5672-6d5a-410b-8942-810d0ba05bbf>

Assessment Requirements for PUAECL002 Lead and manage programs that develop resilience

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all the requirements of the elements and performance criteria on at least one occasion and includes

- auditing organisational or program certification and accreditation
- developing and implementing policies and procedures related to resilience programs
- ensuring resilience program quality
- identifying risk management and risk issue registers
- identifying vision, aims, objectives and goals of resilience program
- implementing service agreements and contracts
- managing leadership tasks and contingencies
- participating in joint operating groups, support packages, exercises, evaluations, and lessons management programs
- performing strategic communication and engagement activities
- reviewing and/or organising staff training and accreditation
- undertaking governance arrangements
- working across strategic planning activities
- working on program audits

Knowledge Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy all the requirements of the elements and performance criteria and includes knowledge of

- audits, attestation and accreditation requirements
- business continuity management
- communication methods and protocols
- debrief techniques
- evaluation methods and tools
- exercise and scenario management
- governance requirements for programs
- management of leadership tasks and contingencies
- methodologies for lessons management, after action review and continuous improvement
- organisational development and psychology

- quality assurance
- resilience theory
- risk management
- state, national and international standards
- supply chains and their vulnerabilities

Assessment Conditions

As a minimum, assessors must satisfy applicable regulatory requirements, which include requirements in the Standards for Registered Training Organisations current at the time of assessment.

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Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

Assessment must occur in workplace operational situations. Where this is not appropriate, assessment must occur in simulated workplace operational situations that reflect crisis conditions.

There must be evidence that the candidate has through work in embedded crisis activities

- increased the resilience of a sector of industry, organisation and/or community in a crisis
- lead and/or managed organisational resilience in a crisis

Resources for assessment must include access to

- a range of relevant exercises, case studies and/or other simulations
- appropriate materials, equipment, tools and personal protective clothing and equipment currently used in industry
- applicable documentation including organisational procedures, industry standards, equipment specifications, regulations, codes of practice and operation manuals.

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