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*M. Scaper*  
Commissioner

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Date

**Hargraves**  
INSTITUTE

### **Innovator Recognition Program (IRP™) Enterprise Certification**

#### **Certification Trademark Rules – Certified Innovative Enterprise (CIE)**

Hargraves Institute, Australia's leading innovation organisation, has undertaken extensive research across all sectors of the economy including in-depth project development with leading enterprises to launch a national accreditation process that recognises excellence and effort in the implementation of Innovator Recognition Program (IRP™ Program)

Hargraves Institute has gained extensive experience over the last 6 years through the close relationship with its members, who are leading enterprises in Australia with sustained success from innovation as well as a host of consulting assignments, providing training courses, coaching and mentoring.

From this experience, a robust process has been developed to assess and recognise enterprises who wish to apply for and access the many benefits that accreditation as a Certified Innovative Enterprise will afford.

Upon being certified, enterprises will be issued with a licence to use the relevant IRP™ Accredited Logo (Certification mark) which can be displayed on all of their marketing and promotional materials in recognition of their level of achievement in the innovation space – sending a clear message to the marketplace that they are serious about excelling in innovation outcomes and engagement of staff.

Certification marks to the two levels of recognition are shown below.

#### **Who is Eligible for IRP™ Enterprise Certification?**

Application for certification is by self-nomination. Applications are accepted from private, public, community sector enterprises, of all sizes, in state, metropolitan and regional centres.

#### **Aims/Benefits to Participants.**

The IRP™ Program provides multiple potential benefits for your enterprise.

1. A constant flow of ideas for your products and/or services to improve competitive advantage.
2. Productivity improvement through staff engagement.
3. Promotion of the IRP™ Program symbol, (IA) will attract better employees.
4. Recognition which employees can use for career advancement and development.
5. Improved supply chain performance.
6. The sharing of best practice to promote fast learning.
7. IRP™ Program recognition is applicable across all sectors of business and industry.

**IRP™ Certification categories of Achievement**

To be certified enterprises will need to demonstrate some or all of the following attributes depending on the category of accreditation sought:

**Application Process Steps**

**1. Determine if your enterprise is ready for the IRP™ Program**

Do you have or can you implement:

- A strategy and business plan?
- A people culture where individual contributions are important and valued?
- Systems and processes for enterprise improvement?
- A program of internal improvements?
- Documented staff policies and training?

**2. Determine if your leadership team will commit to the IRP™ Program.**

Understanding that improvement will require commitment of resources and some risk taking. Your leadership team must be committed to change and the future development of your enterprise.

**The Eight Core Innovation Principles**

The IRP™ Program's eight principles in the areas of leadership and people, process, action and collaboration enjoy wide acceptance and are derived from over 10 years of research. The IRP™ Program asks enterprises to embrace, support and enact these principles within their sphere of influence.

**Leadership & People**

**Principle 1** Enterprise leadership has a genuine commitment to innovation performance and recognition; and

**Principle 2** Empowers all people and teams and provides fast and regular feedback.

**Innovation Process**

**Principle 3** Enterprises execute through a simple, accessible and disciplined innovation process; and

**Principle 4** Proactively manage risk and support learning from both failure and success

**Innovation Action**

**Principle 5** Enterprises explicitly link vision and strategy to innovation with ownership and accountability; and

**Principle 6** Provide resources when needed for innovation.

**Collaboration**





**Principle 7** Enterprises/teams proactively connect with all stakeholders; and

**Principle 8** Encourage cooperation and challenges both internally and externally.

The Certification Mark is designed to recognise enterprises at various stages of their implementation of innovator recognition. At the time of application, enterprises self assess and subject to the outcome, the enterprise can request an independent assessment to a specific level. Enterprises are able to seek reassessment at any time and be upgraded to a higher category of accreditation, if they meet the requirements of the higher level.

In summary, the 4 categories of certification are

1. **IRP™ Able** – an enterprise that is ‘getting started – and making progress’.
2. **IRP™ Recognition as a Certified Innovative Enterprise** – an enterprise that has responded to The Eight Core Innovation Principles and has implemented a range of plans and strategies to improve.
3. **Silver IRP™ Recognition as a Certified Innovative Enterprise** – an enterprise that has achieved a significant change in relation to The Eight Core Innovation Principles with demonstrated outcomes.
4. **Gold IRP™ Recognition as a Certified Innovation Enterprise** – achievement of excellence and best practice in creating a culture and process of innovation in relation to The Eight Core Innovation Principles.

