



SLOVENSKI STANDARD
oSIST ISO/DIS 10015:2019
01-april-2019

Vodenje kakovosti – Smernice za vodenje kompetenc in usposabljanje zaposlenih

Quality management - Guidelines for competence management and people development

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Management de la qualité - Lignes directrices pour la gestion des compétences et la formation

Ta slovenski standard je istoveten z: ISO/DIS 10015

ICS:

03.100.30	Vodenje ljudi	Management of human resources
03.120.10	Vodenje in zagotavljanje kakovosti	Quality management and quality assurance

oSIST ISO/DIS 10015:2019

en

DRAFT INTERNATIONAL STANDARD

ISO/DIS 10015

ISO/TC 176/SC 3

Secretariat: NEN

Voting begins on:
2019-02-08Voting terminates on:
2019-05-03

Quality management — Guidelines for competence management and people development

Management de la qualité — Lignes directrices pour la gestion des compétences et la formation

ICS: 03.100.30; 03.120.10

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Reference number
ISO/DIS 10015:2019(E)

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Published in Switzerland

Contents

	Page
Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Competence management	2
4.1 General.....	2
4.2 Determining competence needs.....	2
4.2.1 Organizational competence.....	2
4.2.2 Team competence.....	2
4.2.3 Individual competence.....	3
4.3 Assessing current competence and development needs.....	3
5 Competence and people development	3
5.1 Planning.....	3
5.2 Structuring.....	4
5.3 Actions.....	4
5.4 Roles and responsibilities.....	4
5.5 Evaluating the impact of competence and development programme.....	5
5.5.1 Evaluating at organizational level.....	5
5.5.2 Evaluating at team level.....	6
5.5.3 Evaluating at individual level.....	6
5.6 Determining future competence and development needs.....	6

[SIST ISO 10015:2020](https://standards.iteh.ai/catalog/standards/sist/844d9fee-16b9-43fe-97d6-b10793ea4e7/sist-iso-10015-2020)

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ISO/DIS 10015:2019(E)

Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2. www.iso.org/directives

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Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: [Foreword - Supplementary information](#)

The committee responsible for this document is Technical Committee ISO/TC 176, Quality management and quality assurance, Subcommittee SC 3, Supporting technologies, and Technical Committee ISO/TC 260, Human Resource management .

This second edition cancels and replaces the first edition (ISO 10015:1999) which has been technically revised.

The main changes compared to the previous edition are as follows:

- a) alignment with the High-Level Structure as laid down in the new ISO 9000 family series;
- b) the document has been updated to support in general the fact that the organization wishing to comply should identify its competence needs at planned intervals;
- c) competence management has been further clarified.

Introduction

People are essential to organizations. Organizational performance is dependent upon how peoples' competences are used at work. Competence and people development at the organizational, team and individual levels require management to be successful.

Competence and people development are clearly linked together; people development is part of competence management, and competent people will require development. These two constructs are inter-related, and in many ways inseparable.

Applying planned and systematic competence and people development processes makes an important contribution to helping organizations improve their capabilities, meet their strategic direction, and achieve intended results. Competence management has significant importance in enhancing the organization's capabilities to create and deliver value.

The quality management principles underlying the ISO 9000 family of standards (of which the ISO 10000-series form a part) emphasize the importance of competent and developed people throughout the organization.

This document provides guidelines to assist organizations and their personnel when addressing issues related to competence and people development. It may be applied whenever guidance is required to interpret references to competent/developed people within the ISO 9000 family of quality management systems, or any other management systems standard e.g. risk management, environmental management.

Organizational objectives for continual improvement could be affected by internal/external issues, including: market changes; statutory, regulatory or legal requirements; technological advancements; innovation; and, the requirements of customers and other interested parties.

The role of this document is providing guidance to help organizations manage competence and develop their people. [Figure 1](#) outlines the process.

