# GLOBAL INNOVATION INSTITUTE®

# AInA®
## Authorized Innovation Assessor

**AInA®**
Authorized
Innovation Assessor

Global Innovation
Institute

## GUIDEBOOK

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GInI – Global Innovation Institute – is the world's leading professional certification, business accreditation, and membership organization in the field of innovation.

GInI aims to advance individual careers and transform organizational achievements by advancing the profession of innovation leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities.

All certificates and accreditations available through GInI reflect the most current methods, trends, and strategies in innovation leadership.

GInI sets the standard for innovation excellence around the globe.

**GLOBAL INNOVATION INSTITUTE®**

## Overview

GInI Authorized Innovation Assessor (AInA®) is GInI's recognition of individuals who have met GInI's standard for being capable of conducting innovation maturity assessments on behalf of organizations seeking to secure accreditation as a GInI Certified Innovative Organization (CInOrg®) or GInI Certified Government Innovative Organization (CGInO)®.

GInI AInAs are the only individuals authorized by GInI to conduct GInI Innovation Maturity Assessments. Organizations seeking to obtain GInI CInOrg® or CGInO® accreditation must have this assessment conducted and submitted by an independent third-party GInI AInA®. This enables GInI to enforce a standard of quality and effectiveness and ensure that all CInOrg® assessments are conducted of the highest level of competence, objectivity, uniformity, and transparency. GInI AInAs are also the only individuals authorized by GInI to conduct GInI Innovation Lab, Business incubator, and Accelerator Program accreditation assessments, as well as to submit Innovation Endorsement Applications on behalf of businesses, which similarly allows GInI to ensure an appropriate level of objectivity and transparency in these processes as well.

For those executives wanting to transform businesses into innovation powerhouses, certification as a GInI Certified Chief Innovation Officer distinguishes you as having the knowledge and ability to drive a highly-capable program of sustained innovation output. It is a valuable professional asset that signifies your ability to use innovation strategically and holistically, and to reinvent businesses so as to give them a culture of innovation and turn them into well-runengines of innovation that ensure their resilience well into the future. It also signifies your ability to leverage structures, processes, and strategies to maximize innovation's impact on the business' short-term and long-term growth agendas.

**AInA®**
**Authorized**
**Innovation Assessor**

**Global Innovation Institute**

## Target Audience

AInA®  authorization is for seasoned business leaders (typically third-party consultants) who desire or intend to take on the role of Innovation Assessor, conducting GInI-sanctioned Innovation Maturity Assessments for organizations pursuing GInI CInOrg®  (Certified Innovative Organization®)  or CGInO® (Certified Government Innovative Organization®)  accreditation. They thus wish to develop the appropriate knowledge and skills into the Innovation Maturity Assessment process. AInA® authorization is intended for seasoned, degreed business leaders with substantial business experience. In order to obtain AInA® authorization, one must have at least ten years' professional experience, in addition to holding a university degree.

The training associated with AInA®  authorization is designed to impart a deeper understanding of Innovation Maturity and the Innovation Maturity Assessment process. This includes: the concept of Innovation Maturity: the CInOrg®  assessment process: the GInI Innovation Maturity Assessment Tool; the assessment evaluation approach (four categories of questions); the scoring process; scoring the elements of Innovation Strategy, Enterprise Innovation Architecture, and Innovation Outcomes; the GInI Innovation Maturity Assessment Report; the GInI follow-up process; and other types of innovation assessments.

## Who Should Be Authorized?

The AInA® accreditation is intended for professionals desiring to engage with businesses in shaping and maturing their innovation programs. This can include both internal assessors and external consultants. While both may conduct pre-assessments and/or readiness assessments of an organization, only active external AInAs may conduct the formal CInOrg® or CGInO® innovation maturity assessment required by Global Innovation Institute for CInOrg® or CGInO® accreditation or reaccreditation.

