

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Innovation Management					
TSC Description	Respond to external or internal opportunities by using creativity to introduce new ideas and processes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		BPM-GMT-2009-1.1	BPM-GMT-3009-1.1	BPM-GMT-4009-1.1	BPM-GMT-5009-1.1	BPM-GMT-6009-1.1
		Support the implementation of innovation initiatives within own work area	Analyse work systems and processes to propose ideas for innovation initiatives within own work area	Create opportunities to enhance innovation capabilities within a department	Lead innovation initiatives within the manufacturing facility	Foster a culture of innovation within the manufacturing facility in line with the organisation's vision and values
Knowledge		<ul style="list-style-type: none"> • Conditions for innovation • Work systems, processes and procedures • Behaviours that support innovation • Individual role in contributing to innovation culture 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<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"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<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 enhance the capability of the organisation 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 • Influence development of innovation strategies

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

			<p>facilitating innovation processes</p> <ul style="list-style-type: none"> • 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 	<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 workflows and performances 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>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 • Present innovation initiatives for endorsement • 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 	<p>aligned with long term organisational objectives</p> <ul style="list-style-type: none"> • 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
--	--	--	--	---	--	---