



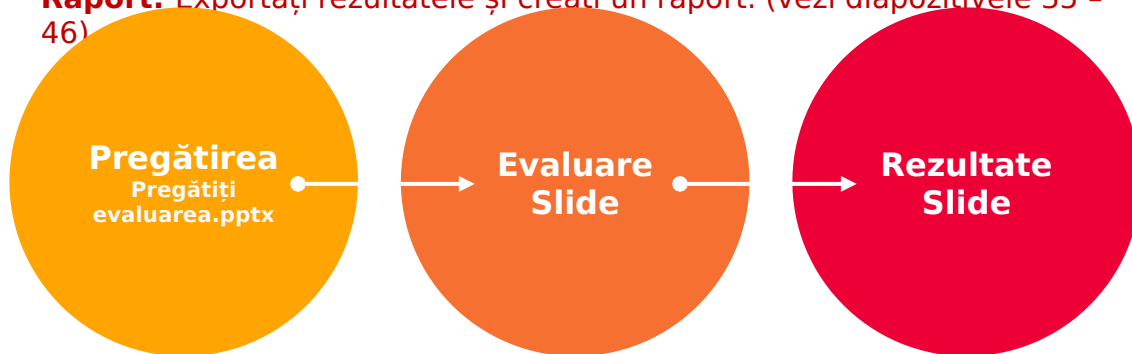
# Efectuați o evaluare a managementul ui inovației



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the European Union

# 5 pași

- 1. Pregătire:** Înainte de interviu (vezi Pregătiți evaluarea.pptx și diapozitivele 5 - 18)
- 2. Conectare:** la Instrumentul de evaluare (vezi diapozitivele 5 - 10)
- 3. Interviul:** Evaluatorul principal trebuie să conducă interviul și să pună întrebări BP și GP.
  - La aceste întrebări, pozitive și negative, precum și comentariile sunt notate în instrument.
  - Dacă este posibil, încărcați sau salvați dovezile confirmă constatările. Dovezile trebuie să fie ceva tangibil (fișiere, imagini, capturi de ecran). (vezi diapozitivele 11 - 25)
- 4. Evaluare:** Apoi se poate acorda o evaluare pe baza comentariilor și dovezilor. (vezi diapozitivele 26 - 34)
- 5. Raport:** Exportați rezultatele și creați un raport. (vezi diapozitivele 35 - 46)



# Pasul 1: Pregătirea

TIMS<sup>3</sup>



# 5 pași

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Pasul 2:  
Conectați-vă

TIMS

5



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# 5 pași

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# Configurare a instrument ului (instrument elor)

- Asigurați-vă că Evaluarea este creată pentru procesele în domeniu în instrumentul selectat

The screenshot shows the user interface of the Capability Adviser Web Assessment Portal. At the top, there is a navigation bar with links for 'About', 'Software Process Assessment', 'Process Assessment Model', 'Browse Domains', 'Login', and 'Help'. Below the navigation bar, the page is divided into two main sections. On the left, under the heading 'THE GOALS', there is a pyramid diagram with five levels labeled 0 to 5, representing the benchmarking process. On the right, there is a welcome message and a list of improvements in version 9.0. A circular badge with the number '9.0' is also visible. At the bottom of the page, there is a footer for 'EUD SPY Certificates & Services GmbH'.

**Capability Adviser**

About Software Process Assessment Process Assessment Model Browse Domains Login Help

**THE GOALS**  
Establish plans for improvements  
Benchmark with international standards  
Increase the competitiveness on the market

**Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!**

In Version 9.0 we:

- improved security \*
- improved stability \*
- improved speed \*
- added an assessment schedule overview
- added a rating overview window
- added support for multiple word templates
- added assessor notepad to track ToDo's, etc
- added styling options for RPT exports
- improved filtering options in the benchmarking view
- improved filtering options for excel exports
- fixed some minor bugs

\* this is made possible because we are now using PHP 8.

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Visit the Capability Adviser product page at: [www.capability-adviser.com](http://www.capability-adviser.com)

EUD SPY Certificates & Services GmbH

- Asigurați-vă că toți coevaluatorii au acces la instrument
- Asigurați-vă că toți coevaluatorii sunt familiarizați cu instrumentul.



# Pasul 2: Conectare (Informații generale)

- Portal de evaluare bazat pe web
- ISO 56000 și ISO 33020 combinate

## Capability Adviser



About Software Process Assessment Process Assessment Model Browse Domains Login Help

### THE GOALS

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### Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!