Such external consultants typically include:

1. Strategy Consultants
2. Management Consultants
3. Innovation Consultants
4. Process Consultants
5. Organizational Design / Organizational Effectiveness Consultants
6. Change Leadership / Change Management / Transformation Consultants

The AInA® program benefits these consultants by giving them a productive mean for applying their knowledge of strategic enterprise innovation. Since there are no caps or limits on how many CInOrg® assessments and/or pre-assessments an AInA may conduct, AInAs in good standing can conduct as many of these as they desire, making for a productive consulting practice.

Furthermore, since all applications for CInOrg® require an initial innovation maturity assessment, plus an annual reassessment for those who achieve it, and since GInI AInAs are the only persons authorized by GInI to conduct these assessments and submit the reports, there is a growing demand for GInI AInAs all around the world.
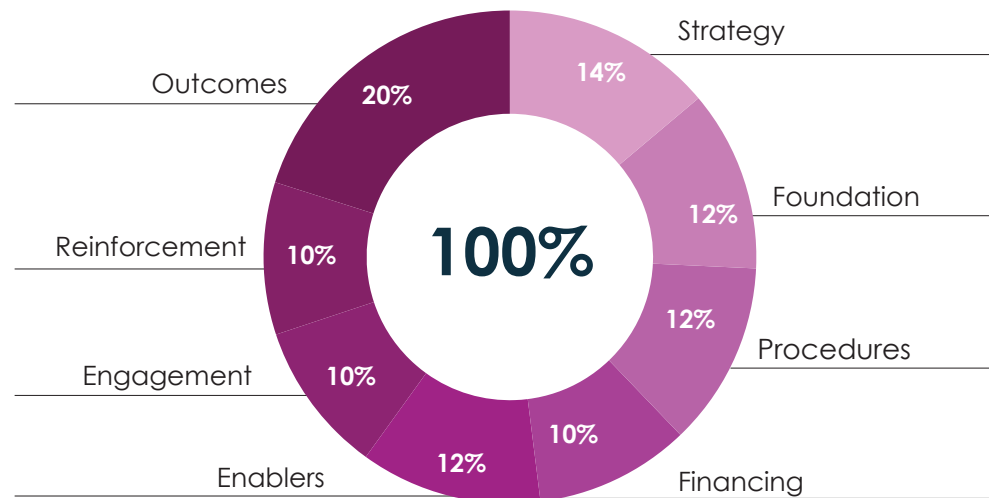
# CInOrg®  Accreditation Description

Certified Innovative Organization is a unique accreditation reserved exclusively for businesses and nonprofit organizations. Through a process of independent third-party review and assessment, CInOrg®  accreditation establishes that your organization has demonstrated a certain level of maturity and capability with respect to being able to consistently deliver on short, medium, and long term innovation and growth endeavors. This distinguishes your organization among its peers and competitors as being capable of delivering leading-edge value and customer experiences to its markets.

There are three levels of CInOrg®  accreditation, corresponding to increasing levels of innovation maturity and capability in order of least to most capable:

1. Originator
2. Champion
3. Leader

The CInOrg® Innovation Maturity Assessment is conducted using GInI's Innovation Maturity Assessment Tool, which was developed by GInI exclusively for this purpose. This tool assesses an organization's level of innovation capability, maturity, and outcomes.

The innovation maturity assessment consists of 8 Group Sections. Each Group Section is further divided into Categories, with there being 30 Categories in all. The Categories and Group Sections are weighted, with certain sections carrying more weight than others. In order, the Group Sections and their weightings are:

# The CInOrg®Innovation Maturity Assessment – The 30 Categories

| Strategy | 14% |
|---|---|
| 1. Strategy | |

| Foundations | 12% |
|---|---|
| 2. Sponsorship & Leadership | |
| 3. Philosophy / Beliefs | |
| 4. Values | |
| 5. Culture & Environments | |

| Procedures | 12% |
|---|---|
| 6. Structure & Relationships | |
| 7. Governance Processes | |
| 8. Governance Metrics | |
| 9. Roles & Responsibilities | |
| 10. Role Certification | |

| Financing | 10% |
|---|---|
| 11. Funding | |
| 12. Budget Management | |
| 13. External Investment | |

| Enablers | 12% |
|---|---|
| 14. Training & Resources | |
| 15. Discovery & Insights | |
| 16. Technology & Infrastructure | |
| 17. Networks & Ecosystems | |

| Engagement | 10% |
|---|---|
| 18. Engagement | |

| Reinforcement | 10% |
|---|---|
| 19. Recognition & Rewards | |
| 20. Public Relations | |