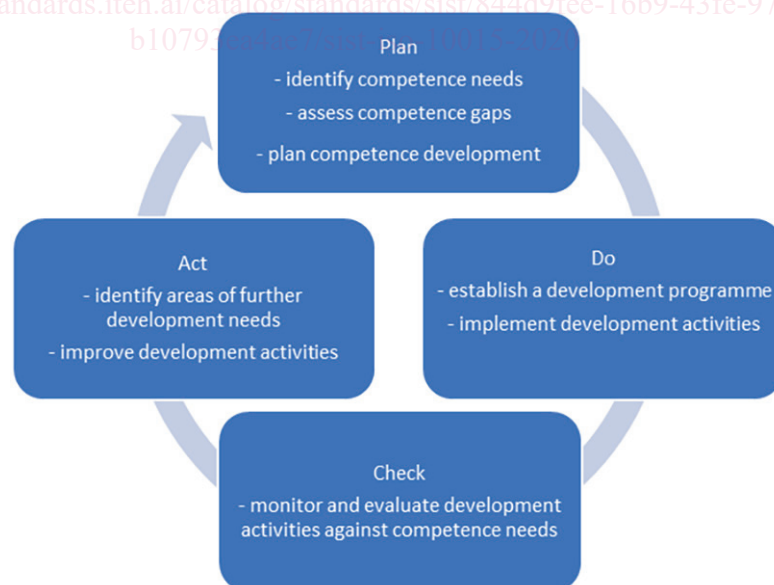


Figure 1 — Process for managing competence and developing people

Quality management — Guidelines for competence management and people development

1 Scope

This document sets out guidelines intended to help an organization to establish, implement, maintain and improve systems for managing competence and people development that affect the conformity of products and services supplied by an organization and consider the needs and expectations of relevant interested parties.

This document applies to all organizations regardless of their type or size. It is not intended for use in contracts, regulations, or for certification. It does not add to, change, or otherwise modify requirements for the ISO 9000- series or other management system standards.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1

competence

ability to apply *knowledge* (3.3) and *skills* (3.2) to achieve intended results

[SOURCE: ISO 9000:2015, modified (notes removed)]

3.2

people development

encouraging employees to acquire: new or advanced skills, knowledge, and competence, by creating learning and training opportunities with circumstances to deploy the outcomes which have been acquired

3.3

skill

learned capacity to perform a task to a specified expectation

[SOURCE: ISO 30401:2018]

3.4

knowledge

human or organizational asset enabling effective decisions

[SOURCE: ISO 30401:2018]

ISO/DIS 10015:2019(E)**4 Competence management****4.1 General**

When determining competence needs organizations should identify the competence requirements to achieve intended results, taking into account:

- a) the context of the organization: changes to external/internal factors and the needs and/or expectations of relevant interested parties can significantly affect competence needs;
- b) potential impact of lack of competence on the control of processes and the effectiveness of the management system;
- c) recognition of individual levels of competence in relation to ability to perform specific roles;
- d) recognizing opportunities to utilize specific available competences in the design of work-related functions and systems.

Competence management should consider all processes, functions and levels of the organization. The identification should begin by evaluating the current levels of competence, identifying any limitations, and documented information on specified competence needs are maintained. The organization should identify its competence needs at planned intervals.

Organizations may choose to use external providers to carry out any activities including analysis, recruitment etc. such as are covered by this standard.

4.2 Determining competence needs**4.2.1 Organizational competence**

Organizational competence is directly affected by the context of the organization; when determining the level of organizational competence needed the organization should consider, for example:

- a) external factors (legal, statutory and other requirements, technological advances)
- b) internal factors (mission, vision, strategic objectives, values and culture of the organization, range of activities or services, resource availability, organizational knowledge)
- c) needs and expectations of relevant interested parties (regulators, customers, social expectation)

Documented information should be retained to support and demonstrate:

- 1) competence needs: organizational (certification to standards); team (team training achievements); and, individual (qualifications, performance/appraisal outcomes)
- 2) development programmes and other initiatives
- 3) evaluation of the impact of competence development

4.2.2 Team competence

Within the organization different groups will need different competences according to the activities they perform and the intended results; when determining differing team or group needs the organization should consider:

- a) leadership;
- b) team objectives and intended results;
- c) activities, processes and systems;