9.0

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The adaptation and configuration of the Capability Adviser assessment system has been supported by the EU project TIMS (Agreement Number: 2021-1-LV01-KA220-VET-000033281, ISO 56000 InnovationManagement Norm: Training in InnovationManagement System for Sustainable SMEs). In this case the publications (assessment model) reflect the views only of the author(s), and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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Erasmus+ Programme  
of the European Union



EURO SPI Certificates & Services GmbH



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the European Union



# Pasul 2: Autentificare

(Înregistrare)

- LOGIN – ÎNREGISTRARE TIMS
- Înregistrați-vă o dată și amintiți-vă ID-ul de utilizator și parola.

Capability Adviser  ar LOGIN

About Software Process Assessment Process Assessment Model Browse Domains Login Help

Assessor  
Organisation  
Content Provider  
Administrator  
TIMS Registration

**THE GOALS**

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Benchmark with international standards  
Increase the competitiveness on the market



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# Pasul 2: Autentificare

(Înregistrare)

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■ **Capability Adviser**



LOGIN ca



## THE GOALS

Establish plans for improvements  
Benchmark with international standards  
Increase the competitiveness on the market



## Sign up for a TIMS Account

### Company Profile

Company (Project) Name

### Assessing Organisation

Select an organisation

### Account Information

I need a new account

I already have an account

Username

Password

Retype Password

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## Pasul 3: Interviu

TIMS

11



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# 5 pași

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# Pasul 3: Interviu

(Selectați compania)

- LOGIN - ÎNREGISTRARE TIMS
- Înregistrați-vă o dată și amintiți-vă ID-ul de utilizator și parola.
- Data viitoare NU vă înregistrați din nou doar LOGIN ca

Capability  Adviser

Please select one of the following assessments:

– **Test Company Athens 2**

» Test Company Athens 2 ISO 56000 Assessment

Selectați compania



# Pasul 3: Interviu

(Selectați evaluarea)

- Arborele proceselor
- Nivelul 1 (practici de bază) per proces – CE SE FĂCĂ
- Nivelurile de la 2 la 5 (practici generice) - Cât de eficient se face (ISO 33020)

Capability  Adviser

Please select one of the following assessments:

- **ISO56000 Trial TIMS**
  - » TIMS Integrated ISO56000 Assessment



Selectați evaluarea



# Pasul 3: Interviu

(Lista de procese)

- Arborele proceselor
- Nivelul 1 (practici de bază) per proces - CE SE FĂCĂ
- Nivelurile de la 2 la 5 (practici generice) - Cât de eficient se face (ISO 33020)

## Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

### TIMS Integrated ISO56000 Assessment

#### All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- + IMS.1 Leadership
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection
- + TAM.4 Partner Alignment
- + TAM.5 Interaction between Partners
- + TIM.1 Preparing for Idea Management
- + TIM.2 People and Organisation
- + TIM.3 Idea Management Process and Activities

Selectați un proces din  
lista de procese



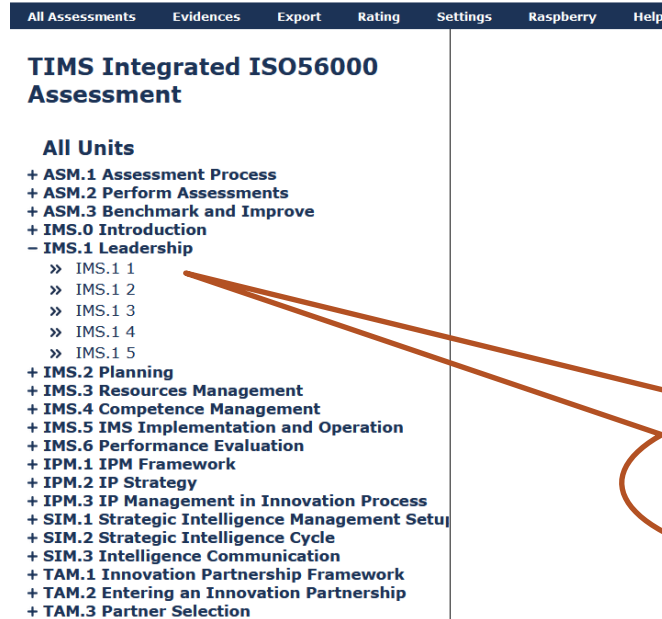
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# Pasul 3: Interviu

(niveluri de capacitate de  
proces)

- Arborele proceselor
- Nivelul 1 (practici de bază) per proces – CE SE FĂCĂ
- Nivelurile de la 2 la 5 (practici generice) - Cât de eficient se face (ISO 33020)

Capability  Adviser



All Assessments Evidences Export Rating Settings Raspberry Help

### TIMS Integrated ISO56000 Assessment

**All Units**

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1 1
  - » IMS.1 2
  - » IMS.1 3
  - » IMS.1 4
  - » IMS.1 5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection

