Requirements for Innovation Managers / Auditors (IM / IA)

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Foreword

The European Organization for Quality EOQ, established 1956, is an association under Belgian law of now 58 organizations: National Representatives (European, non-profit quality organizations) and Associated Members, Affiliated Members and Partners worldwide.

The major goal of EOQ is to promote quality in the widest sense.

EOQ National Representatives (Full Member Organizations) are:
AEC (Spain), AFQP (France), APQ (Portugal), ARC (Romania), CSQ (Czech Republic), CYAQ (Cyprus), DGQ (Germany), EAQ (Estonia), HDK (Croatia), HNC (Hungary), KOQIM (Kazakhstan), Quality Kosova (Kosovo), Finish Association for Quality (Finland), QRN (Norway), NNK (Netherlands), OVQ (Austria), SAQ (Switzerland), SFK (Sweden), SSK (Slovakia), SZKO (Slovenia), TSE (Turkey).

EOQ's Personnel Registration Unit (the new Competence Centre) has maintained a Harmonized Personnel Registration Scheme since the 80-ies of the last century. Parts of this scheme were and are competence requirements for quality professionals but also for professionals from other fields like environmental management.

This Competence Specification (CoS) describes the areas of knowledge and the competence requirements for the professional profiles of Innovation Manager / Auditor to be effective in their profession.

The CoS is defined and enhanced by the European Organization for Quality (EOQ) based on decades of experience certifying QEHS professionals. The job profiles and competence requirements have been established based on a broad analysis of actual needs in the field innovation management related professions including the positions of interested parties.

This document is intended to be a normative reference in conjunction with certification schemes, but may also be used for other purposes by interested parties.

When used as part of a certification scheme, these requirements will be the basis for developing examinations.

This document has been developed under consideration of EOQ internal rules. This Competence specification has been prepared by the EOQ Technical Working Group and was submitted as Draft for public comment according to the EOQ Rules for Normative Documents.

The Competence Specification has been approved and released for publication by the EOQ General Assembly in on June 10th, 2024.

Queries regarding technical content can be addressed to the EOQ Technical Working Group. Please direct your queries to: eoq@eoq-org.eu

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1. Introduction

In Europe the EOQ has established harmonized competence schemes for Quality and Management personnel with broad acceptance. These EOQ harmonized schemes have been developed by experts from different nations of EOQ.

The main content of this Competence Specification is dealing with the following aspects:
- Definition of job profiles and task descriptions for innovation management personnel
- Definition of competence requirements

This Competence Specification is intended to serve amongst others as normative document for the use of training, the definition of competence profiles for innovation management personnel e.g. in job description and as accreditation basis for personnel certification organizations.

2. Scope and Application

The scope of this Competence Specification is to define the specific competence criteria for:
- Innovation Manager (IM)
- Innovation Auditor (IA)

within the countries with National Representative Organizations of EOQ. This does not exclude the usage of these criteria in other countries.

ISO/IEC 17024 applies when using this CoS for personnel certification purposes. Claims of conformity to this Competence Specification shall not refer to the terms:
- EOQ Innovation Manager
- EOQ Innovation Auditor

unless the certification procedures comply with the management system documentation and the specific Certification Scheme of the EOQ CC.

3. Terms and definitions
- Certification: third party attestation related to products, processes, systems or persons
- Competence: ability to apply knowledge and skills to achieve intended results

3.1 References applicable documents:
(1) ISO 56000 family of International Standards
(2) ISO 19011
(3) ISO/IEC 17024
(4) ISO/IEC 17007
(5) Set of EOQ CC documents, specific to this scheme
All Documents in their valid version.

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4 Job Profile and Task Description

4.1 Innovation Manager

EOQ Innovation Managers have the ability to design, implement and improve an innovation management system that meet the recommendation of ISO 56002, with interfaces to other rules and standards as well as legal requirements. In doing so, they take into account the demands of interested parties, market requirements and the organization's environment.
They use their communication skills to come across to internal and external interested parties as a professional, knowledgeable and motivational contact for innovation management system issues. They are able to analyse and improve innovation processes into their company. They know the main tools and methods for developing, maintaining, and improving the innovation management system and can apply them within a team. They know the advanced managerial concepts, help make decisions on their application and implement them in the company. Through their understanding of models and systems, they are able to integrate the requirements of different standards into the organizations management system. They can fulfil the tasks of an audit programme manager.
They provide information, advice and training on innovation-related issues at all levels of the organization and promote the implementation of the innovation management system.