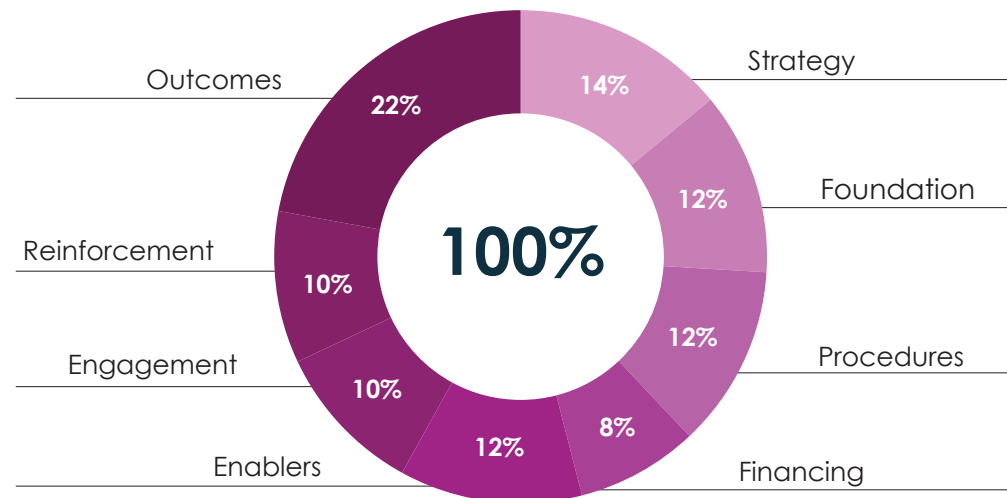| Outcomes | 20% |
|---|---|
| 21. Leadership | |
| 22. Environment | |
| 23. Competence | |
| 24. Inputs | |
| 25. Conversions | |
| 26. Outputs | |
| 27. Efficiency | |
| 28. Balance | |
| 29. Financials | |
| 30. Overall Success | |

# CGInO® Accreditation Description

Certified Government Innovative Organization is a unique accreditation reserved exclusively for government organizations. Through a process of independent third-party review and assessment, the CGInO® establishes that your organization has demonstrated a certain level of maturity and capability with respect to being able to consistently deliver on short, medium, and long term innovation and growth endeavors. This distinguishes your organization among its peers as being capable of delivering leading-edge value and customer experiences to its constituents.

There are three levels of CGInO® accreditation, corresponding to increasing levels of innovation maturity and capability in order of least to most capable:
 1. Initial Level
 2. Advanced Level
 3. Excellence Level

The CGInO® Government Innovation Maturity Assessment is conducted using GInI's Government Innovation Maturity Assessment Tool, which was developed by GInI  exclusively for this purpose. This tool assesses a government organization's level of innovation capability, maturity, and outcomes.

The government innovation maturity assessment consists of 8 Group Sections. Each Group Section is further divided into Categories, with there being 30 Categories in all. The Categories and Group Sections are weighted, with certain sections carrying more weight than others. In order, the Group Sections and their weightings are:



Strategy 14%
Foundation 12%
Procedures 12%
Financing 8%
Enablers 12%
Engagement 10%
Reinforcement 10%
Outcomes 22%