Selectați nivelul 1 pentru a  
vedea practicile de bază  
(ce trebuie făcut)




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# Pasul 3: Interviu (practici)

- Pe proces la nivelul 1, practicile de bază
- Practici de bază evaluate cu N(ot)/P(artially)/L(argely)/F(ully)
- Comentarea este posibilă – Puncte tari/Puncte slabe

Capability Adviser 

All Assessments Evidences Export Rating Settings Raspberry Help Logout

### TIMS Integrated ISO56000 Assessment

**All Units**

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1.1
  - » IMS.1.2
  - » IMS.1.3
  - » IMS.1.4
  - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and

### Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

IMS.1.BP1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the Innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]


N  P  L  F  Not App.  Note

Practici de bază cu scară  
de evaluare



# Pasul 3: Interviu (rezultate)

- Pe proces la nivelul 1, practicile de bază
- Rezultatele sunt mapate prin numerotare, de exemplu, Rezultatul 1

Capability Adviser 

All Assessments Evidences Export Rating Settings Raspberry Help Logout

### TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1.1
  - » IMS.1.2
  - » IMS.1.3
  - » IMS.1.4
  - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
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**Outcome 1**

N O P O L O F O Not App.  Note

**Outcomes:**

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

Faceți clic pe Textul  
practicii de bază pentru a  
vedea rezultatele



# Pasul 3: Interviu

(Afișează capitolele  
Norme)

- Pe proces la nivelul 1, practicile de bază
- Pot fi afișate capitole de normă înrudite

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

### TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1.1
  - » IMS.1.2
  - » IMS.1.3
  - » IMS.1.4
  - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Management

### Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

**MS.1.BP1** **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

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- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement [Outcome 1]

N P O L F Not App. Note

Relates to ISO 56002 Clause 5.1

Note: Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purpose of the organization's existence.

Rating Guidance:  
N(ot) - the related outcomes do not exist,  
P(artly) - the BP related content in the referenced outcomes exists as a draft and is incomplete,  
L(argely) - the BP related content in the referenced outcomes exists and is agreed among the innovation team and released BUT misses still some topics to be complete,

Faceți clic pe ID Practice de  
bază pentru a obține  
maparea normelor de bază



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# Pasul 3: Interviu

(puncte tari, puncte slabe, comentarii)

- Pe antrenament, ratingul poate fi comentat
- Puncte tari, puncte slabe, comentarii în general

IMS.1 1:  Summary  Notes  Save All  Evidences  Recommendations  Rules

**IMS.1.BP1** **Top management should demonstrate leadership and commitment with respect to the innovation management system by being responsible for the effectiveness and efficiency of the innovation management system.** This is achieved by:

- a) establishing the innovation vision, strategy, policy, and objectives;
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements with existing structures and business processes, as appropriate;
- d) creating awareness and communicating the importance of effectiveness and efficiency (learning from both successes and failures) supporting persons to contribute to the effectiveness of the innovation management system;
- e) ensuring that the innovation management system achieves its intended performance evaluation at planned intervals for continuous improvement [Outcome 1]

N  P  L  F  Not App.   Note

Strengths:

Vision statement in the intranet  
Lessons learned cycles from projects

Weaknesses:

Open innovation is part of the vision statement but connecting internal experts to teams to outside partners not supported so far

Comments/Suggestions:

Extra innovation agent role defined and assigned at top management level

Save  Clear  Other Notes  Copy Weaknesses

Deschideți ferestrele de comentarii cu Note despre elementele de meniu

Deschideți ferestrele de comentarii cu Note despre elementele de meniu



# Pasul 3: Interviu

(Nivelul de  
capacitate 1)

Asigurați-vă că începeți la nivelul de capacitate 1.

Capability Adviser

All Assessments Evidences Export Rating Settings Help

## 2024 01 ISO 56000 Assessment L1 - L5

### All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1.1 **Nivelul de capacitate 1**
  - » IMS.1.2
  - » IMS.1.3
  - » IMS.1.4
  - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
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- + TIM.3 Idea Management Process and Activities

### Leadership

IMS.1 1:  Summary  Notes  Save All  Evidences

**IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the i accountable for the effectiveness and efficiency of the innovation management system.**

- a) establishing the innovation vision, strategy, policy, and objectives
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  - c) integrating the organization's innovation management system requirements into the organization as appropriate;
  - d) creating awareness and communicating the importance of effective innovation management ar effectiveness of the innovation management system; (learning from both successes and failures)
  - e) ensuring that the innovation management system achieves its intended outcomes and promot for continuous improvement
- [Outcome 1]

N  P  L  F  Not App.

#### Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

**IMS.1.BP2 Focus on value realization.** Top management should demonstrate leadership and commitment

- a) identifying opportunities, through exploitable insights, based on current or future, stated or un
  - b) considering the balance between opportunities and risks, including the consequences of lost or
  - c) considering risk-appetite and tolerance for failure;
  - d) allowing for conceptualization, experimentation, and prototyping, involving users, customers, i and validate assumptions;
  - e) promoting perseverance and ensuring the timely deployment of innovations.
- [Outcome 2]

N  P  L  F  Not App.



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# Pasul 3: interviu (interviu de bază)

Evaluatorul principal trebuie să conducă interviul și să pună întrebări BP și GP.

## Leadership

IMS.1 1:  Summary  Notes  Save All  Evidences

✓ IMS.1.BP.1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
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- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]

N  P  L  F  Not App.   Note

### Strengths:

Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)  
SPI Manifesto is established  
Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

### Weaknesses:

All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented  
Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

### Comments/Suggestions:

Note the difference between innovation vision and standard company vision.  
Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Scorecard (KPI Tracking for monitoring effectiveness and efficiency)

Save  Clear  Other Notes  Copy Weaknesses

### Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.



# Pasul 3: Interviu

(Verificați  
rezultatele)

- Parcurgeți rezultatele din proces și verificați dacă există rezultate.

✓ **IMS.4.BP1** **Establish competence management.** The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).  
The organization

1. determines the necessary competencies and ensures that involved persons are competent;
2. identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
3. considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
4. considers the need for aligning internal competencies with relevant external interested parties;
5. retains appropriate documented information as evidence of competence.

[Outcomes 1, 2]

N  P  L  F  Not App.   Note

**Outcomes:**

1. A Skills Gap Analysis.
2. A Competence Matrix (who provides which competence to the team and are all required competences covered).
3. A communication plan.

- În acest exemplu (vezi rezultatele): Solicitați interviului să vă arate Analiza decalajului de aptitudini și Matricea de competențe (doar rezultatele 1 și 2 sunt relevante pentru acest BP)



# Pasul 3: Interviu (Dovezi)

După ce persoana interviuată a explicat și a arătat matricea de competențe, trebuie să documentați ceea ce vi s-a prezentat ca dovadă și să efectuați o evaluare. Documentul din care probele au fost prezentate de persoana interviuată.

IMS.4 1:

Summary



Notes

Save All

Evidences

Recommendations

Rules

Title	Description	
 Competence Center	Competence Management System	<input type="button" value="Edit"/> <input type="button" value="-"/>
 Innovation Management Role Description		<input type="button" value="Edit"/> <input type="button" value="-"/>
<input type="text"/>	<input type="text"/>	<input type="button" value="+"/>

Trebuie să fie evident pe ce bază a fost efectuat ratingul și ce dovezi au fost prezentate.





# Pasul 3: Interviu

(Comentați și  
colectați dovezi)

La aceste întrebări, **pozitive și negative**, precum și **comentarii** sunt notate în instrument. Dacă este posibil, încărcați sau salvați **dovezi** confirma constatările. Dovezile trebuie să fie ceva tangibil (fișiere, imagini, capturi de ecran). **Apoi evaluați și treceți la următoarea practică.**

## Leadership

IMS.1.1: Summary Notes Save All Evidences

- ✓ IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system. This is done by:
- establishing the innovation vision, strategy, policy, and objectives
  - fostering a culture supporting innovation activities;
  - integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
  - creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
  - ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]

Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)  
SPI Manifesto is established  
Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

**Weaknesses:**  
All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented  
Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

**Comments/Suggestions:**  
Note the difference between innovation vision and standard company vision.  
Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Socedard (KPI Tracking for monitoring effectiveness and efficiency)

Save Clear Other Notes Copy Weaknesses

- Outcomes:**
- Top management demonstrating leadership.
  - The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
  - An established innovation vision.
  - A documented innovation strategy.

## Leadership

Summary Notes Save All Evidences

Title	Description	
Vision Statement Presentation	2023-12-16-EuroSPI - ISCN - Vision - Strategy - Business-v1	Edit
EuroSPI Vision Statement	<a href="https://conference.eurospi.net/index.php/en/vision">https://conference.eurospi.net/index.php/en/vision</a>	Edit
SPI Manifesto	<a href="https://conference.eurospi.net/index.php/en/manifesto">https://conference.eurospi.net/index.php/en/manifesto</a>	Edit
Change Story	M6-ChangeStory: Analysis of EuroSPI Conference Management with Kanban Board	Edit
Marketing Analyse	M8-Marketing-Controlling-Analysis: LinkedIn Quantitative Analysis	Edit
Customer Journey Map Analyse	M3-MBA-CustomerJourneyMapAnalyse	Edit
Strategic Roadmap of Job Roles	Deliverable 2.x DRIVES Project	Edit
Google Analytics and LinkedIn Campaign Analysis	KPIs & Tracking / Diploma / Research	Edit
Wiley Articles about job roles in the future in automotive	Selection of job roles for academy based on studies	Edit
Eu projects with feedback analysis / TIMS	Interviews and questionnaire analysis	Edit



