
Vodenje kakovosti – Smernice za vključenost in kompetence zaposlenih

Quality management – Guidelines on people involvement and competence

Management de la qualité – Lignes directrices pour l'implication et les compétences du personnel

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SIST ISO 10018:2012

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NACIONALNI UVOD

Standard SIST ISO 10018 (sl,en), Vodenje kakovosti – Smernice za vključenost in kompetence zaposlenih, 2012, ima status slovenskega standarda in je istoveten mednarodnemu standardu ISO 10018 (en), Quality management – Guidelines on people involvement and competence, 2012.

NACIONALNI PREDGOVOR

Besedilo mednarodnega standarda ISO 10018:2012 je pripravil tehnični odbor ISO/TC 176, Vodenje in zagotavljanje kakovosti, pododbor SC 3, Podporne tehnologije. Slovenski standard SIST ISO 10018:2012 je prevod angleškega besedila mednarodnega standarda ISO 10018:2012. V primeru spora glede besedila slovenskega prevoda v tem standardu je odločilen izvirni standard v angleškem jeziku. Slovensko-angleško izdajo standarda je pripravil SIST/TC VZK Vodenje in zagotavljanje kakovosti.

Odločitev za privzem tega standarda je dne 12. septembra 2012 sprejel tehnični odbor SIST/TC VZK Vodenje in zagotavljanje kakovosti.

ZVEZE Z NACIONALNIMI STANDARDI

S privzemom tega evropskega standarda veljajo za omejeni namen referenčnih standardov vsi standardi, navedeni v izvirniku, razen standarda, ki je že sprejet v nacionalno standardizacijo:

SIST EN ISO 9000:2005 (sl, en) Sistemi vodenja kakovosti – Osnove in slovar (ISO 9000:2005)

OSNOVA ZA IZDAJO STANDARDARDA

- Privzem standarda ISO 10018:2012.

OPOMBI

- Povsod, kjer se v besedilu standarda uporablja izraz "mednarodni standard", v SIST ISO 10018:2012 to pomeni "slovenski standard".
- Nacionalni uvod in nacionalni predgovor nista sestavni del standarda.

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Predgovor

Mednarodna organizacija za standardizacijo (ISO) je svetovna zveza nacionalnih organov za standarde (članov ISO). Mednarodne standarde ponavadi pripravljajo tehnični odbori ISO. Vsak član, ki ga zanima področje, za katero je bil ustanovljen tehnični odbor, ima pravico biti zastopan v tem odboru. Pri delu sodelujejo tudi mednarodne vladne in nevladne organizacije, povezane z ISO. V vseh zadevah, ki so povezane s standardizacijo na področju elektrotehnike, ISO tesno sodeluje z Mednarodno elektrotehniško komisijo (IEC).

Mednarodni standardi so pripravljani skladno s pravili, podanimi v 2. delu Direktiv ISO/IEC.

Glavna naloga tehničnih odborov je priprava mednarodnih standardov. Osnutki mednarodnih standardov, ki jih sprejmejo tehnični odbori, se pošljejo vsem članom v glasovanje. Za objavo mednarodnega standarda je treba pridobiti soglasje najmanj 75 odstotkov članov, ki se udeležijo glasovanja.

Opozoriti je treba na možnost, da je lahko nekaj elementov tega dokumenta predmet patentnih pravic. ISO ne prevzema odgovornosti za identifikacijo katerihkoli ali vseh takih patentnih pravic.

ISO 10018 je pripravil tehnični odbor ISO/TC 176, *Vodenje in zagotavljanje kakovosti*, pododbor SC 3, *Podporne tehnologije*.

Uvod

0.1 Splošno

Celotno delovanje sistema vodenja kakovosti in njegovih procesov je na koncu odvisno tudi od vključenosti kompetentnih zaposlenih in od tega, ali so pravilno vpeljeni in vključeni v organizacijo. Vključenost zaposlenih je pomembna zato, da bo sistem vodenja kakovosti organizacije dosegel rezultate, ki bodo skladni in usklajeni z njenimi strategijami in vrednotami. Zelo pomembno je identificirati, razviti in ovrednotiti znanje, veščine, vedenje in delovno okolje, potrebne za učinkovito vključevanje zaposlenih s potrebno kompetentnostjo.

