## TSC Category
Innovation

### TSC Description
Identify organisational needs for innovation, establish systems to foster innovation and develop effective ways of working to enhance organisational performance

### TSC Proficiency Description

<table>
<thead>
<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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</thead>
<tbody>
<tr>
<td>Seek opportunities to learn innovative work systems and processes to improve organisational performance continuously</td>
<td>Demonstrate commitment to innovate and improve organisational 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 organisational performance</td>
<td>Evaluate work systems and processes, collaborate with others to develop effective ways of working, present ideas to relevant stakeholders to enhance organisational performance and monitor pilot testing and/or prototyping activities</td>
<td>Determine organisational needs for innovation, develop systems to foster innovation</td>
<td>Lead the organisation towards a culture of innovation, incorporate innovation into leadership and management activities and sustain innovative thinking and practices within the organisation</td>
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### Knowledge

- Importance of innovation
- Types of innovation
- 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
- Methods to evaluate existing information and identify innovation initiatives
- 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
- Organisational objectives and business strategies
- Methods to evaluate existing information and identify innovation initiatives
- 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
- International best practice of innovation and value creation

### Abilities

- Recognise the potential
- Generate potential ideas
- Analyse work systems
- Evaluate business
- Establish systems to foster innovation
- Build a culture of innovation
<table>
<thead>
<tr>
<th>Importance of Innovation</th>
<th>Innovation Ideas</th>
<th>And Processes to Identify Opportunities for Innovation and Improved Work Practices within Own Scope of Work</th>
<th>Function Performance to Identify Opportunities for Innovation and Improvement</th>
<th>Support Innovation within the Organisation in Consultation with Relevant Stakeholders</th>
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<tr>
<td>Conduct innovative work systems and processes</td>
<td>Evaluate potential innovation ideas according to organisational evaluation criteria</td>
<td>Collaborate with stakeholders to identify, discuss and develop effective ways of working</td>
<td>Create opportunities to maximise innovation within business functions</td>
<td>Direct development of innovation strategies aligned with long-term organisational objectives</td>
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<td>Present mock-ups of innovation ideas to stakeholders</td>
<td>Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations</td>
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<td>Support and guide employees to contribute to the implementation of organisational innovation strategies</td>
<td>Lead innovative practices and garner support for a culture of innovation</td>
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<td>Assist in pilot testing and/or prototyping to determine effectiveness of innovation initiatives within business units</td>
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<td>Consult with relevant stakeholders to agree on broad parameters for developing innovation initiatives</td>
<td>Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation</td>
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<td>Support implementation of innovation initiatives in business units in accordance with innovation strategies</td>
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<td>Conduct pilot testing and/or prototyping of innovation concepts within business functions to determine feasibility of innovation initiatives</td>
<td>Sustain innovative thinking and practices to support long-term organisational strategies</td>
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<td>Function performance to identify opportunities for innovation and improvement</td>
<td>Make recommendations of innovation initiatives to relevant stakeholders for implementation</td>
<td>Develop and refine innovative initiatives to ensure achievement of desired business outcomes within business functions</td>
<td>Provide opportunities for all employees to provide feedback</td>
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<td>Support innovation within the organisation in consultation with relevant stakeholders</td>
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<td>Make recommendations of innovation initiatives to relevant stakeholders for implementation</td>
<td>Review employees’ feedback and explore ideas and opportunities for change and innovation for further refinement</td>
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<td>Research and evaluate existing information to identify and evaluate needs and opportunities for innovation initiatives within the organisation</td>
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<td>Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives across the organisation</td>
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<td>Filter and select suitable innovation initiatives and translate to organisational levels</td>
<td>Lead innovative practices and garner support for a culture of innovation</td>
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<td>Conduct pilot testing and/or prototyping of innovation concepts within business functions to determine feasibility of innovation initiatives</td>
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<td>Present organisational-wide implementation specifications to management for approval</td>
<td>Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation</td>
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