## Pasul 4: Evaluează

TIMS

26



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# 5 pași

- 1. Pregătire:** Înainte de interviu (vezi Pregătiți evaluarea.pptx)
- 2. Conectare:** la Instrumentul de evaluare (vezi diapozitivele 5 - 10)
- 3. Interviu:** Evaluatorul principal trebuie să conducă interviul și să pună întrebări BP și GP.
  - La aceste întrebări, pozitive și negative, precum și comentarii sunt notate în instrument.
  - Dacă este posibil, încărcați sau salvați dovezile confirmați constatările. Dovezile trebuie să fie ceva tangibil (fișiere, imagini, capturi de ecran). (vezi diapozitivele 11 - 25)
- 4. Evaluare:** Apoi se poate acorda o evaluare pe baza comentariilor și dovezilor. (vezi diapozitivele 26 - 34)
- 5. Raport:** Exportați rezultatele și creați un raport. (vezi diapozitivele 35 - 46)



# Pasul 4: Evaluare

(Scara de evaluare)

- **Acest lucru se face atunci când se evaluează fiecare Practică!** ISO 56004 nu definește nicio scală de evaluare, prin urmare, ca cea mai bună practică, scala de rating din ISO/IEC 33020 a fost reutilizată! Acesta este folosit pentru a evalua fiecare practică.

<b>Not achieved</b>		<b>0% to 15%</b>
<b>N</b>	“There is little or no evidence of achievement of the defined attribute in the assessed process.”	
<b>Partially achieved</b>		<b>&gt; 15 % to 50 %</b>
<b>P</b>	“There is some evidence of an approach to, and some achievement of, the defined attribute in the assessed process. Some aspects of achievement of the attribute may be unpredictable.”	
<b>Largely achieved</b>		<b>&gt; 50 % to 85 %</b>
<b>L</b>	“There is evidence of a systematic approach to, and significant achievement of, the defined attribute in the assessed process. Some weakness related to this attribute may exist in the assessed process.”	
<b>Fully achieved</b>		<b>&gt; 85 % to 100 %</b>
<b>F</b>	“There is evidence of a complete and systematic approach to, and full achievement of, the defined attribute in the assessed process. No significant weaknesses related to this attribute exist in the assessed process.”	



# Pasul 3: Interviu

(Mergeți la  
următoarea  
practică)

- **După evaluare, efectuați interviul pentru următoarea practică! Faceți acest lucru până când ajungeți la sfârșitul nivelului de capacitate 1.**

**IMS.4.BP1 Establish competence management.** The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).  
The organization

1. determines the necessary competences and ensures that involved persons are competent;
2. identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
3. considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
4. considers the need for aligning internal competencies with relevant external interested parties;
5. retains appropriate documented information as evidence of competence.

[Outcomes 1, 2]

N  P  L  F  Not App.  Note



**IMS.4.BP2 Communicate innovation strategy, vision and results to stakeholders.** The organization ensures the awareness of all relevant persons doing work under the organization control (e.g., perceptual survey results; stakeholders meeting minutes). The stakeholders are aware of the innovation vision, strategy, policy, and objectives, the importance of innovation, their contribution and benefits of innovation, the consequences, and the available support.  
[Outcome 3]

N  P  L  F  Not App.  Note



# Pasul 4: Rata

(Calcul de evaluare)

**După ce ați evaluat nivelul de capacitate 1 al procesului, uitați-vă la nivelurile atinse pentru a vedea dacă puteți trece la nivelul următor sau nu !**  
**Dacă un nivel este evaluat în mare măsură (L), puteți trece la următorul nivel, dacă nu, atunci evaluarea se oprește.** Următoarele diapozitive arată procedura mai detaliat

Capability Adviser

All Assessments Evidences Export Rating Settings Help

2024 01 ISO 56000 Ass - L5

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
  - » IMS.1 1
  - » IMS.1 2
  - » IMS.1 3
  - » IMS.1 4 Nivelurile de capacitate 1-5
  - » IMS.1 5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework

Leadership

IMS.1 1: Summary Notes Save All Evidences

IMS.1.BP1 **Top management should demonstrate leadership and commitment accountable for the effectiveness and efficiency of the innovation**

a) establishing the Innovation vision, strategy, policy, and objectives  
b) fostering a culture supporting innovation activities;  
c) integrating the organization's innovation management system requirements as appropriate;  
d) creating awareness and communicating the importance of effective innovation management system; (learning from both effectiveness of the innovation management system; (learning from both  
e) ensuring that the innovation management system achieves its intended purpose for continuous improvement

[Outcome 1]

N  P  L  F

**Outcomes:**

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.