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO 10018 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

Introduction

0.1 General

The overall performance of a quality management system and its processes ultimately depends on the involvement of competent people and whether they are properly introduced and integrated into the organization. The involvement of people is important in order for an organization's quality management system to achieve outcomes which are consistent and aligned with their strategies and values. It is critical to identify, develop and evaluate the knowledge, skills, behaviour and work environment required for the effective involvement of people with the necessary competence.

Ta mednarodni standard daje smernice za človeške dejavnike, ki vplivajo na vključenost in kompetentnost zaposlenih, ter ustvarja vrednost, ki organizaciji pomaga dosegati njene cilje.

0.2 Povezava s sistemi vodenja kakovosti

Standardi sistema vodenja kakovosti, ki jih je razvil ISO/TC 176, temeljijo na načelih vodenja kakovosti, opisanih v ISO 9000.

S povezavo med tem mednarodnim standardom in ISO 9001 sta omogočeni vključenost in kompetentnost zaposlenih znotraj sistema vodenja kakovosti. Ta mednarodni standard pa se lahko uporablja tudi z drugimi sistemi vodenja.

0.3 Na procesih temelječ pristop k vključenosti in kompetentnosti zaposlenih

Ta mednarodni standard je osnovan na pristopu, temelječem na strateških procesih (glej sliko 1) za razvoj vključenosti in kompetentnosti zaposlenih na vseh ravneh organizacije.

This International Standard provides guidelines for human factors which influence people involvement and competence, and creates value that helps to achieve the organization's objectives.

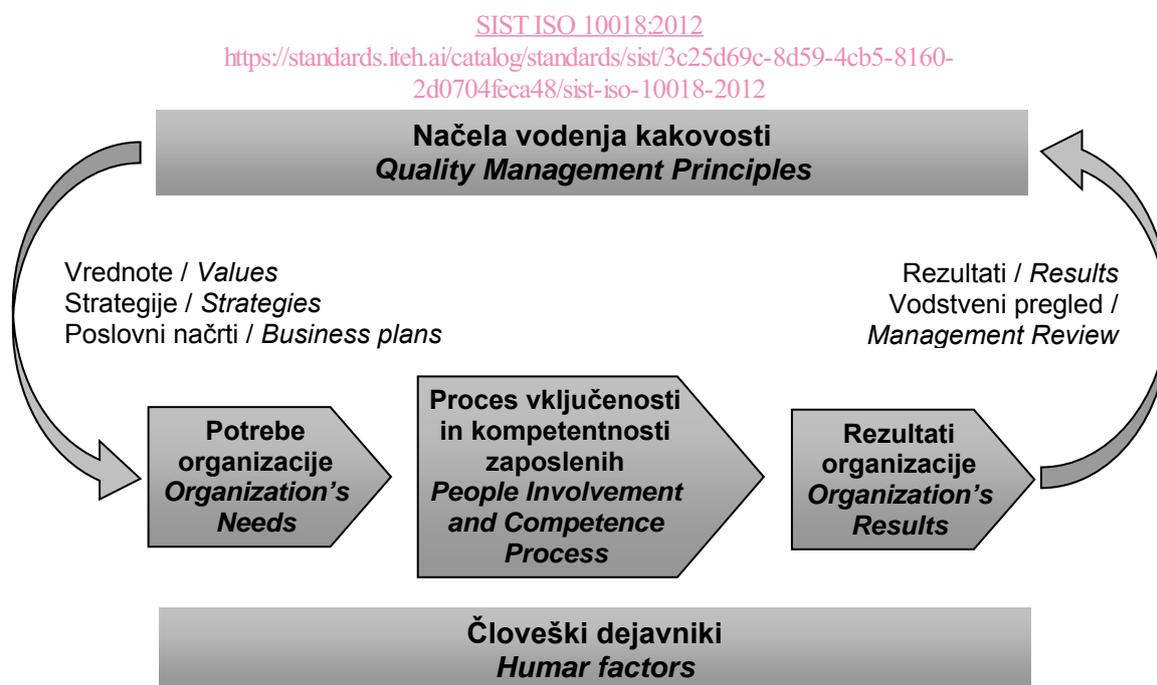
0.2 Relationship with quality management systems

