INTERNATIONAL STANDARD

ISO 10015

Quality management — Guidelines for competence management and people development

Management de la qualité — Lignes directrices pour la gestion des compétences et le développement des personnes

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IMPORTANT

This marked-up version uses the following colour-coding in the marked-up text:

Text example 1	— Text has been added (in green)
Text example 2	— Text has been deleted (in red)
	— Graphic figure has been added
	— Graphic figure has been deleted
1.x …	— If there are changes in a clause/subclause, the corresponding clause/ subclause number is highlighted in yellow in the Table of contents

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DISCLAIMER

This marked-up version highlights the main changes in this edition of the document compared with the previous edition. It does not focus on details (e.g. changes in punctuation).

This marked-up version does not constitute the official ISO document and is not intended to be used for implementation purposes.

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Foreword

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~~International Standards are~~ 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 ~~rules given in~~ editorial rules of the ISO/IEC Directives, Part ~~3~~ 2 (see www.iso.org/directives).

~~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 ~~International Standard~~ document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

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

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

~~International Standard ISO 10015~~ This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*, in collaboration with 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 with the previous edition are as follows:

a)   the document has been restructured for closer alignment with the ISO 9000 family;

b)   it has been updated to support an organization determining its competence needs at planned intervals;

c)   competence management has been further clarified.

~~Annex A of this International Standard is for information only~~ Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

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

Competence management 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 processes for competence management and people development 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 formISO 10001 to ISO 10019 family of standards forms a part) emphasize the importance of human resource management and the need for appropriate training. They recognize that customers are likely to both respect and value an organization's commitment to its human resources and its ability to demonstrate the strategy used to improve the competence of its personnelcompetent people and a culture that fosters growth and further development.

Personnel at all levels should be trained to meet the organization's commitment to supply products of a required quality in a rapidly changing market-place where customer requirements and expectations are increasing continuously.

This International Standard provides guidelinesdocument provides guidance to assist organizations and their personnel when addressing issues related to trainingcompetence management and people development. It may be applied whenever guidance is required to interpret references to "education" and "training"competent/developed people within the ISO 9000 family of quality assurance and quality management standards. Any references to "training" in this document includes all types of education and trainingmanagement systems, or any other management systems standard, e.g. risk management, environmental management.

An organization's objectives for continual improvement, including the performance of its personnel might be affected by a number of internal and external factors including changes in markets, technology, innovation, and the requirements of customers and other stakeholders. Such changes may require an organization to analyse its competence-related needsThis document provides guidance to help organizations manage competence and develop their people. Figure 1 illustrates how training could be selected as an effective means of addressing these needsoutlines a process for this.
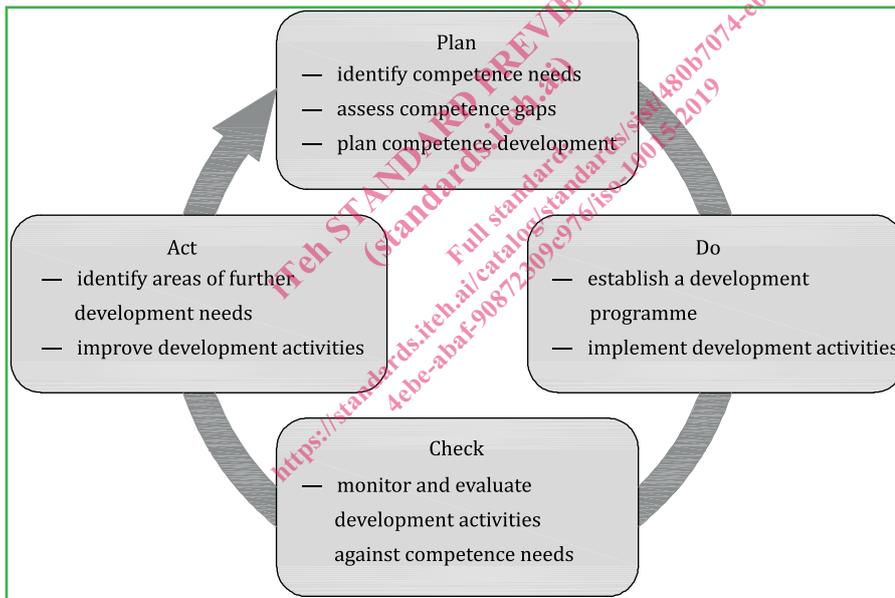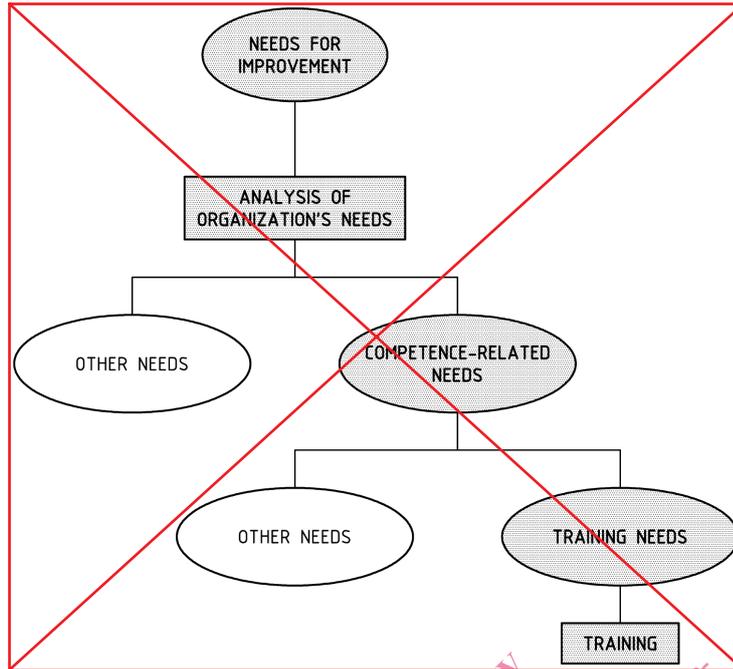
Figure 1 — ~~Improving quality by training~~ A process for managing competence and developing people