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## Uitați-vă la nivelurile atinse după evaluarea nivelului de capacitate 1 al procesului!

Export to Calculate  
Percentage  
Attributes  
CALCUL Levels

### Capability Level Attributes for 2024 01 ISO 56000 Assessment L1 - L5

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
IMS.1 Leadership	Laura Aschbacher	0				
SIM.1 Strategic Intelligence Management Setup	Laura Aschbacher	1				
		1	2	3	4	5



# Pasul 4: Rata

(Calcul de evaluare)

**Acest lucru se face de obicei după un nivel!** Pe evaluare, evaluarea tuturor proceselor poate fi văzută pe baza profilurilor ISO 33020.

Export to Calculate

## CALCULATION

### Capability Level Attributes for TIMS Integrated ISO56000 Assessment

Processes	Assessors	Attribute 1 2.1
IMS.1 Leadership	Richard Messnarz	L
IMS.2 Planning	Richard Messnarz	F
IMS.3 Resources Management	Richard Messnarz	P
IMS.4 Competence Management	Richard Messnarz	F
IMS.5 IMS Implementation and Operation	Richard Messnarz	L
IMS.6 Performance Evaluation	Richard Messnarz	F
IPM.1 IPM Framework	Richard Messnarz	P
IPM.2 IP Strategy	Richard Messnarz	P
IPM.3 IP Management in Innovation Process	Richard Messnarz	P
SIM.1 Strategic Intelligence Management Setup	Richard Messnarz	L
SIM.2 Strategic Intelligence Cycle	Richard Messnarz	L

Fiecare proces pe nivel este afișat cu o evaluare agregată N/P/L/F



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# Pasul 4: Rata

(Calcul de evaluare)



- Fiecare zonă de proces este prezentată cu un nivel de capa **Capability Level Attributes for Demo ISO 56000 Assessment**

PROCESSES	ASSESSORS	CAPABILITY LEVEL						
		1	2	3	4	5		
ASM.1 Assessment Process	Richard Messnarz	2						
IMS.0 Introduction	Richard Messnarz	1						

procesul <sub>A</sub>	F	F	F	L/F	L/F
procesul <sub>B</sub>	F	L/F	L/F		
procesul <sub>C</sub>	L/F				
	PA 1.1	PA 2.1	PA 2.2	PA 3.1	PA 3.2

- Nivelul de capacitate 3
- Nivelul de capacitate 2
- Nivelul de capacitate 1

Un nivel de capacitate X este atins dacă PA-urile sale sunt cel puțin „L”, iar toate PA inferioare sunt „F”

# Pasul 4: Evaluare (Evaluare de export)

**Acest lucru se face de obicei numai după un nivel sau evaluare!** Pe evaluare, evaluarea tuturor proceselor poate fi văzută pe baza profilurilor ISO 33020

Export to Calculate

Excel

PDF

**Capability Level Attributes for TIMS Integrated ISO56000 Assessment** ⓘ

Processes	Assessors	Attributes								
		1	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2
IMS.1 Leadership	Richard Messnarz	L								

UNIT	1	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2
IMS.1	L								
IMS.2	F								
IMS.3	P								
IMS.4	F								
IMS.5	L								
IMS.6	F								
IPM.1	P								
IPM.2	P								
IPM.3	P								
SIM.1	L								
SIM.2	L								
SIM.3	L								
TIM.1	L								

Fișier PDF - profil exportat



## Pasul 5: Raportați

TIMS

5



# 5 pași

- 1. Pregătire:** Înainte de interviu (vezi Pregătiți evaluarea.pptx)
- 2. Conectare:** la Instrumentul de evaluare (vezi diapozitivele 5 - 10)
- 3. Interviu:** Evaluatorul principal trebuie să conducă interviul și să pună întrebări BP și GP.
  - La aceste întrebări, pozitive și negative, precum și comentarii sunt notate în instrument.
  - Dacă este posibil, încărcați sau salvați dovezile confirmați constatările. Dovezile trebuie să fie ceva tangibil (fișiere, imagini, capturi de ecran). (vezi diapozitivele 11 - 25)
- 4. Evaluare:** Apoi se poate acorda o evaluare pe baza comentariilor și dovezilor. (vezi diapozitivele 26 - 34)
- 5. Raport:** Exportați rezultatele și creați un raport. (vezi diapozitivele 35 - 46)