The quality management system standards developed by ISO/TC 176 are based on the quality management principles described in ISO 9000.

The correlation between this International Standard and ISO 9001 facilitates people's involvement and competence within the quality management system. However, this International Standard can also be used with other management systems.

0.3 Process-based approach to people involvement and competence

This International Standard is based on a strategic process-based approach (see Figure 1) for developing the involvement and competence of people at all levels of the organization.



Slika 1: Strateški proces za vključenost in kompetentnost zaposlenih

Figure 1 – Strategic process for people involvement and competence

Model procesa (glej sliko 2) ponazarja taktične ukrepe, rezultate in plane za vključenost in kompetentnost zaposlenih.

Če se vključenost in kompetentnost zaposlenih nadzorujeta, merita in analizirata v okviru sistema vodenja kakovosti, se dobijo rezultati, ki najvišjemu vodstvu pomagajo pri odločanju glede izboljšanja, to pa vodi k povečanju zadovoljstva odjemalcev.

0.4 Kako uporabljati ta mednarodni standard?

V točki 4 so opisani procesi, ki jih organizacija lahko uporablja za izvajanje in vzdrževanje vključenosti in kompetentnosti zaposlenih v sistemih vodenja kakovosti.

Dejavniki, opisani v točki 4.6, omogočajo ukrepe, ki se lahko sprejmejo, da se poveča vključenost zaposlenih. Smernice v točkah od 5 do 8 zajemajo posebne ukrepe, ki se lahko sprejmejo za izpolnjevanje posameznih zahtev sistema vodenja kakovosti, kakršni so navedeni v ISO 9001.

Ta mednarodni standard daje napotke voditeljem, vodjem, nadzornikom, izvajalcem na področju kakovosti, predstavnikom vodstva za kakovost in vodjem kadrovske službe.

The process model (see Figure 2) illustrates tactical actions, results and plans for people involvement and competence.

If people involvement and competence are monitored, measured and analysed within the quality management system, this produces results which enable top management to make decisions for improvement, thus leading to enhanced levels of customer satisfaction.

0.4 Using this International Standard

Clause 4 describes the processes which an organization can use to implement and maintain people involvement and competence in quality management systems.

The factors described in 4.6 provide actions which may be taken to strengthen people involvement. The guidelines in Clauses 5 to 8 provide the specific actions which can be taken to meet individual quality management system requirements, such as those specified in ISO 9001.

This International Standard provides guidance to leaders, managers, supervisors, quality practitioners, quality management representatives and human resources managers.

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Vodenje kakovosti – Smernice za vključenost in kompetentnost zaposlenih

1 Področje uporabe

Ta mednarodni standard daje napotke za vključevanje zaposlenih v sistem vodenja kakovosti organizacije ter za krepitev njihove vključenosti in kompetentnosti znotraj sistema. Ta mednarodni standard lahko uporablja vsaka organizacija, ne glede na velikost, vrsto ali dejavnost.

2 Zveza s standardi

Za uporabo tega standarda so nujno potrebni spodaj navedeni dokumenti. Pri datiranem sklicevanju se uporablja samo navedena izdaja. Pri nedatiranem sklicevanju se uporablja zadnja izdaja dokumenta (vključno z morebitnimi dopolnili).

ISO 9000:2000, *Sistemi vodenja kakovosti – Osnove in slovar*

3 Izrazi in definicije

V tem dokumentu se uporabljajo izrazi in definicije iz standarda ISO 9000 ter v nadaljevanju navedeni izrazi.

