<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>TSC</td>
<td>Innovation Management</td>
</tr>
<tr>
<td>TSC Description</td>
<td>Identify functional needs for innovation, establish systems and processes to cultivate an innovative culture that transforms ideas to realisation to enhance functional performance</td>
</tr>
</tbody>
</table>

### TSC Proficiency Description

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>PTP-PIN-1013-1.1</td>
<td>PTP-PIN-2013-1.1</td>
<td>PTP-PIN-3013-1.1</td>
<td>PTP-PIN-4013-1.1</td>
<td>PTP-PIN-5013-1.1</td>
<td>PTP-PIN-6013-1.1</td>
</tr>
<tr>
<td>Seek opportunities to learn innovative work systems and processes to improve functional performance continuously</td>
<td>Demonstrate commitment to innovate and improve functional performance continuously</td>
<td>Support implementation of innovation initiatives, execute pilot testing and/or prototyping activities, prepare reports to present outcomes to management and provide insights to innovate systems and processes for enhancing functional performance</td>
<td>Evaluate work systems and processes, collaborate with others to develop effective ways of working, present ideas to relevant stakeholders to enhance functional performance and monitor pilot testing and/or prototyping activities</td>
<td>Determine functional needs for innovation, develop systems to foster innovation</td>
<td>Lead the function towards a culture of innovation, incorporate innovation into leadership and management activities and sustain innovative thinking and practices within the function</td>
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### Knowledge

- Importance of innovation
- Types of innovation
- Methods to generate potential innovation ideas
- Methods to evaluate potential innovation ideas
- Types of mock-ups of innovation ideas
- Process of presenting mock-ups
- 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
- Individual roles and accountabilities for contributing to the identification of opportunities for change and innovation
- Characteristics of innovation initiatives
- Barriers to innovation that can occur within the function
- 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 function
- Methods to evaluate existing information and identify innovation initiatives
- Barriers to innovation that can occur within the function
- 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 function
### SKILLS FRAMEWORK FOR PUBLIC TRANSPORT
### TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

<table>
<thead>
<tr>
<th>Abilities</th>
<th>Functional objectives and business strategies</th>
<th>International best practice of innovation and value creation</th>
</tr>
</thead>
</table>
| • Recognise the importance of innovation  
• Conduct innovative work systems and processes  
• Generate potential innovation ideas  
• Evaluate potential innovation ideas according to functional evaluation criteria  
• Present mock-ups of innovation ideas to stakeholders | • Analyse work systems and processes to identify opportunities for innovation and improved work practices within own scope of work  
• Collaborate with stakeholders to identify, discuss and develop effective ways of working  
• Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations  
• Assist in pilot testing and/or prototyping to determine effectiveness of innovation initiatives within business units  
• Support implementation of innovation initiatives in business units in accordance with innovation strategies | • Establish systems to support innovation within the function in consultation with relevant stakeholders  
• Research and evaluate existing information to identify and evaluate needs and opportunities for innovation initiatives within the function  
• Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives across the function  
• Filter and select suitable innovation initiatives and translate to functional levels  
• Present functional-wide implementation specifications to management for approval  
• Provide opportunities for all employees to provide feedback  
• Review employees’ feedback and explore ideas and opportunities for change and innovation for further refinement |
| • Evaluate business function performance to identify opportunities for innovation and improvement  
• Create opportunities to maximise innovation within business functions  
• Support and guide employees to contribute to the implementation of functional innovation strategies  
• Consult with relevant stakeholders to agree on broad parameters for developing innovation initiatives  
• Conduct pilot testing and/or prototyping of innovation concepts within business functions to determine feasibility of innovation initiatives  
• Develop and refine innovative initiatives to ensure achievement of desired business outcomes within business functions  
• Make recommendations of innovation initiatives to relevant stakeholders for implementation | • Build a culture of innovation within the function to encourage continuous improvement  
• Direct development of innovation strategies aligned with long-term functional objectives  
• Lead innovative practices and garner support for a culture of innovation  
• Incorporate innovation into leadership and management activities and functional strategies to promote innovation in the function  
• Sustain innovative thinking and practices to support long-term functional strategies |

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