4.2 Innovation Auditor

Based on their basic competence in innovation management the EOQ Innovation Auditors are able to initiate, plan and conduct innovation-related audits in accordance with ISO 19011 (1st party/internal audits, together with experts), in the role as sole auditor or as an auditor in an audit team.

5 Competence Requirements

5.1 Personal behaviour and mind-set

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Personal behaviour and mind set

Innovation Manager	**Innovation Auditor**
They should be able to • take and enforce decisions • think and act holistically • work in a results-oriented manner • act genuine act with empathy • recognise and communicate the significance and value of facts • reason, persuade and generate enthusiasm • imagine themselves in other roles and cultures • take into account intercultural/regional peculiarities • communicate appropriately, focusing on the target group • communicate using suitable language • act appropriately according to the situation • deal appropriately with conflict • give feedback • delegate tasks suitably • lead and also be a team player	Auditors should be able to act in accordance with the principles of auditing as described in ISO 19011. Auditors should exhibit professional behaviour during the performance of audit activities, including being: • ethical, i.e. fair, truthful, sincere, honest and discreet • open minded, i.e. willingness to consider alternative ideas or point of views • diplomatic, i.e. tact in dealing with people • observant, i.e. active observation of physical surroundings and activities • perceptive, i.e. aware of and able to understand situations • versatile, i.e. adapt readily to different situations • tenacious, i.e. persistence, focus on achieving objectives • decisive, i.e. reaching timely conclusions based on logical reasoning and analysis • self-reliant, i.e. acting and functioning independently whilst interacting effectively with others • able to act responsibly and ethically even though these actions may not always be popular and may sometimes result in disagreement or confrontation • open to improvement, i.e. learning from situations, striving for better audit results • culturally sensitive, i.e. observe and respect the culture of the auditee organization • collaborative, i.e. effectively interacting with others, including audit team members and the auditee In the same meaning they should be able to

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Innovation Manager	Innovation Auditor
	• deal appreciative with people • empathize with the auditee • communicate, convince and argue benefit oriented • communicate in the relevant languages orally and in writing • moderate purposefully even under difficult conditions • address facts adequately to persons at different levels of an organization • communicate in a process-oriented manner prevent and deal appropriately with conflicts • present results adequately • prepare and conduct meetings Auditors should be well organized, i.e. exhibiting effective time management, prioritization, planning and efficiency

The mind set and philosophy are geared towards the following:

Innovation Manager	Innovation Auditor
• Value to the organisation (e.g. taking into account cost/benefit relevance of own actions) • Consideration of interested parties	• Benefit to the audited person and organization (e.g. taking into account cost-benefit relevance of own actions) • Consideration of interested parties
• Company success and sustainability • Promotion of company values (e.g. financial or ethical values) • Opportunities and risks for the organisation (e.g. high degrees of variation and uncertainty, particularly during the early creative phases) • Continuous improvement (e.g. stimulating and promoting CIP) • Promotion and support of learning processes and know-how transfer • Monitoring of changes • Thinking in terms of overall context; Innovation portfolios, Innovation initiatives, Innovation processes • Promotion of commitment • Exemplary personal conduct	

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5.2 Knowledge and Skills - specific to the job profiles

5.2.1 Innovation Managers

Innovation Manager shall have generic knowledge and skills on a level which can be usually achieved by a university / higher education degree and additionally a minimum full-time work-place experience of 4 years, including at least 2 years in the field of innovation management. They shall have specific knowledge and skills and be familiar with the ISO 56000 family of standards and competent in innovation management methods and techniques based on specific training. This includes knowledge and skills as defined in the following table related to the relevant tasks:

Learning taxonomy
A recognize (have an overview of)
B understand
C apply
D analyse results and evaluate them

Task descriptions for Risk Manager	Related knowledge and skills	Learning Taxonomy
a) Organization and management systems	• Understand basics of organizational governance and management • Understand main structural forms of organization, decision-making processes as well as their impact on the management system • Understand fundamental elements of a management system	B
	• Apply PDCA principle	C
	• Have an overview of the existence of standards on innovation management (ISO 56000 series) • Have an overview of the high-level structure and other management system standards that are relevant to an integrated management system (e.g. ISO 9001, ISO 14001, ISO 45001, ISO 31000, etc.)	A
	• common elements of different management system standards and their implementation into the processes of an organization	C
	ISO 56000: • objectives and scope of the standard. • innovation terminology as defined by ISO 56000 • innovation management principles as defined by ISO 56000	B
b) Explain to interested parties the need for innovation management system in organizations	• different approaches and types of innovation • the systemic approach of innovation	C