3.1 kompetentnost

zmožnost uporabe znanja in veščin za doseganje zelenih rezultatov

OPOMBA 1: Na stalno uporabo kompetentnosti lahko vpliva delovno okolje z vsemi svojimi spremembami, pritiski, razmerji in nasprotji, ki lahko na primer vplivajo na odnos in zavezanost uporabi ustreznega znanja in veščin.

OPOMBA 2: Zahteve za kompetentnost so več kot akademske kvalifikacije, usposobljenost in izkušnje. Te opredeljujejo rezultate, ki jih je treba za določeno delovno mesto dosegati, kriterije delovanja ali standarde, ki jih je treba dosegati, potrebne dokaze ter načine za njihovo pridobivanje.

OPOMBA 3: Kompetence, na katere se sklicuje ta mednarodni standard, se nanašajo tako na zaposlene v organizaciji kot na zunanje izvajalce.

3.2 pridobivanje kompetentnosti

proces zagotavljanja, da zaposleni, skupina zaposlenih ali organizacija dosežejo kompetentnost (3.1)

Quality management – Guidelines on people involvement and competences

1 Scope

This International Standard provides guidance on engaging people in an organization's quality management system, and on enhancing their involvement and competence within it. This International Standard is applicable to any organization, regardless of size, type, or activity.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000 and the following apply.

3.1 competence

ability to apply knowledge and skills to achieve intended results

NOTE 1 Continuing application of competence can be affected by the work environment with all its variations, pressures, relationships and conflicts that can affect, for example, attitude and commitment to apply the relevant knowledge and skills.

NOTE 2 Competence requirements are more than academic qualifications, training and experience. They define the results or outcomes to be achieved for a particular job, the performance criteria or standards to be achieved, the evidence required and the method of obtaining it.

NOTE 3 Competences referenced in this International Standard apply both to people within an organization and those outsourced.

3.2 competence acquisition

process to ensure that competence (3.1) is attained by a person, a group of people, or an organization

OPOMBA: Da bi zagotovili izpolnjevanje potreb in ciljev organizacije, bi bil lahko potreben stalen program pridobivanja kompetentnosti.

NOTE In order to ensure the needs and objectives of the organization are being met, it can be necessary to have a continual programme of competence acquisition.

3.3 razvijanje kompetentnosti

proces za povečanje kompetentnosti zaposlenega, skupine zaposlenih ali organizacije

3.3 competence development

process to increase the competence of a person, a group of people, or an organization

3.4 človeški dejavniki

fizične ali spoznavne (kognitivne) značilnosti ali družbeno vedenje osebe

3.4 human factors

physical or cognitive characteristics, or social behaviour, of a person

OPOMBA: Človeški dejavniki pomembno vplivajo na interakcijo znotraj sistemov vodenja in na njihovo delovanje.

NOTE Human factors can have a significant influence on the interaction within, and the functioning of, management systems.

3.5 vključenost

zavzetost in prispevanje k skupnim ciljem

3.5 involvement

engagement in, and contribution to, shared objectives

4 Vodenje vključenosti in kompetentnosti zaposlenih

4 Management of people involvement and competence

4.1 Splošno

V tej točki so navedeni proces in smernice za razvijanje vključenosti in kompetentnosti zaposlenih. Organizacije lahko te smernice uporabijo za zagotavljanje dolgoročne zavezanosti vključenosti in kompetentnosti.

4.1 General

This clause provides a process and guidelines for developing people involvement and competence. Organizations can use these guidelines to ensure long-term commitment to involvement and competence.

4.2 Vključenost in strategija voditeljstva

V učinkovitih sistemih vodenja kakovosti si morajo voditelji vidno prizadevati za doseganje ciljev vključenosti in kompetentnosti zaposlenih.

4.2 Leadership involvement and strategy

Effective quality management systems require leaders to be visibly involved in achieving the people involvement and competence objectives.

