

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

| | | | | | | |
|------------------------------------|--|----------------|--|---|--|---|
| TSC Category | General Management | | | | | |
| TSC | Innovation Management | | | | | |
| TSC Description | Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | MAR-GMT-3005-1.1 | MAR-GMT-4005-1.1 | MAR-GMT-5005-1.1 | MAR-GMT-6005-1.1 |
| | | | Analyse work systems and processes to propose ideas and support the implementation of innovation initiatives within the functional area | Create opportunities to enhance innovation capabilities within the functional area | Establish systems to support innovation within the organisation | Foster a culture of innovation in the organisation to encourage continuous improvement |
| Knowledge | | | <ul style="list-style-type: none"> • Concepts and conditions for innovation • Types of possible operational barriers to innovation • Steps in innovation process • Behaviours that support innovation • Work systems, processes and procedures • Collaboration and communication methods • Barriers to innovation • Steps in pilot-testing and/or prototyping innovation initiatives | <ul style="list-style-type: none"> • Methods to generate and translate innovative ideas into workable concepts within functional area • Techniques of innovative communication • Types of facilitation methods to encourage innovation • Workflows of business functions • Approaches to identify innovation opportunities • Techniques to generate innovative ideas • Resources required for implementation of innovation ideas | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | | | <ul style="list-style-type: none"> • Analyse existing business function ideas, processes and products • Identify needs and opportunities for innovation initiatives within the functional area • Collaborate with involved parties to identify, discuss and develop effective ways of working | <ul style="list-style-type: none"> • Review and adapt the role of innovation for the department • Develop innovative and growth mind-set in the department • Facilitate discussions on innovation creation to add value to operations and product offerings | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 |

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

| | | | | | | |
|--|--|--|---|---|--|--|
| | | | <ul style="list-style-type: none"> • Conduct regular reviews to identify areas for improvement in facilitating innovation processes • 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 • Support implementation of innovation initiatives in the department | <ul style="list-style-type: none"> • Source shortlisted technologies to support development of new processes, products and services • Promote innovation knowledge sharing within the department • Evaluate business function workflows and performance to identify opportunities for innovation and improvement • Make recommendations on innovation initiatives for implementation • Oversee the implementation of innovation initiatives • Measure the effectiveness of innovation initiatives | <p>enhance capability of the organisation to generate creative ideas for different purposes and different degrees of value</p> <ul style="list-style-type: none"> • Lead activities to measure performance of newly proposed or implemented innovation initiatives against established benchmarks • Solicit feedback from stakeholders on implemented innovation ideas • Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives • Filter and select suitable innovation initiatives • Explore the external environment for ideas and opportunities for innovation | <ul style="list-style-type: none"> • Influence development of innovation strategies aligned with long-term organisational objectives • Transform innovation practices • Inspire organisation and garner support for innovative endeavours • Incorporate innovation into leadership and management activities • Sustain innovative thinking and practices to support long-term organisational strategies |
|--|--|--|---|---|--|--|