Certification Rules for

Innovations management professionals

Foreword

Certification involves verification by an independent third party that a person satisfies the requirements of a standard or other form of specification. Certification of persons by RISE is based on standard SS-EN ISO/IEC 17024.

These certification rules specify the conditions for certification of Innovation management professionals.

The certification rules have been drawn up with the assistance of a reference group. The reference group consists of relevant stakeholders in the industry or sector in question. The certification rules may need to be revised as a result of experience gained in their application. RISE owns the certification rules.

A feature of the Swedish labour market is that many vocational groups are generally free to engage in work without having to satisfy any professional qualification or specialist training requirements. Because representatives of RISE are commissioned to undertake independent audits and issue certificates, we are in a position to assist in this way in validating and quality-assuring professional competences. This gives greater credibility to those exercising a profession or trade, as well as ensuring those engaging persons so certified can be sure of the latter's ability to perform.

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1   Scope

These rules cover the certification of persons in the role of Innovation management professionals. The purpose of the certification is to show that the person in question satisfies the requirements of these certification rules. Where the certification rules refer to acts of parliament, regulations, standards, etc., in all cases the most recent version/change is the one that applies.

1.1   Job description

The purpose of the role is to be responsible for and proactively contribute to leading, managing and organising innovation initiatives and furthering the conditions and capabilities that support innovation activities in all types of organisations – whether private or public, large or small – in all sectors, areas and functions. The job description has been developed by the Association for Innovation Management Professionals in Sweden, Innovationsledarna (Appendix 1).

1.2   Background

These certification rules were originally conceived by RISE in collaboration with the Association for Innovation Management Professionals in Sweden (Innovationsledarna).

Quality assurance of a person's capacity to lead systematic and continuous innovation work gives him or her a clearer role and a reinforced mandate in the organisation. The certification is expected to lead to professionalisation of the vocation of Innovation management professionals, and this in turn will result in innovation work being conducted in a more professional manner.

2   Requirements concerning training, experience and competence

2.1   Training

No academic training is required.

2.2   Experience in a work setting

The applicant must show evidence of at least three years' practical experience in a relevant work setting. This evidence should take the form of a work certificate or other verifiable information. A relevant work setting refers to work within at least three of the six areas of responsibility and activities set out in Appendix 1. At least 50% of the total time spent working must involve experience in these areas.

The experience in question should not date back more than 10 years prior to the date of application.

The experience is to be certified on the basis of a work certificate or other equivalent documentation. In this context, a work certificate is a document that accounts for the applicant's experience, but which is issued by a person other than the applicant. The work certificate issuer may be an employer, client or other person in a position of trust who has the necessary competence and relevant knowledge of the applicant's career history. The certification body carries out regular random checks to ensure the accuracy of certified information.

2.3 Suitability

Suitability for the role of an Innovation management professionals must be demonstrated by the applicant in the form of a signed form entitled "Acknowledgement of Professional Attitude".

2.3.1 Professional attitude

To obtain certification, the applicant must undertake to accept, apply and advocate the following principles:
- **Objectivity:** To apply an objective approach where problems, opportunities and potential solutions are evaluated from different perspectives.
- **Integrity:** Where necessary, to draw attention to failings, inaccuracies and dubious ethical aspects in assignments or work tasks in a clear and constructive manner.
- **Culture:** To be sensitive to and make allowance for cultural differences between different types of businesses and different geographic locations.
- **Legislation:** To keep abreast of and apply applicable legislation within the area in question.

3 Certification process

3.1 General

For an applicant to gain certification as an Innovation management professionals, the activities in the certification process set out below must be adhered to. Certain activities must be undertaken by the applicant; others are to be carried out by RISE.

3.2 Application

An application involves the following steps:
a. The applicant applies for certification via "Application" under "Personnel certification" on the RISE website. Submission of the application implies acceptance of the "RISE General Terms and Conditions" and its "General terms and conditions for personnel certification", as well as the procedures RISE uses to handle personal data (GDPR).
b. The applicant is billed the application fee.
c. The applicant gains access to the RISE customer portal by means of an activation code that is forwarded once the application has been made. The applicant logs into the RISE customer portal to upload work certificates and other documents required for evaluation of the applicant's competence for certification.

3.3   Application review

When reviewing the application, RISE checks that the application is complete and that the application can be dealt with within the rules. The competence of the applicant as set out in the documents is assessed by a RISE certification engineer. If the certification engineer judges that the application is incomplete, the applicant will then need to provide additional information or documents. In addition to the application review, it is a requirement that the applicant should have passed the examination done by RISE (see examination) in order to be certified.

3.4   Examination

The candidate will be tested on their knowledge and expertise. The examination will take the form of a written test and viva voce examination, plus a personal assignment. A candidate seeking certification must pass this examination. The applicant can register for this examination via RISE or via another stakeholder with which RISE has an agreement.