Voditelji naj spodbujajo zaposlene k prevzemanju odgovornosti in ustvarjajo razmere, ki zaposlenim omogočajo doseganje želenih rezultatov, hkrati pa zagotavljajo izpolnjevanje zakonskih in regulativnih zahtev.

Leaders should encourage people to assume responsibilities and create conditions which enable people to achieve desired results, ensuring relevant statutory and regulatory requirements are met.

Voditelji naj svojo zavezanost vključenosti in kompetentnosti zaposlenih izkazujejo z:

Leaders should demonstrate their commitment to people involvement and competence by:

- a) vzpostavljanjem strategij, politik in ciljev;
- b) določanjem odgovornosti in pooblastil;
- c) zagotavljanjem razumevanja potreb in pričakovanj odjemalcev;
- d) opredeljevanjem zahtev za osebje, kot so znanje, veščine in vedenje;

- a) establishing strategies, policies and objectives;
- b) defining responsibilities and authorities;
- c) ensuring understanding of customers' needs and expectations;
- d) determining personnel requirements, such as knowledge, skills and behaviour;

- e) ocenjevanjem potreb glede virov, kot so infrastruktura, delovno okolje in delovne razmere;
- f) zagotavljanjem potrebnih virov;
- g) spodbujanjem komuniciranja.

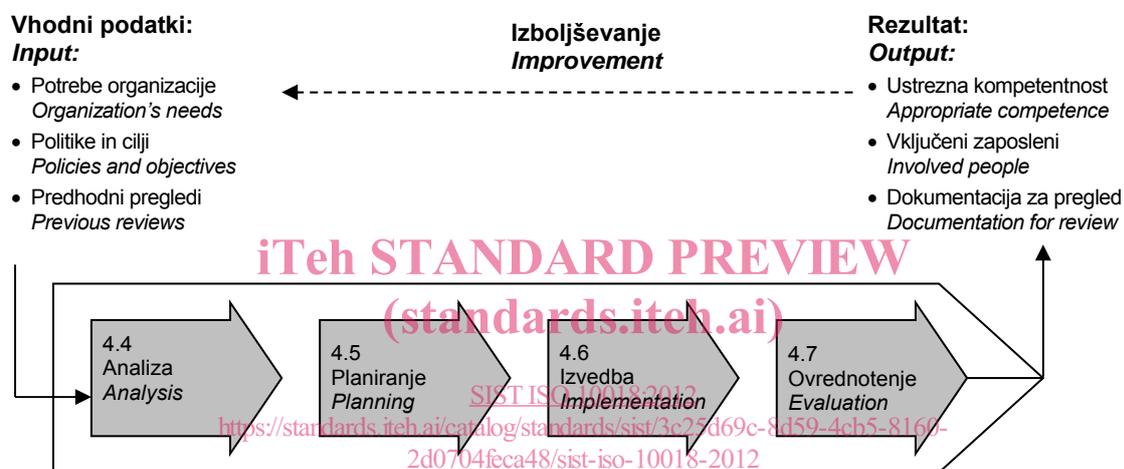
4.3 Proces pridobivanja vključenosti in kompetentnosti zaposlenih

Kompetentnost je lahko obravnavana v razvojnih načrtih, ki prispevajo tudi k vključenosti zaposlenih. Proces za pridobivanje vključenosti in kompetentnosti zaposlenih je opisan na sliki 2.

- e) assessing resource requirements, such as infrastructure, work environment and work conditions;
- f) providing the resources required;
- g) encouraging communication.

4.3 People involvement and competence acquisition process

Competence can be addressed in development plans which also contribute to people involvement. The process for people involvement and competence acquisition is described in Figure 2.