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c) Recognise, apply and assess compliance with legal and other normative requirements and coordinate their implementation in the organization	• Be able to identify relevant standards, laws and regulations and to interpret their significance for the organization, as regards the innovation • Be able to assess contractual arrangements with customers, suppliers, partners regarding innovation • Be able to integrate requirements from rules and standards into processes • Understand the structure and purpose of innovation related legislation (international to local level) • Analyse and determine the compliance obligations of the organization inclusive technical regulations/standards • Analyse and communicate duties and liabilities of the management functions	C B C C
d)Understand the context of the organization	• Understand the influence of the organizational context / of interested parties in relation to innovation need of organization (including universities, technological centers, investigation centers, technological transfer centers etc.).	B
e)Support top management in demonstrating leadership and commitment regarding the innovation management system	• Understand the importance of leadership for an effective innovation management system • Be able to communicate the benefits of an effective innovation management system for the overall success of an organization • Understand effective methods to carry out management reviews	C
f) Address risks and opportunities	• Have an overview over methods and criteria for identifying risks and opportunities as well as methods to analyse end evaluate risks. • Be able to apply methods for identifying risks and opportunities. • Being able to analyse and evaluate risks in order to determine actions to address risks and opportunities	B C C
g)Implement, maintain and improve IM system, taking into account ISO 56002 guidance	ISO 56002: • objectives, scope and structure of the standard • risk management in innovation • guidance application in a manner appropriate for a specific organization • apply ISO 56002 innovation management system standard and its guidance in the organization addressing amongst others the following main tasks: • analyze the context of the organization, including the needs and expectations of interested parties • Analyze compliance obligations, risks and opportunities related to the IM • Define the scope of the IM • Support top management and contribute in developing policy, objectives, plans and a continual improvement philosophy to improve innovation performance • Control the operations consistent with the innovation aspects including innovation initiatives, identifying opportunities, creating concepts, validating concepts, developing solutions, deploying solution etc.) • Develop, manage and contribute to the documented information of the management system • Apply tools and methods for developing, maintaining, and improving the innovation management system	D

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h) Integrate /combine requirements from different management system standards and other internal and external requirements	• Have an overview of the existence of other standards regarding management systems that are relevant to an integrated management system (e.g. ISO 9000, ISO 14001, ISO 45001, ISO 31000, etc.) • Be able to merge management subsystems based on e.g. ISO 9001, ISO 14001, ISO 45001, ISO 31000 into one management system with different disciplines	B C
i) Know / understand innovation management related standards, methods and techniques	Understand the innovation topics included in and the objectives, scope and structure of the following standards • ISO 56003:2019 - Innovation management — Tools and methods for innovation partnership — Guidance • ISO/TR 56004:2019 -Innovation Management Assessment — Guidance • ISO 56005:2020 -Innovation management — Tools and methods for intellectual property management — Guidance • ISO 56006:2021 Innovation management — Tools and methods for strategic intelligence management — Guidance	B
j)Understand and apply tools and methods to manage innovation process / management system and enhance performance related to innovation	• Understand appropriate tools and methods supporting innovation activities, as well as for different types of innovations activities (back casting, scenario planning, brainstorming, idea management, inclusive design, business model templates etc) • Selecting and applying a mix of appropriate tools and methods to enhance performance related to innovation	B C
k) Application of tools and methods for monitoring, measurement, analysis, and evaluation	• Collecting and interpreting technological innovation data (Oslo Manual) • Be able to analyse innovation -related data arising from monitoring and measurement, assess facts, consolidate and present (and also report) them, in order to facilitate assessment and evaluation of: o Conformity, effectiveness and efficiency of the innovation management system o Innovation process performance (e.g. time aspects, error rates, budget etc) o Conformity of innovation results to requirements o Needs or opportunities for improvement (e.g. improvement suggestions) o Performance of external partners for innovation	C

