

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Business Management					
TSC	Innovation Management					
TSC Description	Identify functional needs for innovation, establish systems and processes to cultivate an innovative culture that transforms ideas to realisation to enhance functional performance					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	PTP-PIN-1013-1.1	PTP-PIN-2013-1.1	PTP-PIN-3013-1.1	PTP-PIN-4013-1.1	PTP-PIN-5013-1.1	PTP-PIN-6013-1.1
	Seek opportunities to learn innovative work systems and processes to improve functional performance continuously	Demonstrate commitment to innovate and improve functional performance continuously.	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	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	Determine functional needs for innovation, develop systems to foster innovation	Lead the function towards a culture of innovation, incorporate innovation into leadership and management activities and sustain innovative thinking and practices within the function
Knowledge	<ul style="list-style-type: none"> Importance of innovation Types of innovation 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Broad concepts of innovation Steps in innovation process Behaviours that support innovation Individual role in contributing to innovation culture 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

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					<ul style="list-style-type: none"> • Functional objectives and business strategies 	<ul style="list-style-type: none"> • International best practice of innovation and value creation
Abilities	<ul style="list-style-type: none"> • Recognise the importance of innovation • Conduct innovative work systems and processes 	<ul style="list-style-type: none"> • Generate potential innovation ideas • Evaluate potential innovation ideas according to functional evaluation criteria • Present mock-ups of innovation ideas to stakeholders 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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