100%

# The CGInO® Government Innovation Maturity Assessment – The 30 Categories

| Strategy | 14% |
|---|---|
| 1. Strategy | |

| Foundations | 12% |
|---|---|
| 2. Sponsorship & Leadership | |
| 3. Philosophy / Beliefs | |
| 4. Values | |
| 5. Culture & Environments | |

| Procedures | 12% |
|---|---|
| 6. Structure & Relationships | |
| 7. Governance Processes | |
| 8. Governance Metrics | |
| 9. Roles & Responsibilities | |
| 10. Role Certification | |

| Financing | 8% |
|---|---|
| 11. Funding | |
| 12. Budget Management | |

| Enablers | 12% |
|---|---|
| 13. Training & Resources | |
| 14. Discovery & Insights | |
| 15. Technology & Infrastructure | |
| 16. Networks & Ecosystems | |

| Engagement | 10% |
|---|---|
| 17. Engagement | |

| Reinforcement | 10% |
|---|---|
| 18. Recognition & Rewards | |
| 19. Public Relations | |

| Outcomes | 22% |
|---|---|
| 20. Leadership | |
| 21. Environment | |
| 22. Competence | |
| 23. Inputs | |
| 24. Conversions | |
| 25. Outputs | |
| 26. Efficiency | |
| 27. Balance | |
| 28. Financials | |
| 29. Digital Service Transformation | |
| 30. Overall Success | |

## The AInA® Accreditation Process

**1. Meet the Exam Eligibility Requirements:**

    a. Hold a university degree.
    b. Have a minimum of 10 years of total professional experience.
    c. Hold active GInI certification - either as a CCInO® or as a CInS®.
    d. Completion of a minimum of 24 hours of education relating to the AInA® certification, conducted by a GInI Authorized Training & Assessment Provider
       (ATAP)® and delivered by a GInI Master Provider.
    e. Ownership of the GInI Applied Innovation Master Book®.

**2. Pay the exam Enrollment fee.**

**3. Await the application completeness review and approval by GInI this may take up fo 48 hours.**

**4. Receive the exam details from GInI.**

**5. Maintain your accreditation: You must earn 60 Innovation Development Units (IDUs) every 3 years or retake the AInA® exam.**

# AInA® Exam Information

1. The purpose of the AInA® exam is for you to demonstrate your knowledge and understanding of the AInA® body of knowledge.

2. GInI's standard method for administering exams is through computer-based testing (CBT).
   Paper based testing (PBT) is available under certain limited circumstances, and by special request.

3. The AInA® exam has 150 multiple-choice questions.
   These questions are placed in random order throughout the exam.

4. The passing score for the AInA® exam is 75%.

5. The allotted time to complete the computer-based exam is 150 minutes.
   Some candidates may require less than the allotted 150 minutes to complete the exam.

6. There are no scheduled breaks during the exam, although you may take breaks as needed.

7. You will be unable to pause the timer once you begin the exam. The exam timer will continue counting down even if your computer shuts down.
   Therefore ensure that you can remain undisturbed while taking the exam. If your network connection is lost, you can resume the exam where you left off once it is reconnected, but the timer will not pause during this time.

8. You will be able to navigate between the questions in order to go back to previously answered questions and review your answers.

9. For each question, there is only one correct response out of four responses given.

10. Once you submit your answers, you will immediately receive your Pass / Fail result.

11. Once you pass the exam, you can expect to receive your digital certificate within 7 business days.

12. If you fail the exam on your first attempt, you can retake it one (1) time at half price.  Thereafter you can retake it as many times as you like, but doing so will be at full price.

## The AInA® Exam Blueprint

The AInA® Exam Blueprint identifies the proportion of questions from each chapter of the GInI Applied Innovation Master Book® that will appear on the exam. The questions are derived by combining the overall evaluations of importance, criticality, and frequency, and by converting the results into percentages.