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l) Create, implement, assess and improve audit programs	Be able to create, implement, review and improve audit programs (according ISO 19011), in particular: • Be able to define an audit program appropriately in terms of objectives, scope and resources • Be able to recognize and minimise risks, obstacles and difficulties related to the audit program • Be able to carry out an audit program in terms of informing the parties about the program; specifying the objective, scope and criteria of individual audits; organising the execution of individual audits (audit teams, time, resources); guiding and recording audit programs, individual audits and audit staff. • Be able to select and use appropriate audit methods and tools regarding audit scope and objective (e.g. being able to select suitable audit types depending on the set objective, scope and criteria (system, process, product and compliance audit)) • Know the process of competence determination and evaluation of the persons involved in the audit including auditors • Know the competence requirements for auditors (personal behaviour, knowledge and skills) and be able to apply them when forming the audit team. • Be able to monitor an audit program • Be able to review and improve an audit program	C
m) Manage and moderate groups and be an internal IM service provider / consultant for all levels of the company	• Understand moderation techniques • Recognize group-dynamic processes • Be able to conduct IM-related discussions • Be able to explain complex issues appropriately to different target groups • Be able to organise persons in teams, projects and programmes. • Apply moderation techniques in group meetings • Resolve conflicts and be able to moderate them • Coordinate and lead innovation management activities within the organization	B B C
n) Present and report results to different target groups	• Be able to present results adequately for specific target groups. • Ensure that the communications are transparent, appropriate, credible and clear.	C
o) Be a contact person and motivator for employees in the organisation	• Be able to generate acceptance of the innovation management system and changes • Motivate: Have an overview of motivation theories (e.g. Maslow, Herzberg and others)	C A
p) Support the decision-maker/responsible management function with the following tasks: • Advising • Top-down communication • Reporting	• Be able to recognise and discuss the business impact of innovation-related decisions • Be able to recognise and discuss the impact of innovation-related decisions to persons performing work under the control of the organization • Understand the necessity and plan actions for communication and awareness related to the innovation management system • Be able to analyse and consolidate facts and figures as well as to process them in a decision-making relevant manner • Be able to develop and prepare reports suitable for the specific target group	B C C

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q) Be the contact person for external interested parties (e.g. suppliers, customers, partnters)	• Be able to deal with feedback, including complaints, from interested parties (including universities, technological centers, investigation centers, technological transfer centers etc.), appropriately (e.g. good communicator)	C
r) Manage IM projects	• Be able to apply project management methods including planning, establishing objectives, assuring resources, concepts related to ROI, prototyping etc.	C
s) Be able to act as internal trainer/instructor for topics of relevance to company IM and other management systems	• Be able to provide trainings, promote and advice topics to different target groups • Know techniques for analyzing training needs. Organize and evaluate training	C
t)Promote the company's management system	• Be able to develop future scenarios regarding the innovation management system based on the vision, mission and strategy of the organization • Be able to identify the need for improvement or change in a innovation management system • Be able to apply leadership principles, methods and techniques • Be able to raise employee awareness of individual issues	D
u)Manage (IM) changes	• Know the principles of change management. Have an overview of change processes in organizations – product, process, organizational and regulatory related.	B

5.2.2 Innovation Auditor

Innovation Auditors shall demonstrate all knowledge and skills as required for **Innovation Manager**.
Innovation Auditors shall have a sound and current knowledge of auditing practice and the capability to apply the necessary management skills required in the execution of audits, as required in ISO 19011.
This includes knowledge and skills as defined in the following table related to the relevant tasks:

Task descriptions Innovation Auditor	**Related knowledge and skills**	**Learning taxonomy**
a) Create, implement, assess and improve audit programs	• Be able to create, implement, review and improve audit programs (according to Chapter 5 ISO 19011), in particular • Be able to define an audit program appropriately in terms of objectives, scope and resources • Be able to determine, evaluate and address audit programme risks and opportunities • Be able to establish an audit program in terms of informing the parties about the program; establish extend of the audit programme, specifying the objective, scope and criteria of individual audits; organising the execution of individual audits, guiding and recording audit programs, individual audits and audit staff, determine audit programme resources. • Be able to define objectives, scope and criteria for an individual audit,	D

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Task descriptions Innovation Auditor	**Related knowledge and skills**	**Learning taxonomy**
	select and use appropriate audit methods (e.g. being able to select suitable audit types depending on the objectives, scope and criteria (system, process, product and compliance audit) • Be able to select audit team members, know the process of competence determination and evaluation of the persons involved in the audit including auditors (ISO 19011 Chapter 7) • Know the competence requirements for auditors (personal behaviour, knowledge and skills) and being able to apply them when assigning responsibilities for individual audits. • Be able to manage and maintain audit programme records • Be able to monitor, review and improve an audit programme	
b) Initiate, plan, perform and revise Management System Audits Process Audits Compliance Audits	To understand the significance of an audit to boost operative performance	B
	Be able to explain the benefit of an audit to other persons	C
	Understand audit principles, procedures, methods and techniques and to apply them in auditing practice Be able to conduct single and combined system audits	D
	Be able to perform process audits	D
	Know how compliance audits are carried out (together with experts if necessary)	B
	Be able to initiate, prepare, conduct audit activities with focus on the objectives and boundary conditions of the organisation (according to Chap. 6 ISO 19011), in particular: To understand the roles and tasks of an auditor in all phases of the audit Be able to understand and classify the task and responsibilities of the audited persons Be able to initiate an audit from the first contact to determining the feasibility Be able to prepare an audit in terms of creating the audit plan, assigning the tasks in the audit team and preparing documented information for the audit. This includes e.g.: • Be able to select and use appropriate audit methods and tools with regard to the scope and objective of the audit • Be able to recognize and minimise risks, obstacles and difficulties related to audit planning and scheduling Be able to conduct audit activities such as: assigning roles and responsibilities of guides and observers, conducting opening meeting, communicating during audit, audit information, availability and access, reviewing documented information, collecting and verifying information, generating audit findings, determining audit conclusions and conducting closing meeting This includes among others: Be able to steer the formation and deployment of the individual team members according to the audit objectives Be able to conduct goal-oriented interviews Be able to use goal-oriented interviewing techniques in all phases of the audit Be able to create interview minutes and audit reports appropriately and with a view to the target group	D