Prior to the examination, Experience in a work setting (section 2.2) must have been approved by RISE or by a subcontractor appointed by RISE.

3.4.1   Written test

The candidate must demonstrate their knowledge within the area by achieving a pass in a basic written test consisting of multiple choice and essay questions. The test will be made available by RISE. To achieve a pass, the candidate must obtain 70% of the maximum score. The pass requirement applies for a new application.

If the candidate does not achieve a pass on the written test for a new application, a retest is possible. After failing three such written tests, the candidate must wait at least six months before taking a new retest. Each retest involves a new written test.

The written test is based on the knowledge areas outlined in the latest version of the Body of Knowlegde for Innovation Management Professionals, developed by the Association for Innovation Management Professionals in Sweden (Innovationsledarna).

3.4.2   Personal assignment

The candidate must demonstrate their experience by completing a personal assignment which involves describing a case the candidate has worked or is working on. The case must illustrate the candidate's experience as an Innovation management professionals and their ability to apply terms, concepts and models from the Body of Knowledge into pratical work.

The personal assignment must be submitted not later than two weeks before the viva voce examination. Instructions for the personal assignment are provided in Appendix 2.

3.4.3   Viva voce examination

The written test and personal assignment must have been completed before the viva voce examination can be held.

The viva voce examination is where the candidate presents their case. This examination may also involve the candidate having to answer supplementary questions on the written test. The examination is expected to last between 60 and 80 minutes.

3.5 Review and decision

Once the review of the candidate's competence has been completed, the application progresses to a certification engineer, who has not been involved in the certification process so far, for a decision. Once a decision has been taken, RISE will send notification of the decision as well as a paper copy of the certificate if the candidate opted for that format in their application. The customer portal can be accessed at any time for information on the current status of the application process.

Once a decision on certification has been taken, the certified customer can log into the customer portal to download an additional copy of the certificate. If the candidate has been unsuccessful in their application for a certificate, the reasons for this will be given. The candidate has the option of appealing the decision in accordance with the "General terms and conditions for personnel certification".

3.6 Validity of the certificate and annual reporting

The certificate is valid for five years. The certificate remains valid provided the holder has submitted reports to RISE on an annual basis. The certificate holder should report on their experience in a work setting as an Innovation management professionals, any continuing training undertaken, as well as providing information on the assignments they have completed or other relevant activities such as projects, workshops or meetings.

Relevant published articles may also figure in the report. A holder who has reported on their experience may benefit from a simplified procedure when it comes to renewing the certification in five years' time.

Continuing training may consist of a report on studies undertaken privately and/or courses, seminars and similar organised sessions. The holder should specify the organiser of such events and the date they took place. Course certificates do not need to be submitted to RISE in connection with the annual report.

"Nil reports" must also be submitted, i.e. where the certificate holder has not had any activities as Innovation management professionals during the certification period. It is the responsibility of the certificate holder to keep any eye on the dates that apply to annual reporting and the certificate's validity, as well as to get in touch with RISE to submit the annual report. Generally, RISE will provide assistance here.

RISE charges a fee for reviewing an annual report.

3.7 Certification renewal

These certification rules do not currently cover renewal.

3.8 Changes in the certification

The certificate holder must inform RISE immediately of any changes in their circumstances that may impact on their ability to satisfy the certification requirements.

Where changes are made to the certification rules which require further evaluation, RISE will inform the holder as to what is required in order to satisfy the modified requirements.

4   Other conditions for certification

It is possible to lodge a complaint against a person whom RISE has certified. The complaint must be made in writing and must detail failings that have a demonstrable connection to requirements in these certification rules. RISE will confirm to the complainant if the complaint is related to activities for which RISE is responsible. If the complaint is significant, RISE will also inform the certificate holder. RISE will investigate the complaint, and the complainant will be kept informed while the investigation is in progress. A decision about the complaint will be taken by a person who was not involved in the assignment to which the complaint relates. The decision will be notified to the complainant. Civil law disputes will be dealt with by the courts. Appeals against a RISE certification decision or certification refusal will be dealt with by the RISE Certification Board.

RISE may revoke a certificate that has been issued, either temporarily or finally, if the conditions for certification are not satisfied. This and other specific conditions for personnel certification are set out in the "General terms and conditions for personnel certification" in RISE INFO 2010:33.

A person holding a valid certificate may market the fact by using the certification mark or logo owned by RISE. Conditions governing the use of marks and logos are including in the information on the RISE website. Alternatively the information may be obtained directly from RISE. Once a certificate ceases to be valid, the person's or company's right to market the certificate also lapses.

5   References

SS-EN ISO/IEC 17024   Conformity assessment – General requirements for bodies operating certification of persons

Bofy of Knowledge for Innovation Management Professionals, Innovationsledarna, https://www.innovationsledarna.se/bodyofknowledge

Appendix 1 – Job description

From the Association for Innovation Management Professionals in Sweden (Innovationsledarna), www.innovationsledarna.se.