The percentages are used to determine the number of questions related to each chapter that appear on the exam.

| GInI Applied Innovation Master Book® | Percentage of Questions |
|---|:---:|
| CInOrg and AInA Foundations | 21% |
| Innovation Maturity Assessment | 16% |
| The Innovation Maturity Assessment Tool | 49% |
| The Post Assessment Process | 9% |
| CInOrg Reassessment and Other Assessments | 5% |
| Total | 100% |

## AInA® Exam Content Outline

| |
|---|
| • Introduction to the AInA, CInOrg, & CGInO |
| • The CInOrg / CGInO Process |
| • The AInA Process |
| • The Concept of Innovation Maturity |
| • The GInI CInOrg / CGInO Innovation Maturity Assessment Tool - Overview & Input |
| • The GInI CInOrg / CGInO Assessment Process - Evaluation and Scoring |
| • The Strategic Innovation Pathways |
| • The Strategic Innovation Vehicles |
| • The Strategic Innovation Portfolio Mix |
| • InMAT Process Strategy: Translation |
| • The (G)InMAT Process - Enterprise Innovation: Foundation |
| • The (G)InMAT Process - Enterprise Innovation: Procedures |
| • The (G)InMAT Process - Enterprise Innovation: Financing |
| • The (G)InMAT Process - Enterprise Innovation: Enablers |
| • The (G)InMAT Process - Enterprise Innovation: Engagement |
| • The (G)InMAT Process - Enterprise Innovation: Reinforcement |
| • The (G)InMAT Process - Enterprise Innovation: Outcomes |
| • Post-Assessment - The Innovation Maurity Assessment Report |
| • AInA Time & Expenses |

## Application Auditing

GInI periodically audits a percentage of applications to confirm the experience and/or education documented on certification applications. The purpose of these audits is to enhance the credibility of the GInI certification program and of GInI's certification holders. For each certification, a specified percentage of applications are randomly selected for this audit.

If your application is selected for an audit, you will be notified by email after payment of the Exam Enrollment Fee is received. The electronic audit notification provides detailed information on how to comply with the terms of the audit. During an audit, you will be asked to submit supporting documentation such as:

1. **Copies of your diploma / global equivalent.**
2. **Letter of experience signed by your supervisor(s) or manager(s) on company letterhead.**
3. **Copies of certificates from the Authorized Training & Assessment Provider(s) (ATAP) for each course recorded on the application to meet the required contact hours of innovation education.**

GInI provides you with 90 days to submit the requested documentation. If you are able to provide the necessary documentation to meet the terms and requirements of the audit process, the audit should take about five to seven business days to complete. You can send the completed audit forms by regular postal mail to the address below:

**Global Innovation Institute**
Attn: Certification Audit Department
77 Monroe Center St. NW, Suite 600
Grand Rapids, MI 49503

GInI will not accept faxed or emailed audit documents. Please send all materials at one time, or in one envelope, to expedite the auditing process.

You may not continue with the certification process until you have complied with the audit requirements. Incomplete submissions will not be processed and will result in failure of the audit. In the case of a failed audit, the certification fee, minus a processing fee will be refunded.

The Certification Department will address further actions on a case-by-case basis.

# Maintaining Your AInA® Certification

Your certificate is active for a period of three (3)years, beginning on the day you initially pass the certification exam. In order to maintain your certification, you must obtain the required number of Innovation Development Units, or IDUs, within those three (3)years, and prior to the certificate expiration date.

The required IDUs for your AInA® certification is: 60 IDUs during each 3-year cycle.

Within 6 weeks of your certificate expiration date, you must submit a Continuation Application in which you will self-certify your completion of the required IDUs and pay the continuation fee. If you have failed to achieve the necessary number of IDUs, you can maintain your current certification by retaking the certification exam again before the end of your 3-year certification cycle.

You can also reinstate a lapsed certification by retaking the certification exam again.

**1. Continuing Education (40 IDUs maximum)**
You can earn 40 IDUs in continuing education. There is, however, a limit of 15 hours for video conferences, audiotapes, webcasts and podcasts.
You will earn one (1) IDU credit hour for every hour of continuing education, not including registration, meals, breaks, exhibit hall time, "pre-work," etc.
Continuing Education activities include:

   a. College and University Courses
   b. Conferences and Seminars
   c. Workshops
   d. E-Learning Courses
   e. Webinar / Webcasts, Video-conferences (15 IDUs limit)

**2. Instruction / Teaching (30 IDUs maximum)**
Instruction / teaching activities include:

   a. Conducting a formal presentation within your organization.
   b. Teaching a course or workshop or presenting a seminar or conference session.

