### TSC Category: Productivity and Innovation

#### TSC: Innovation Management

**Description:** Respond to external or internal opportunities and apply creativity to introduce new ideas, processes or products

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<th>TSC Proficiency Description</th>
<th>Level 1</th>
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- Analyse work practices within own scope of work for innovation and improvement opportunities
- Develop innovation initiatives and strategies in a business function and conduct pilot testing to determine feasibility of innovation initiatives and strategies
- Formulate systems to support innovation, identifying, reviewing and implementing innovation initiatives and engaging employees for feedback on innovation
- Inspire a culture of innovation, directing development and review of innovation strategies, leading innovative practices as well as sustaining innovative thinking, practices and learning

#### Knowledge

- Broad concepts of innovation
- Steps in innovation process
- Behaviours that support innovation
- Individual role in contributing to innovation culture
- Characteristics of business functions that are more likely to be open to innovation
- Characteristics of broader environments that support and encourage innovation
- Creative approaches to identify innovation opportunities
- Range of creative techniques to generate innovative ideas
- Barriers to innovation that can occur within the organisation
- Business environment issues and impacts to be considered in developing innovation concepts
- Issues and requirements to commercialise innovation concepts
- Broad practical and operational issues that determine whether an innovation initiative can be implemented
- Considerations in generating and translating innovative ideas into workable concepts
- Communication and facilitation methods for encouraging innovation within the organisation
- Internal barriers to innovation
- External barriers to innovation
- Innovation process
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<th>Abilities</th>
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| • Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations  
• Assist in pilot testing and prototyping to determine effectiveness of innovation initiatives within a business unit  
• Support implementation of innovation initiatives in a business unit in accordance with innovation strategies to meet organisational requirements  
• Analyse work systems and processes to identify opportunities for innovation and improved work practices within own scope of work  
• Evaluate business function performance to identify opportunities for innovation and improvement  
• Create opportunities to maximise innovation within a business function  
• Support and guide employees to contribute to the implementation of organisational innovation strategies  
• Develop and refine innovative initiatives to ensure achievement of desired business outcomes within a business function  
• Conduct pilot testing and prototyping of innovation concepts within business function to determine feasibility of innovation initiative  
• Make recommendations of innovation initiatives to relevant stakeholders for implementation  
• Establish systems to support innovation within the organisation in consultation with relevant stakeholders  
• Research and evaluate existing information to identify and evaluate needs and opportunities for innovation initiatives within organisation  
• Review pilot testing and prototyping results to determine feasibility of innovation initiatives across the organisation  
• Filter and select suitable innovation initiatives to translate to organisational levels  
• Present organisational-wide implementation specifications to management for approval  
• Provide opportunities for all employees to provide feedback and explore ideas and opportunities for change and innovation for further refinement  
• Direct development of innovation strategies to align to long term organisational objectives  
• Lead innovative practices and garner support for a culture of innovation  
• Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation  
• Sustain innovative thinking and practices to support long term organisational strategies  |