Slika 2: Proces razvoja pridobivanja vključenosti in kompetentnosti zaposlenih v organizaciji

Proces poteka v štirih korakih, ki so opisani v nadaljevanju:

- analiza (glej 4.4): zberejo in analizirajo se podatki v zvezi s kratkoročnimi in dolgoročnimi cilji organizacije za vključenost in kompetentnost zaposlenih;
- planiranje (glej 4.5): vzpostavijo in vzdržujejo se postopki za planiranje procesa vključenosti in pridobivanja kompetentnosti zaposlenih na ravni organizacije, skupine in posameznika;
- izvedba (glej 4.6): izvajajo se plani in z njimi povezani ukrepi za doseganje ciljev vključenosti in kompetentnosti zaposlenih;

Figure 2 – Development process of people involvement and competence acquisition within an organization

The process is based on the four steps outlined below:

- analysis (see 4.4): data are collected and analysed in relation to the organization's short- and long-term objectives for people involvement and competence;
- planning (see 4.5): procedures are established and maintained to plan the people involvement and competence acquisition process on an organizational, group and individual level;
- implementation (see 4.6): the plans and associated actions are implemented in order to achieve the objective of people involvement and competence;

d) ovrednotenje (glej 4.7): plani, ukrepi in rezultati se pregledajo in ovrednotijo glede nenehnega izboljševanja.

Pri vsakem koraku naj se izvede pregled, da bi se zagotovila pravilnost vhodnih in izhodnih podatkov. Ti koraki veljajo za vse ravni organizacije, za skupino in posameznika.

4.4 Analiza pridobivanja vključenosti in kompetentnosti zaposlenih

4.4.1 Identifikacija potreb

Organizacija naj v planiranih presledkih identificira svoje kratkoročne in dolgoročne potrebe po vključenosti in kompetentnosti zaposlenih. Identifikacija potreb lahko vključuje organizacijske strategije, vrednote, poslovne načrte, politike in vhodne podatke od zainteresiranih strani, kot so na primer odjemalci.

Proces identifikacije se prične z ovrednotenjem trenutnih ravni vključenosti in kompetentnosti zaposlenih ter identificiranjem morebitnih omejitev in vrzeli. Proces bo zato zajemal naslednji dve fazi ocenjevanja:

- a) identificiranje potreb po vključenosti in kompetentnosti;
- b) identificiranje razmer in virov, potrebnih zato, da bodo zaposleni učinkoviti na delovnem mestu.

Organizacija naj tudi upošteva, ali so za zmanjšanje ali obvladovanje tveganj, povezanih s pomanjkljivostmi pri aktivnostih, ki trenutno potekajo, potrebni posebni dogovori. Takšna tveganja lahko na primer nastanejo tam, kjer so nove ali obsežne naloge, jezikovne ovire ali organizacijske spremembe.

4.4.2 Ocenjevanje

Organizacija naj oceni vključenost in kompetentnost zaposlenih na ravneh posameznika, skupine in organizacije. Za ocenitev vključenosti zaposlenih naj voditelji določijo specifične metode vrednotenja načina dela, komuniciranja, sodelovanja in povezovanja zaposlenih.

Ocenjevanje naj bo v skladu z razvojnimi aktivnostmi. Rezultat ocenjevanja naj omogoči analizo izpolnjevanja ciljev, ki so bili postavljeni v zvezi z vključenostjo in kompetentnostjo zaposlenih. Zapis o tem ocenjevanju naj se vzdržuje.

d) evaluation (see 4.7): plans, actions and outcomes are reviewed and evaluated for continual improvement.

There should be a review carried out at every step to ensure that the input and output data are correct. These steps apply to all levels of the organization, group and individual.

4.4 Analysis of people involvement and competence acquisition

4.4.1 Needs identification

The organization should identify its short- and long-term people involvement and competence needs at planned intervals. The identification of needs may include organizational strategies, values, business plans, policies and input from interested parties, such as customers.

The identification process will begin by evaluating the current levels of people involvement and competence, identifying any limitations or gaps. The process will therefore involve the following stages of assessment:

- a) identifying involvement and competence needs;
- b) identifying the conditions and resources needed for people to be effective in the workplace.