You may earn recertification IDUs only for the first time you give the same presentation or teach a course, workshop, etc., even if you present to different audiences. You earn 1 IDU for every hour of presentation time.

# Maintaining Your AInA® Certification

**3. On-the-Job-Experience (30 IDUs maximum)**

You can earn recertification credit for a first-time on-the-job project if it adds to your Innovation knowledge.
Examples of projects that earn credit include:

    a. Research and design of an Innovation Strategy.
    b. Research, design, and implementation of an innovation tool or system.
    c. Participation in an Innovation Senior Committee and implementing procedures through the organization.
    d. Development of an Innovation Strategy Framework.
    e. Innovation Lab implementation.

Recording on-the-job projects:
To earn IDUs in this category, you must describe in your application how this project added to your Innovation knowledge.
For any first-time work experience, it is likely that you will spend more time researching, designing, and implementing the new
work product than the maximum available in this category. To record your time:

    a. List the work project(s) and the duration dates.
    b. Calculate the number of hours spent on the work project.
    c. If the time spent on the work project(s) exceeds the 30-hour maximum, request the maximum number of IDUS.

**4. Research and Publishing (20 IDUs maximum)**

You can earn IDUs in this category by conducting primary research on an Innovation-related topic and then writing and
publishing the results of that research in a scholarly Innovation journal or publication. Your research must be independent
of your regular job duties.

Examples of research and publishing that earn IDUs include:

    a. Solely writing an article that is published in a journal or periodical (10 IDUs).
    b. Making a significant contribution to a published text, such as a textbook (10 IDUs).
    c. Co-writing or editing an article or a chapter in a textbook (5 DUs).
    d. Developing an Innovation video (5 IDUs).
    e. Writing and publishing a fact-based blog post covering subjects related to the Innovation field (1 DU per post, a limit of (20) IDUs during
       three years' certification cycle) - must be approved by and published on GInI website.

## Maintaining Your AInA® Certification

**5. Writing Exam Questions (20 IDUs maximum).**

You can earn IDUs by submitting questions for potential use on a GInI examination. GInI awards one (1) IDU for every two (2) exam questions accepted, with a limit of 20 IDUs during each three year certification cycle.

After your submitted exam questions have been accepted, GInI will send you a formal notice of acceptance and issue your IDUs.

GInI welcomes all certified practitioners to submit high quality questions to be considered as potential exam questions. This involves writing a series of questions and their associated answer choices aligned to a specific GInI certification. Submitted items go through a rigorous review process by a panel of GInI master trainers.

## Terms & Conditions for Question Writers / Submitters

**1. To be eligible to write and submit exam questions for a given GInI certification, the individual must be actively certified in that particular certification.**

**2. One may submit proposed exam questions to GInI at any time. GInI accepts both electronically-formatted and hard copies of proposed questions.**

**3. Questions are applied through GInI's professional membership portal under IDU submission.**

**4. Questions submitted for prospective use on a GInI examination must apply to GInI's blueprint for that particular certification exam.**

**5. Questions submitted to GInI become the sole legal property of GInI.**

**6. Questions submitted must be the submitter's original work and cannot be copied from materials which are copyrighted, owned, or created by another individual or organization. Those submitting questions found to not be their own original work may incur severe administrative and legal penalties**.

For the purposes of confidentiality and security, those submitting questions to GInI must agree in advance that they will not disclose the content of any submitted question, submit them to other organizations, or use them for any other purpose. Similarly, they must also agree in advance to destroy all physical and electronic copies of submitted questions and scenarios, as well as any physical or electronic materials relating to them.

By submitting a question or scenario to GInI, the submitter is agreeing to these terms and conditions.

## Question-writing Guidelines

To determine whether or not a given topic can produce good exam questions, first ensure that the topic is covered in the corresponding certification examination blueprint.