Job description: Innovation Management Professional

The innovation management professional job role is broad. It encompasses both strategic and operational elements. These elements can be combined into a single role, or divided into separate roles. This document is meant to be used as a guide to assembling one's own job description or to create a new role, which depends on the specific needs, means and requirements of the organization.

Job titles | **Innovation Leader, Innovation Manager, Innovation Driver, Innovation Champion, Innovation Coach, Innovation Strategist, Chief Innovation Officer (CInO)**

Reports to | **CEO, Director-general, top-management team or a senior operational or functional manager/leader**

Purpose of the job

The purpose of the job role is to be responsible for, and actively contribute to, leading and organizing innovation efforts and promoting conditions and capabilities in support of innovation, in all kinds of organizations – private or public, large or small, in all sectors, areas and functions.

Innovation is introducing change in order to create value for the organization and its stakeholders. This change can encompass new or improved products or services, the way offerings are created or delivered (process innovation), the structure, routines and methods of the organization (organizational innovation) as well as changes to operational and business models. The degree of change can range from small improvements (incremental innovation) to large fundamental changes (radical/disruptive innovation).

Areas of responsibility and activities

1. To lead development and continuous update of the organization's <u>innovation vision and strategy</u> in coordination with key stakeholders

- Initiate relevant market monitoring and foresighting activities, including search for new market opportunities, user needs
- Align and integrate the innovation strategy with strategic objectives of the organization, including operational and business models, and road maps for products and services
- Define and assess key organizational prerequisites (structure, staffing, etc) for implementing the innovation strategy
- Build and maintain a strategic programme for implementing the innovation strategy and ensure that the resources (people and facilities) needed to deliver the innovation objectives are present
- Maintain an innovation portfolio (consisting of e.g. innovation- or new business development projects)
- Develop alternative business models conducive to innovation

2. To lead development and the continuous update of the organization's <u>innovation process(es)</u> in coordination with key stakeholders

- Develop appropriate metrics to measure the effectiveness (e.g., number of new or improved offerings) and efficiency (e.g., throughput time) of the innovation process
- Develop innovation process documentation and implement staff training programmes

3. To lead development and the continuous maintenance of an inventory of <u>innovation methods and tools</u>, including idea management systems, idea generation methods, staff training programmes, and internal networking initiatives

- Provide consultation on innovation tools when needed
- Convene workshops with clearly defined innovation themes
- Structure and implement staff training programmes
- Implement and support an organization-wide idea management system, including the gathering, evaluation, selection and implementation of employee's ideas

4. To plan, execute/coach and follow-up <u>innovation initiatives/projects</u> to search for new opportunities, or to strengthen of existing operations and/or business

- Define project outline (e.g., objectives, goals, scope, activities, duration, participants, budget, expected results) and inform and engage internal and external participants (employees, customers, users, suppliers or other stakeholders)
- Analyse current market situation, challenges and potential opportunities
- Convene workshops with engaged stakeholders
- Clarify customer/user values and insights and create/describe scenarios for the future
- Cluster ideas into concepts
- Develop and verify prototypes (e.g., illustrations, mock-ups, wire-frame models)
- Build cases around concepts and manage a portfolio of concepts
- Present concepts to management and suggest future actions

5. To establish <u>relationships with external stakeholders</u> and potential partners within the academia, government, industry and other relevant organizations

- Participate in external networking activities
- Convene themed workshops with external stakeholders or partners

6. To promote an <u>innovation friendly organizational culture</u> supporting experimentation, open communication, empowerment, autonomy and a tolerance for failure

- Conduct measurements of organizational innovation culture
- Structure and implement leadership training programmes
- Assess and restructure the organization's employee incentive structure / reward system
- Assess and remove factors that may hinder employee's job autonomy (e.g., time-draining activities, unnecessary administration, reporting-structures)
- Establish relationships and networks with internal stakeholders

Append

Appendix 2 – Personal assignment

Describe a case you have worked or are working on which serves as a good illustration of your experience as an Innovation management professional. The case should be presented during the viva voce examination.

Case contents:

General
• Case section headings
• The role you did/do have in the case as Innovation management professional
• Contact details to a reference person

Part 1 – Descriptive text in response to the case's:
• Challenge/problem
• Outcome/impact
• Reflection/future

This part should run to no more than 500 words.

Part 2 – Implementation of the case based on your work via:
• External and internal context, opportunities, challenges
• Leadership
• Planning
• Support
• Process
• Evaluation/improvement

This part should run to no more than 1500 words.

The focus of the assignment should be your role and contribution to the implementation of the case.

If you have any queries about the content, please e-mail fragor.person@ri.se