<table>
<thead>
<tr>
<th>TSC Category</th>
<th>General Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Innovation Management</td>
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<tr>
<td>TSC Description</td>
<td>Respond to external or internal opportunities by using creativity to introduce new ideas and processes</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tr>
<td></td>
<td>BPM-GMT-2009-1.1</td>
<td>BPM-GMT-3009-1.1</td>
<td>BPM-GMT-4009-1.1</td>
<td>BPM-GMT-5009-1.1</td>
<td>BPM-GMT-6009-1.1</td>
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<tr>
<td>Support the implementation of innovation initiatives within own work area</td>
<td>Analyse work systems and processes to propose ideas for innovation initiatives within own work area</td>
<td>Create opportunities to enhance innovation capabilities within a department</td>
<td>Lead innovation initiatives within the manufacturing facility</td>
<td>Foster a culture of innovation within the manufacturing facility in line with the organisation’s vision and values</td>
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**Knowledge**

- Conditions for innovation
- Work systems, processes and procedures
- Behaviours that support innovation
- Individual role in contributing to innovation culture
- Concepts of innovation
- Types of possible operational barriers to innovation
- Steps in innovation process
- Behaviours that support innovation
- Collaboration and communication methods
- Approaches to overcome barriers to innovation
- Steps in pilot-testing and prototyping innovation initiatives
- Methods to generate and translate innovative ideas into workable concepts
- Techniques of innovative communication
- Types of facilitation methods for encouraging innovation
- Workflow of business departments
- Approaches to identify innovation opportunities
- Techniques to generate innovative ideas
- Resources required for implementation of innovation ideas
- Components of innovation frameworks
- Types of organisational innovation strategies
- Types of broad practical and operational issues that determine innovation feasibility
- Methods to manage systems and processes for different types of innovations
- Components of innovation audits
- Methods to identify innovation initiatives
- Business environment issues and impact on innovation
- Organisation’s vision, mission and values
- Methods to organisational innovativeness and idea creation
- Methods to establish an innovation culture
- Methods to evaluate innovation frameworks and systems
- Impact of external business environment on innovation
- Industry best practices for innovation

**Abilities**

- Identify opportunities for innovations at operational level, and suggest solutions for own work area
- Execute innovation initiatives by following directions to ensure alignment with business goals
- Analyse existing ideas, processes, and products
- Identify needs and opportunities for innovation initiatives within own work area
- Collaborate with others to identify, discuss and develop effective ways of working
- Conduct regular reviews to identify areas for improvement in
- Review and adapt the role of innovation for the department
- Develop innovative and growth mindset in the department
- Facilitate discussions on innovation creation to add value to the department's operations and organisation’s existing offerings
- Initiate cross industry innovation sharing strategies and platforms
- Establish systems to support innovation within the organisation
- Evaluate organisational innovation processes and procedures
- Formulate processes and structures to enhance the capability of the organisation to
- Build a culture of innovation within the organisation to encourage continuous improvement
- Develop innovation frameworks that are in line with the organisation’s vision, mission and values
- Influence development of innovation strategies
| SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING |
| TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT |

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<tr>
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<th>facilitating innovation processes</th>
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<td></td>
<td>• Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations</td>
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<td>• Assist in pilot testing and/or prototyping to determine effectiveness of innovation initiatives</td>
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<th>Source shortlisted technologies to support development of new processes, products and services</th>
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<td>• Promote innovation knowledge sharing within the department</td>
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<td>• Evaluate business workflows and performances to identify opportunities for innovation and improvement</td>
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<td>• Make recommendations on innovation initiatives for implementation</td>
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<td>• Oversee the implementation of innovation initiatives</td>
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<td>• Measure the effectiveness of innovation initiatives</td>
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<th>generate creative ideas for different purposes and different degrees of value</th>
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<td>• Lead activities to measure performance of newly proposed or implemented innovation initiatives against established benchmarks</td>
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<td>• Solicit feedback from stakeholders on implemented innovation ideas</td>
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<td>• Present innovation initiatives for endorsement</td>
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<td>• Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives</td>
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<td>• Filter and select suitable innovation initiatives</td>
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<td>• Explore the external environment for ideas and opportunities for innovation</td>
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<td>• Transform innovation practices</td>
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<td>• Inspire organisation and garner support for innovative endeavours</td>
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<td></td>
<td>• Incorporate innovation into leadership and management activities</td>
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<td>• Sustain innovative thinking and practices to support long term organisational strategies</td>
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