~~The role of this International Standard is to provide guidance that can help an organization to identify and analyse training needs, design and plan the training, provide for the training, evaluate training outcomes, and monitor and improve the training process in order to achieve its objectives. It emphasizes the contribution of training to continual improvement and is intended to help organizations make their training a more effective and efficient investment.~~

Quality management — Guidelines for competence management and people development

1   Scope

~~These guidelines cover the development, implementation, maintenance, and improvement of strategies and systems for training that affect the quality of the products supplied by an organization~~This document gives guidelines for an organization to establish, implement, maintain and improve systems for competence management and people development to positively affect outcomes related to the conformity of products and services and the needs and expectations of relevant interested parties.

~~This International Standard applies to all types of organizations.~~

~~It is not intended for use in contracts, regulations, or for certification.~~

This document is applicable to all organizations regardless of their type or size. It does not add to, change or otherwise modify requirements for the ISO 9000 ~~series~~family or any other standards.

~~This International Standard is not intended to be used by training providers delivering services to other organizations.~~

~~NOTE   The main source of reference for training providers should be ISO 9004-2:1991, *Quality management and quality system elements — Part 2: Guidelines for services*, until superseded by ISO 9004:2000.~~

~~Training providers may use this International Standard when addressing the training needs of their own personnel.~~

2   Normative ~~reference~~references

The following ~~normative document contains provisions which, through reference in this text, constitute provisions of this International Standard. For dated references, subsequent amendments to, or revisions of, any of this publication do not apply. However, parties to agreements based on this International Standard are encouraged to investigate the possibility of applying the most recent edition of the normative document indicated below~~documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the ~~normative document referred to applies. Members of ISO and IEC maintain registers of currently valid International Standards.~~referenced document (including any amendments) applies.

ISO ~~8402~~9000:2015, *Quality management ~~and quality assurance~~systems — ~~Vocabulary~~[1]:Fundamentals and vocabulary*

3   Terms and definitions

For the purposes of this ~~International Standard~~document, the terms and definitions given in ISO ~~8402~~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/

~~1)   To be revised as ISO 9000:2000.~~

3.1
competence
application of knowledge, skills, ability to apply *knowledge* (3.4) and behaviours in performance *skills* (3.3) to achieve intended results

[SOURCE: ISO 9000:2015, 3.10.4, modified — The notes to entry have been removed.]

3.2
~~training~~people development
~~process to provide~~encouragement of employees to acquire new or advanced *competence* (3.1)~~and develop knowledge, skills and behaviours to meet requirements~~ by creating learning and training opportunities with circumstances to deploy the outcomes that have been acquired

3.3
skill
learned capacity to perform a task to a specified expectation

[SOURCE: ISO 30401:2018, 3.30]

3.4
knowledge
human or organizational asset enabling effective decisions and action in context

[SOURCE: ISO 30401:2018, 3.25, modified — The notes to entry have been removed.]