Category of Accreditation	Trademark
IRP™ Able (Non Certified i.e. Standard Trademark)	
Certified Innovative Enterprise	
Silver Certified Innovative Enterprise	
Gold Certified Innovative Enterprise	

**Enterprise Certification Criteria Summary**

The certification category will be based on the level of demonstrated achievement of the following criteria

1. **Demonstrated commitment from the CEO and Executive Team to the development (implementation) of a workplace culture and practices that support innovator recognition and the Eight Core Innovation Principles.**
2. **The rationale for the Certified Innovator Strategy – The organisation’s vision, values and strategic plan reflect the importance given to innovation and The Eight Core Innovation Principles.**
3. **Responsiveness to opportunities – The innovation practices and strategy development and implementation is based on assessed opportunities and is appropriate for both change and productivity.**
4. **The Extent of Implementation – Level of implementation and integration of The Eight Core Innovation Principles into the day to day functions of the enterprise.**
5. **Employee Awareness – The extent of which employees know, understand and participate in the Innovator Recognition Program, how to participate and achieve their personal goals.**

**Certification Criteria by Category**

**IRP™ Able**

*Demonstrable commitment from the CEO and Executive:* CEO has signed the IRP™ Letter of Commitment and Conduct.

*The rationale for the certified IRP™ Innovator Strategy:* Approach is about people, culture and engagement.

*Responsiveness to opportunities:* Examples of opportunities and project reflect a number of small or micro outcomes in the overall plan of the enterprise.

*The Extent of Implementation:* Plan has been established and agreed by the Executive Team. Innovation ready RTO has been identified.

*Employee Awareness:* Internal communication has commenced.

**IRP™ Certified**

*Demonstrable commitment from the CEO and Executive:* CEO has communicated IRP™ Commitment in internal communications, newsletters etc.

*The rationale for the certified IRP™ Innovator Strategy:* Approach is about achieving productivity improvement and internal efficiencies.

*Responsiveness to opportunities:* Examples of opportunities or outcomes is a list of small, medium outcomes that address the strategy and plans of the enterprise.

*The Extent of Implementation:* Training for the Skill set for Practical Innovation has been completed.

*Employee Awareness:* Employees know how the IRP™ System works and how to participate.

**Silver IRP™ Certified**

*Demonstrable commitment from the CEO and Executive:* CEO has presented IRP™ awards for Certified Practical Innovator.

*The rationale for the certified IRP™ Innovator Strategy:* Approach is about change and doing things differently.

*Responsiveness to opportunities:* A database of many small, medium and large outcomes is present that directly link to the strategy and plans of the enterprise.

*The Extent of Implementation:* Training for the Skill set for Leading Innovation has been completed.

*Employee Awareness:* Participation in the IRP™ program is part of employee contract, conditions etc.

**Gold IRP™ Certified**

*Demonstrable commitment from the CEO and Executive:* CEO has communicated IRP™  
Commitment to external stakeholders; customers, suppliers etc in official publications.

*The rationale for the certified IRP™ Innovator Strategy:* Approach is about STEP CHANGE or  
GROWTH.

*Responsiveness to opportunities:* A database of significant projects and outcomes is present with  
history and future outcomes.

*The Extent of Implementation:* Many Certified practical innovators and Innovation leaders have  
completed training and been recognised.

*Employee Awareness:* A comprehensive system and examples of employee awareness and  
engagement is evident.

### **Certifiers**

The certifiers who will assess the eligibility of applicants to use the Certification Marks are Hargraves Institute and its appointed agents

### **Procedure for Assessing Whether Certification Criteria are Met**

The certification process will be undertaken by one of the experienced consultants from the Hargraves Institute and its appointed agents.

In order to be a Certifier for the Innovator Recognition (IRP<sup>TM</sup>) Program, the Certifier will meet the following criteria:

- Training in Certification skills and procedures provided by Hargraves Institute.
- Professional experience with a minimum experience of 5 years in innovation and or training consultancy.
- Demonstrated experience or involvement in implementing enterprise wide improvement programs.
- Strong verbal and written communication skills.
- Strong analytical skills.
- Negotiation skills.
- Tertiary qualifications in relevant disciplines for the enterprises being certified.

Other relevant experience may be considered that is equivalent to the above skills and competencies.

The certification process will vary according to the category of certification being applied for, and will consist of a combination of an:

- Online survey
- Audit of program, plans and outcomes
- Employee survey results
- On-site assessment

The certification process has been designed to ensure that enterprises can comply with the requirements of the process without excessive expense or utilisation of their time. However, it is also designed to ensure that standards are maintained and criteria are met.