## Pasul 5: Raportați

- Constatările evaluării trebuie documentate pentru a elabora un plan de acțiune.
- Planul de acțiune oferă o imagine de ansamblu asupra tuturor măsurilor și a beneficiilor preconizate ale acestora
- Evaluatorii pot sprijini organizația să elaboreze un plan de acțiune sau o echipă de îmbunătățire internă creează din constatări măsurile adecvate
- De obicei, rezultatele evaluării sunt documentate în detaliu într-un raport de evaluare



## Pasul 5: Raportați

- ISO 56004 oferă un exemplu pentru structura unui raport de evaluare:

Section	Description
<b>Management Summary</b>	Brief description of the IMA trigger, procedure and its outcomes and actions for improvement
<b>Instructions</b>	An explanation on how to read the report.
<b>Overview</b>	Description of the main results and proposed actions arising from the IMA, suitable for a non-specialist audience
<b>Performance for each assessment area</b>	Description of the scores obtained from the data, ideally framed in positive terms, showing strengths, weaknesses, and gaps indicating the results of the assessment.
<b>Detailed evaluation of each criterion/section</b>	Comparison and interpretation of data, and any caveats.
<b>IM improvement recommendations</b>	Recommendations, actionable roadmap and action plan for improvement. A set of prioritized recommendations for improving the IM performance, based on the key findings of the analysis above. Recommendations may also include identifying areas that require more detailed analysis.
<b>Glossary</b>	List and definition of key terms used in the document, ideally with links to more detailed publications on relevant topics.
<b>Annexes</b>	For example, a detailed description of the data that was collected, ideally represented graphically.



# Pasul 5: Raportaj (Excel)

- Pe evaluare, evaluarea tuturor proceselor poate fi văzută pe baza profilurilor ISO 33020

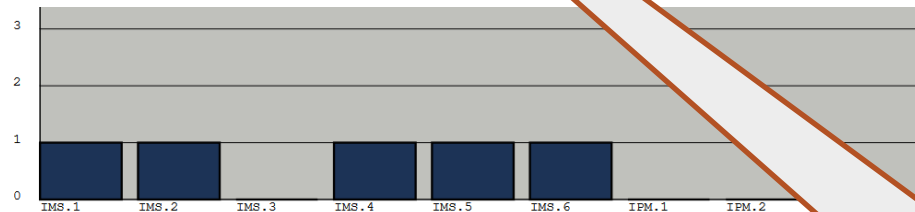
Export to Calculate

Excel

PDF

### Capability Level Attributes for TIMS Integrated ISO56000 Assessment

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
IMS.1 Leadership	Richard Messnarz	1				
IMS.2 Planning	Richard Messnarz	1				



Export - PDF



## Pasul 5: Raportaj (Excel)

- Pe evaluare, evaluările pot fi exportate cu toate comentariile
- În Excel, de exemplu, acestea pot fi filtrate pentru evaluări N.P.L. (unde sunt necesare îmbunătățiri) și sunt derivate acțiuni

The screenshot shows an Excel spreadsheet with the following data:

Project	Assessment	Unit	Element	Performance Criterion	PC Description
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP1	Definition of a Continuous Assessment Process. There is a defined set o
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP2	The intent of the IMA is based on a continuous assessment and an impr
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP3	The process to identify and maintain improvements is established. The
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.1	GP 2.1.1 Identify the objectives for the performance of the process. [ACH
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.2	GP 2.1.2 Plan the performance of the process to fulfill the identified obj
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.3	GP 2.1.3 Monitor the performance of the process against the plans. [ACI
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.4	GP 2.1.4 Adjust the performance of the process. [ACHIEVEMENT d]Proce
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.5	GP 2.1.5 Define responsibilities and authorities for performing the proc
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.6	GP 2.1.6 Identify, prepare, and make available resources to perform the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.7	GP 2.1.7 Manage the interfaces between involved parties. [ACHIEVEMEN
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.1	GP 2.2.1 Define the requirements for the work products. [ACHIEVEMEN
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.2	GP 2.2.2 Define the requirements for documentation and control of the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.3	GP 2.2.3 Identify, document and control the work products. [ACHIEVEME
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.4	GP 2.2.4 Review and adjust work products to meet the defined requirem
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.1	GP 3.1.1 Define and maintain the standard process that will support the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.2	GP 3.1.2 Determine the sequence and interaction between processes so
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.3	GP 3.1.3 Identify the roles and competencies, responsibilities, and auth
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.4	GP 3.1.4 Identify the required infrastructure and work environment for
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.5	GP 3.1.5 Determine suitable methods and measures to monitor the effec
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.1	GP 3.2.1 Deploy a defined process that satisfies the context specific re
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.2	GP 3.2.2 Assign and communicate the roles, responsibilities and authorit
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.3	GP 3.2.3 Ensure necessary resources and competencies for performing the defined pro
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.4	GP 3.2.4 Provide resources and information to support the performance
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.5	GP 3.2.5 Provide adequate infrastructure to support the perform
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.6	GP 3.2.6 Collect and analyze the performance of the process to
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP1	Performing assessments and interviews have been perform
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP2	Assessments and interviews have been perform