The organization should also consider whether special arrangements are necessary to reduce or manage risks associated with deficiencies in current activities. Such risks can occur, for example, where there are new or complex tasks, language barriers or organizational changes.

4.4.2 Assessment

The organization should assess people involvement and competence at the individual, team and organizational levels. In order to assess the level of people involvement, leaders should define specific methods for evaluating the manner in which the people work, communicate, collaborate and network.

The assessment should be consistent with development activities. The output of the assessment should enable analysis of the fulfilment of objectives that have been established relating to people involvement and competence. A record of this assessment should be maintained.

Rezultat ocenjevanja kaže vrzeli med obstoječima vključenostjo in kompetentnostjo zaposlenih ter identificiranimi potrebami. Vrzeli nakazujejo, katera področja je treba razviti, in ustvarjajo vhodne podatke za naslednji korak.

4.5 Planiranje vključenosti in kompetentnosti

4.5.1 Splošno

Ko je analiza vrzeli končana, naj organizacija izvaja in vzdržuje postopke za planiranje pridobivanja vključenosti in kompetentnosti svojih zaposlenih. To zajema razvijanje in vzpostavljanje kratkoročnih in dolgoročnih ciljev kompetentnosti tako na ravni organizacije kakor posameznika. Cilji naj bodo odobreni in dokumentirani.

Plani naj bodo vključeni v letno organizacijsko in finančno planiranje, da bi se zagotovilo planiranje sredstev za doseg ciljev vključenosti in kompetentnosti zaposlenih.

4.5.2 Organizacijsko planiranje

Plani pridobivanja kompetentnosti in vključenosti zaposlenih naj temeljijo na strateškem načrtu, ki vpliva na prihodnje potrebe. Ti plani naj bodo dokumentirani in naj vključujejo:

- cilje in zahteve, temelječe na strateški usmeritvi organizacije;
- opredeljene aktivnosti in odgovornosti;
- časovni okvir za pridobivanje vključenosti in kompetentnosti zaposlenih;
- potrebne vire.

Glede planov naj obstaja dogovor med voditelji in zaposlenimi, ki naj bo zapisan, pregledan in posodobljen v določenih časovnih presledkih. Tak plan je strateški dokument, ki temelji na prej opisanih analizah, in naj ga sprejmejo voditelji organizacije. Plan naj opredeljuje aktivnosti, odgovornosti in časovne okvire za izpolnjevanje razvojnih ciljev.

4.5.3 Planiranje vključenosti in kompetentnosti posameznikov

Za vsako osebo naj se vzpostavi individualni plan razvoja vključenosti in kompetentnosti. Ti plani naj opredeljujejo aktivnosti, sredstva, odgovornosti in časovne okvire za izpolnjevanje

The output of the assessment defines the gaps between the existing people involvement and competence and the needs which have been identified. The gaps show the areas to be developed and create the inputs to the next step.

4.5 Involvement and competence planning

4.5.1 General

Upon completion of the gap analysis, the organization should follow and maintain procedures to plan its people involvement and competence acquisition. This includes developing and establishing short-term and long-term competence objectives at both the organizational and individual level. The objectives should be approved and documented.

The plans should be integrated into the annual organizational and financial planning, in order to ensure that there are planned resources to reach the objectives of people involvement and competence.

4.5.2 Organizational planning

Competence acquisition and people involvement plans should be based on the strategic roadmap which influences the future needs. These plans should be documented and should include the following:

- objectives and requirements based on the organization's strategic direction;
- defined activities and responsibilities;
- a timeframe for people involvement and competence acquisition;
- required resources.

There should be agreement between the leadership and people concerning the plans, which should be recorded, reviewed and updated at defined intervals. Such a plan is a strategic document based on the previously described analyses and should be adopted by the leadership of the organization. A plan should define activities, responsibilities and timeframes to accomplish the development objectives.

4.5.3 Planning of the involvement and competence of individuals

Individual involvement and competence development plans should be established for each person. These plans should define activities, resources, responsibilities and