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Task descriptions Innovation Auditor	Related knowledge and skills	Learning taxonomy
	To recognize audit risk, obstacles and difficulties during the implementation, to avoid conflicts and be able to cope with them appropriately if the situation arises Be able to complete the audit and conduct audit follow-up measures Be able to assess the implementation of planned actions to reach the objectives based on business strategy/objectives during the audit	
c) Assess innovation management systems	Know and be able to interpret relevant regulations and standards regarding the innovation management system being audited Be able to analyse and evaluate characteristics and features of processes Be able to evaluate process results in terms of objective achievement and conformity Be able to assess the implementation of the planned measures to reach the objectives based on business strategy/objectives during the audit	D

6 Basic Requirements related to the Profiles

6.1 Innovation Manager

Innovation Manager	
Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved by a university / higher education degree and additionally a minimum full-time work-place experience of **4 years**
Specific knowledge and skills	Shall be achieved through • A specific training program. The learning targets and objectives shall refer to the specific knowledge and skills defined in section 5.2.1. Duration and methods: 80 hours (per 45 min) classroom-based training. Alternative learning forms (eg. self-study, e-learning, etc.) may be defined in the training program, if suitable to the learning objectives, but not more than 40% of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: • The learning form is suitable to the learning objectives. • Any learning form has to be specified in a training plan by the training institution. • The fulfilment of the training plan has to be documented by the training institution. Documented relevant prior training and/or experience may substitute alternative learning. And • Workplace experience in the field where innovation management is being performed (two years is considered as sufficient).
Personal behaviour and skills	• Generic work skills in a professional or technical position involving the exercise of judgment, problem solving, and communication with other managerial or professional personnel, peers, customers and/or interested parties and managing a group of people in a job situation at a level which can be awaited after four years of work experience. • The candidate shall accept and sign the current EOQ Code of Professional Conduct

6.2 Innovation Auditor

	Innovation Auditor

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Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved through a university / higher education degree.
Specific knowledge and skills	Specific knowledge and skills which **shall** be achieved through the following: 1. Innovation management specific **training programme**. 2. Content: The learning targets and objectives shall refer to the knowledge and skills to the Innovation Manager as defined in 5.2.1 in this document. Duration and methods: 80 hours (per 45 min.) classroom-based training. Alternative learning forms (e.g. self-study, eLearning) may be defined in the training program, if suitable to the learning objectives, but not more than **40 %** of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: The learning form is suitable to the learning objectives. Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. and 3. Audit specific **training programme**. Content: the learning targets and objectives shall refer to the 'Innovation Auditor' specific knowledge and skills defined in section 5.2.2. Duration and methods: 40 hours (per 45 min.) classroom-based training. Alternative learning forms (e.g. self-study, eLearning) could be defined in the training program, if suitable to the learning objectives, but not more than **40%** of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: • The learning form is suitable to the learning objectives. • Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. . and 4. The **performance of audit activities** of at least four complete innovation management system audits or business process audits, comprising not less than 20 audit days (minimum 12 days on site) within the last 3 years prior to the certification. Alternatively, evaluation by a designated peer is acceptable. This shall include at least 2 days of on-site witnessing, where the candidate is acting as lead auditor. The audit documentation prepared by the candidate shall be evaluated by the peer.
Personal attributes and skills	• Generic work skills at a level which can be awaited after four years of **work experience** in a professional or technical position involving the exercise of judgement, problem solving and communication with other managerial or professional personnel, peers, customers and/or interested parties and managing a group of people in job situation. • Mind set and personal behaviour shall be geared to the approach defined in chapter 5.1 and be demonstrated by signing the **EOQ Code of Professional Conduct**

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