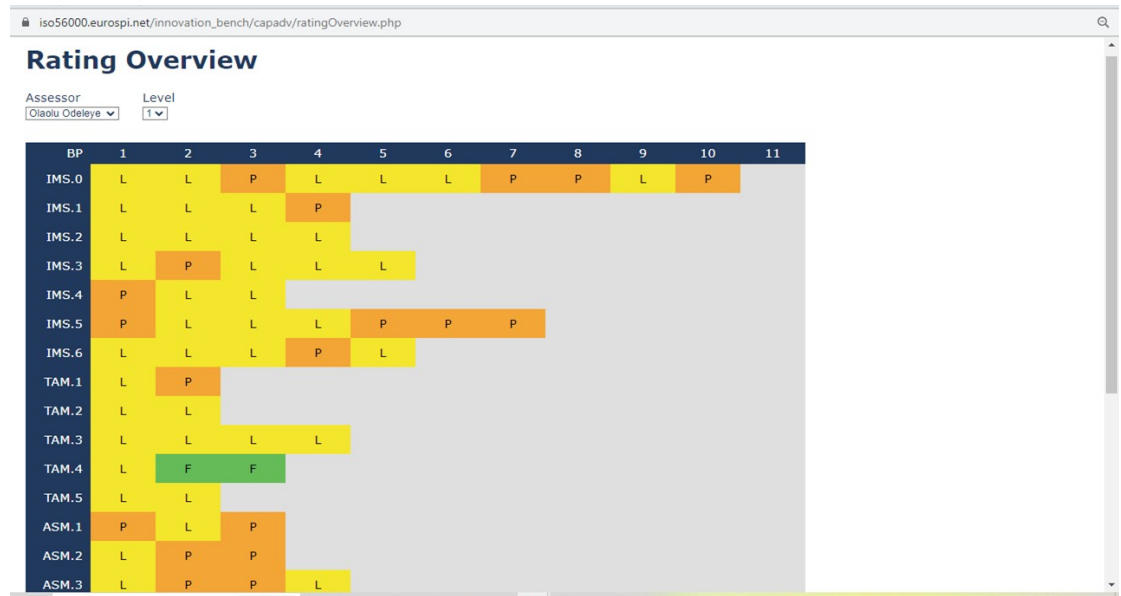
Raport - Excel





# Pasul 5: Raportați (exemplu)

- Pe evaluare, evaluările unice ale practicii pot fi afișate ca o hartă, iar zonele cu rating scăzut pot fi selectate pentru a dezvolta planuri de îmbunătățire



# Recomandări pentru un raport de evaluare

## *Sugestii pentru conținutul unui Raport de evaluare în practică*

### Conținut

- profile de proces
- rezumat de management
- punctele slabe ale procesului
- punctele forte ale procesului
- sugestii de îmbunătățire (opțional)

### Benchmarking

- Oferiți comparații cu alte organizații
- Comparați cu evaluările anterioare



Începeți un  
program de  
îmbunătățire

TIMS<sup>43</sup>



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# Recomandări de îmbunătățire

- Cu Raportul de evaluare este susținută înțelegerea punctelor forte și slabe ale organizației
- Recomandările de îmbunătățire pot fi adaptate pe baza:
  - intenția strategică a organizației de a inova
  - nivelul de ambiție al organizației de a inova
  - urgența de a îmbunătăți
  - etc.



# Recomandări de îmbunătățiri

- Recomandarea va include:
  - acțiunile prioritizate
  - o definiție clară a rezultatului așteptat
  - o cronologie clară: definiți obiective pe termen scurt, mediu și lung;
  - responsabilități clare;
  - efortul necesar pentru implementarea recomandării
- Trebuie să se asigure că implementarea recomandării este monitorizată constant



# Crearea unui plan de îmbunătățir e

- Sunt selectate procesele cu rating scăzut, iar dovezile și comentariile pentru practicile cu rating scăzut sunt analizate într-un atelier
- Opțiunile de îmbunătățire a livrării atelierelor pentru a crește ratingul în acele practici și proces și prin aceasta implementarea ISO 56000 ca o bună practică de inovare
- De obicei, aceste acțiuni sunt introduse într-o listă de acțiuni și urmărite lunar.
- Este necesar un angajament de top management pentru a asigura resurse pentru implementarea planului de acțiune.
- De obicei, evaluatorii devin antrenori și vor face o reevaluare după ca. 1 până la 1,5 ani.



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