4 Competence management

4.1 General

When considering competence needs, organizations should determine the competence required to achieve intended results, at the organizational, team, group and individual level, taking into account:

a) the context of the organization: changes to external/internal issues and the needs and expectations of relevant interested parties significantly affecting competence needs;

b) the potential impact of lack of competence on the processes and the effectiveness of the management system;

c) recognition of individual levels of competence in relation to ability to perform specific roles;

d) opportunities to utilize specific available competence in the design of work-related functions, processes and systems.

Competence management should consider all processes, functions and levels of the organization. The determination of what is needed should begin by evaluating the current levels of competence, including any limitations, and maintaining documented information on specified competence needs as appropriate. The organization should determine its competence needs at planned intervals and in response to changes in its context.

Organizations may choose to use external providers to carry out any activities, including an analysis to determine competence needs and assess current competence levels, as covered by this document. If an organization uses an external provider, it should ensure appropriate monitoring and evaluation of the activities.

4.2 Determining competence needs

4.2.1 Organizational competence

Competence is directly affected by the context of the organization.

When determining the types and level of competence needed, the organization should consider, for example:

a) external issues (e.g. statutory and regulatory requirements, technological advances);

b) internal factors (e.g. 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 (e.g. regulators, customers, society).

Documented information should be maintained and/or retained as appropriate to support and demonstrate:

— competence needs:

  — organizational related to the organization;

  — team (established team or more informal group training achievements);

  — individual (qualifications, performance/appraisal outcomes);

— development programmes and other initiatives;

— evaluation of the impact of competence development and associated actions.

4.2.2 Team or group competence

Within the organization, different teams or 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 or group objectives and intended results;

c) activities, processes and systems;

d) structure of the team or group: hierarchy, number of people, and roles and responsibilities;

e) team or group culture and the ability to co-operate, collaborate and cultivate respect.

4.2.3 Individual competence

Individual competence requirements should be determined at all levels of the organization to ensure each different role or function is effective.

To determine individual competence, the organization should consider:

a) external competence requirements;

b) roles and responsibilities;

c) activities related to roles or function;

d) behaviours (e.g. emotional intelligence, ability to remain calm in a crisis, ability to maintain concentration during monotonous work, ability to work co-operatively within a direct team and across the organization or with customers).

4.3   Assessing current competence and development needs

The organization should review its current competence levels against required competence needs as determined in 4.2 at the organizational, team, group and individual level to establish if or where action needs to be taken to meet competence needs.

The organization should:

a)   consider existing competence levels;

b)   compare these with required competence levels;

c)   use risk-based thinking to prioritize actions to address competence gaps.

4 5   Guidelines for training Competence management and people development

4.1   Training: A four-stage process

4.1.1   General

A planned and systematic training process can make an important contribution in helping an organization to improve its capabilities and to meet its quality objectives.
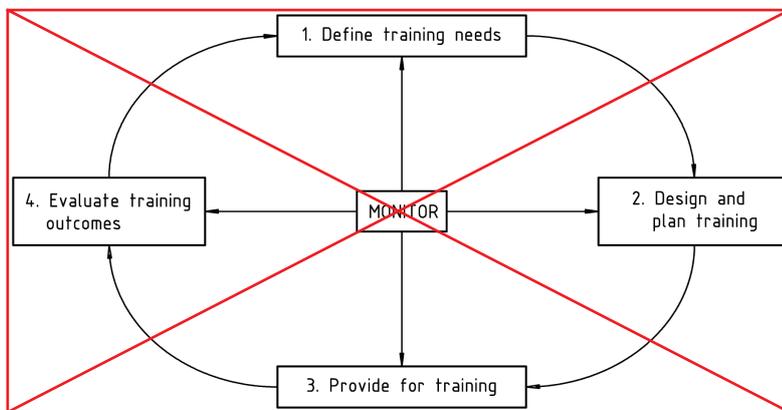
This training process is illustrated in the training cycle diagram shown in Figure 2.

To increase the readability of this International Standard and to distinguish clearly between guidance and use of the process model to describe the guidance, the process model appears in Tables A.1 to A.5 in annex A.

For selecting and implementing training to close the gaps between required and existing competence, management should monitor the following stages:

a)   defining training needs,

b)   designing and planning training,

c)   providing for the training,

d)   evaluating the outcome of training.

As illustrated, the output of one stage will provide the input for the following stage.

Figure 2 — Training cycle