

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

<b>TSC Category</b>	Innovation					
<b>TSC</b>	Innovation Management					
<b>TSC Description</b>	Identify organisational needs for innovation, establish systems to foster innovation and develop effective ways of working to enhance organisational performance					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
	<b>RET-INO-1004-1.1</b>	<b>RET-INO-2004-1.1</b>	<b>RET-INO-3004-1.1</b>	<b>RET-INO-4004-1.1</b>	<b>RET-INO-5004-1.1</b>	<b>RET-INO-6004-1.1</b>
	Seek opportunities to learn innovative work systems and processes to improve organisational performance continuously	Demonstrate commitment to innovate and improve organisational 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 organisational performance	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	Determine organisational needs for innovation, develop systems to foster innovation	Lead the organisation towards a culture of innovation, incorporate innovation into leadership and management activities and sustain innovative thinking and practices within the organisation
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Importance of innovation</li> <li>Types of innovation</li> </ul>	<ul style="list-style-type: none"> <li>Importance of innovation</li> <li>Types of innovation</li> <li>Methods to generate potential innovation ideas</li> <li>Methods to evaluate potential innovation ideas</li> <li>Types of mock-ups of innovation ideas</li> <li>Process of presenting mock-ups</li> </ul>	<ul style="list-style-type: none"> <li>Broad concepts of innovation</li> <li>Steps in innovation process</li> <li>Behaviours that support innovation</li> <li>Individual role in contributing to innovation culture</li> </ul>	<ul style="list-style-type: none"> <li>Characteristics of business functions that are more likely to be open to innovation</li> <li>Characteristics of broader environments that support and encourage innovation</li> <li>Creative approaches to identify innovation opportunities</li> <li>Range of creative techniques to generate innovative ideas</li> <li>Individual roles and accountabilities for contributing to the identification of opportunities for change and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Methods to evaluate existing information and identify innovation initiatives</li> <li>Barriers to innovation that can occur within the organisation</li> <li>Business environment issues and impacts to be considered in developing innovation concepts</li> <li>Issues and requirements to commercialise innovation concepts</li> <li>Broad practical and operational issues that determine whether an innovation initiative can be implemented</li> <li>Considerations in generating and translating innovative ideas into workable concepts</li> <li>Communication and facilitation methods for encouraging innovation within the organisation</li> <li>Organisational objectives and business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Methods to evaluate existing information and identify innovation initiatives</li> <li>Barriers to innovation that can occur within the organisation</li> <li>Business environment issues and impacts to be considered in developing innovation concepts</li> <li>Issues and requirements to commercialise innovation concepts</li> <li>Broad practical and operational issues that determine whether an innovation initiative can be implemented</li> <li>Considerations in generating and translating innovative ideas into workable concepts</li> <li>Communication and facilitation methods for encouraging innovation within the organisation</li> <li>International best practice of innovation and value creation</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Recognise the</li> </ul>	<ul style="list-style-type: none"> <li>Generate potential</li> </ul>	<ul style="list-style-type: none"> <li>Analyse work systems</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate business</li> </ul>	<ul style="list-style-type: none"> <li>Establish systems to</li> </ul>	<ul style="list-style-type: none"> <li>Build a culture of</li> </ul>

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	<p>importance of innovation</p> <ul style="list-style-type: none"> <li>• Conduct innovative work systems and processes</li> </ul>	<p>innovation ideas</p> <ul style="list-style-type: none"> <li>• Evaluate potential innovation ideas according to organisational evaluation criteria</li> <li>• Present mock-ups of innovation ideas to stakeholders</li> </ul>	<p>and processes to identify opportunities for innovation and improved work practices within own scope of work</p> <ul style="list-style-type: none"> <li>• Collaborate with stakeholders to identify, discuss and develop effective ways of working</li> <li>• Present ideas to relevant stakeholders for feedback to improve ideas and develop possible variations</li> <li>• Assist in pilot testing and/or prototyping to determine effectiveness of innovation initiatives within business units</li> <li>• Support implementation of innovation initiatives in business units in accordance with innovation strategies</li> </ul>	<p>function performance to identify opportunities for innovation and improvement</p> <ul style="list-style-type: none"> <li>• Create opportunities to maximise innovation within business functions</li> <li>• Support and guide employees to contribute to the implementation of organisational innovation strategies</li> <li>• Consult with relevant stakeholders to agree on broad parameters for developing innovation initiatives</li> <li>• Conduct pilot testing and/or prototyping of innovation concepts within business functions to determine feasibility of innovation initiatives</li> <li>• Develop and refine innovative initiatives to ensure achievement of desired business outcomes within business functions</li> <li>• Make recommendations of innovation initiatives to relevant stakeholders for implementation</li> </ul>	<p>support innovation within the organisation in consultation with relevant stakeholders</p> <ul style="list-style-type: none"> <li>• Research and evaluate existing information to identify and evaluate needs and opportunities for innovation initiatives within the organisation</li> <li>• Review pilot testing and/or prototyping results to determine feasibility of innovation initiatives across the organisation</li> <li>• Filter and select suitable innovation initiatives and translate to organisational levels</li> <li>• Present organisational-wide implementation specifications to management for approval</li> <li>• Provide opportunities for all employees to provide feedback</li> <li>• Review employees' feedback and explore ideas and opportunities for change and innovation for further refinement</li> </ul>	<p>innovation within the organisation to encourage continuous improvement</p> <ul style="list-style-type: none"> <li>• Direct development of innovation strategies aligned with long-term organisational objectives</li> <li>• Lead innovative practices and garner support for a culture of innovation</li> <li>• Incorporate innovation into leadership and management activities and organisational strategies to promote innovation in the organisation</li> <li>• Sustain innovative thinking and practices to support long-term organisational strategies</li> </ul>
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