Questions should reflect methods and practices which are currently in use in the field of innovation:

1. **Questions must be formatted as multiple-choice questions having the following attributes:**

   a. the question "The stem"

   b. the one correct answer "The key"

   c. three (3) additional incorrect answers "The detractors"

2. **State the problem clearly. Examinees should understand exactly what is being asked of them. Use a question format rather than an incomplete statement format.**

3. **Use simple, precise, and unambiguous wording, and ensure that the wording is grammatically correct.**

4. **Present questions with positive phrasing and avoid using negative phrasing.**

5. **Use complete terms and spell out acronyms and abbreviations. Do not use abbreviations or acronyms that are not commonly used unless the question is explicitly intended to test that specific item of knowledge.**

6. **Each multiple-choice question is to have only one correct answer.**

7. **Ensure that the intended correct answer is clearly the best option from among the options presented.**

8. **Avoid making the correct answer appear materially different from the detractors, such as by being noticeably shorter or longer than the detractors. Maintain all answer options with relatively consistent appearance, complexity, and length.**

9. **Do not write questions that are based on textbook, verbatim phrasing, or that are based on the opinions of a single author or text. Examinees should not have to memorize a particular textbook in order to answer a question correctly.**

10. **Though questions can cite a textbook as a reference, the application of knowledge tested by the question should be universal in practice.**

## GInI's Question Review Process

GInI's Master Trainer Committee reviews all question submissions. Questions which meet GInI's criteria are then further reviewed by a working group of subject matter experts for possible inclusion on future certification exams.

Each question goes through several technical / editing reviews in order to verify its technical content, and to ensure that it:

    a. is current and valid.

    b. reads well without providing any clues as to the correct answer.

    c. is capable of performing well on an examination.

Questions meeting GInI's high quality standards may be used on a corresponding GInI certification exam.

Whenever an edition of a certification exam is either created or updated, GIn will select from amongst these high quality questions to meet that examination's specifications, and to also achieve good distribution from amongst the relevant domains, topics, knowledge, skills, and tasks involved.

# Credential Re-examination

If you have failed to achieve the necessary number of IDUs, you can maintain your current certification by retaking the certification exam again before the end of your 3-year certification cycle. You can also reinstate a lapsed certification by retaking the certification exam.

To retake the certification exam, reapply through your account.

**Note:** the following are the guidelines for the re-examination.

**1. Take the exam before your certification cycle ends.**

**2. Re-certify only for your current certification type.**

**3. Wait at least 12 months from your most recent certification date before retaking the exam.**

**4. Adhere to the same exam-application policies and procedures and pay the same Exam Enrollment Fee as first-time exam takers.**

# The Investment

| Obtaining AInA® Certification | GInI Member | Non-Member |
|---|---|---|
| Exam Enrollment Fee | 650 USD | 750 USD |

| Maintaining AInA® Certification | GInI Member | Non-Member |
|---|---|---|
| IDU Application Submission Fee<br>Every 3 years cycle* | 120 USD | 170 USD |

## Refund Policy

If for whatever reason you fail to meet GInI's audit requirements for a particular certification, then you may either apply your examination registration payment toward a different certification that you qualify for, or else request a refund from GInI of the examination registration fee you paid, less a 100 USD processing fee.

(Refer to the Audit Process section of this guidebook for the details of GInI's audit process).

Wherever a different certification that you wish to pursue has a lower examination registration fee than the one you had originally applied for, you may either request a refund of the difference between the two, less a 100 USD processing fee, or else apply the difference as a credit toward a different GInI offering (with no processing fee).

GInI will NOT issue a refund if you have already scheduled an examination but then choose not to take it.

To request a refund, complete the Exam Refund Form found at the GInI Resource Center (https://gini.org/gini-centers/resource-center – under the 'Applications' tab) and email it to GInI at refund@gini.org.

**Tel: +1 877 276 7701 | Email: gini@gini.org | Web: www.gini.org**