For IRP<sup>TM</sup> Able Status enterprises will be required to

- Complete an online application and nominate an Authorised Person to act as the representative for communications between the applicant and the Certifier.
- Upload a signed copy of the Letter of Commitment and Conduct, completed by the CEO or MD of the enterprise.
- Complete the Enterprise Assessment Audit for initial application and complete the Annual Assessment Scorecard for renewal applications.

For IRP<sup>TM</sup> Certification, enterprises will be required to

- Complete an online application and nominate an Authorised Person to act as the representative for communications between the applicant and the Certifier.

- Upload a signed copy of the Letter of Commitment and Conduct, completed by the CEO or MD of the enterprise.
- Nominate an Innovation ready RTO and Approved IRP™ Agent.
- Complete the Enterprise Assessment Audit for initial application and complete the Annual Assessment Scorecard for renewal applications.
- For renewing applications or application for certification at a higher level, the applicant will prepare an exhibit pack of materials that represent activities undertaken over the past twelve months.
- Participate in an in depth interview with one of the Assessor's consulting team (can be done by conference call) to discuss achievements, collect case study examples of success stories and discuss additional data.
- For Gold IRP™ Certified Enterprises, applicants will participate in a site visit by one of the Assessor's consulting team. This will should include interviews with senior leaders, the nominated representative and a number of people who have received recognition in the IRP™ program.

All materials and information gathered through the accreditation process is treated as strictly confidential and commercial in confidence.

#### **Obtaining and maintaining certification**

Once an enterprise has demonstrated a level of achievement to be placed in a specific certification category, it will be recognised as a Certified Innovative Enterprise in that category.

The certification is valid for 12 month from the time it is awarded

The certified Enterprise will be re-assessed every twelve months and it may either retain the same category or obtain a higher category of certification. However, the Enterprise may seek reassessment at any time in an attempt to obtain a higher category of certification.

If the certified Enterprise elects not to undergo reassessment at the end of the 12 month period, the accreditation will be lost.

#### **Conditions of Use of the Certified Mark**

Enterprises are licensed to use the Certification Mark strictly in accordance with:

- a) these rules
- b) the terms and conditions of any written agreement entered into between the Enterprises and Hargraves Institute, and
- c) Innovator recognition (IRP™) Program mark Usage Guidelines available at [www.hargraves.com.au](http://www.hargraves.com.au) (usage Guidelines)

Accredited Enterprises can display their Certification Mark (for a period of 1 year) on all of their marketing and promotional materials, including its website, job advertisements and annual reports, in accordance with the attached usage Guidelines also available at [www.hargraves.com.au](http://www.hargraves.com.au).

If, after the 12 months period, the Certified Enterprises elects not to undergo a reassessment, it must remove any and all references to the Certification in relation to the conduct of its business within 30 days and provide confirmation to Hargraves that it has done so.



### **Dispute Resolution process**

In the event of a dispute arising as a result of an enterprise undergoing the Innovator Recognition (IRP™) Program the steps below will be followed to ensure a fair and speedy resolution of the issue, whilst at the same time maintaining the integrity of the accreditation process:

1. The applicant raises the issues (in writing) with their designated consultant from the Certifier.
2. The issue is clarified/documentated and reviewed by the Certifier within an agreed timeframe of no more than 60 days.
3. The Certifier puts forward a proposed resolution to the issue in writing.
4. Client/disagrees with the proposed resolution. The applicant and the Certifier attempt to reach consensus on the proposed resolution via a process of negotiation.
5. If consensus is not reached between the applicant and the certifier, an independent, external 'Arbitrator' will be appointed.
6. The Arbitrator (approved by both parties) is appointed to provide an independent opinion/assessment of the issue.
7. The Arbitrator's assessment will be communicated to [please insert] and is deemed final.
8. The certifier grants or refuses a licence to use the mark to the applicant as determined by the Arbitrator.
9. The certifier communicates the outcome of the issue resolution process to management, other Certifiers and applicant representatives as appropriate.
10. The certifiers amend their processes in accordance with the outcome of the issue as appropriate for future reference and in line with our commitment to continuous improvement, subject to approval of any changes to these rules by the ACCC.

### **Maintenance of Records**

Certified Enterprises, including the Hargraves Institute, will maintain sufficient records to demonstrate compliance with these Rules in their use of the Certification mark and make them available for audit by the certifier or its representative from time to time, upon written request.