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

iTeh STANDARD PREVIEW
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ISO 10015:2019
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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.

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 (see www.iso.org/directives).

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. 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.

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.

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 10001 to ISO 10019 family of standards forms a part) emphasize the importance of competent people and a culture that fosters growth and further development.

This document provides guidance to assist organizations and their personnel when addressing issues related to competence management 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.

This document provides guidance to help organizations manage competence and develop their people. Figure 1 outlines a process for this.
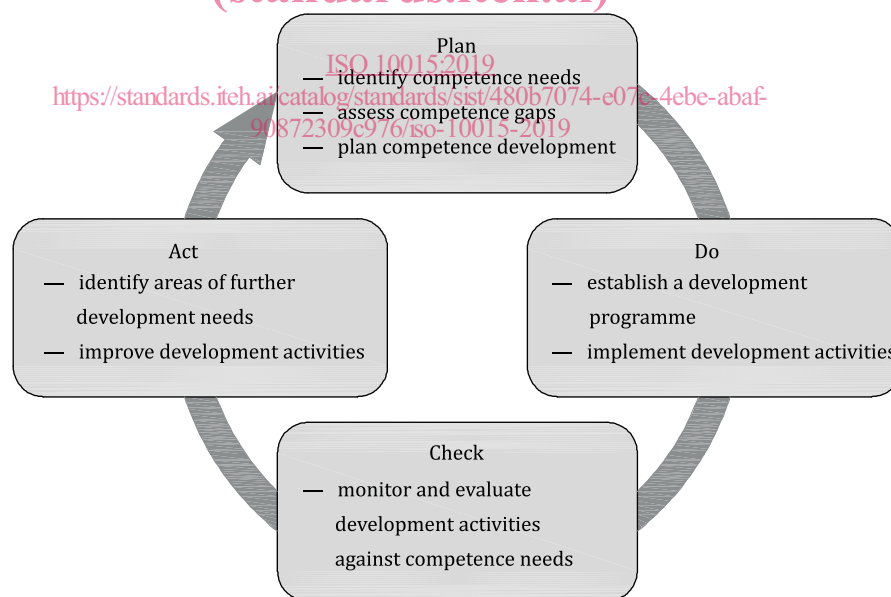

Figure 1 — A process for managing competence and developing people

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Quality management — Guidelines for competence management and people development

1 Scope

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 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 family or any other standards.

2 Normative references

The following 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 referenced document (including any amendments) applies.

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*

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* (3.4) and *skills* (3.3) to achieve intended results

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

3.2
people development
encouragement of employees to acquire new or advanced *competence* (3.1) 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.

5 Competence management and people development

5.1 General

Organizational competence needs can be met by developing the competence of teams, groups and individuals. Competence needs that have been identified should be related to the development of people. Gaps such as foreseeable future competence requirements should be identified and planned for.

People development should be related to:

a) the competence needs determined in order to achieve competence in the organization at every level;

b) the competence needs determined by individuals as part of their personal development goals.