

# DRAFT INTERNATIONAL STANDARD

## ISO/DIS 10667-2

ISO/TC 260

Secretariat: ANSI

Voting begins on:  
2019-12-13

Voting terminates on:  
2020-03-06

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## Assessment service delivery — Procedures and methods to assess people in work and organizational settings —

### Part 2: Requirements for service providers

*Livraison d'un service d'évaluation — Modes opératoires et méthodes d'évaluation des personnes au travail et des paramètres organisationnels —*

*Partie 2: Exigences pour les fournisseurs de service*

ICS: 03.080.30

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Reference number  
ISO/DIS 10667-2:2019(E)

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Published in Switzerland

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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](http://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](http://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](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 260, Human resource management.

This second edition cancels and replaces the first edition (ISO 10667-2: 2011), which has been technically revised.

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

- Detail has been added to the explanation about purpose and means of assessment in the introduction;
- Definition of the Term “requirements analysis” has been added, the function of requirements analyses has been explained;
- Relevance of the standard has been explained for methods that may be used for assessment and screening, whether or not they are marketed as such;
- Clarification concerning the use of new technology, such as machine learning, artificial intelligence and algorithmic analysis;
- Additional details regarding security of assessment materials and assessment participant results;
- Additional details regarding assessment participant privacy rights;
- Emphasis on encouraging clients to adopt evidence-based approaches to assessment; and
- Structure has been adapted to the currently relevant ISO drafting rules.

A list of all parts in the ISO 10667 series can be found on the ISO website.

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](http://www.iso.org/members.html).

# Introduction

## 0.1 General

ISO 10667 ensures that the benefits of using assessments are realized. This document focuses on aspects of the quality of assessment service delivery in work and organizational settings that occur across the employment life cycle: recruitment and selection; career/vocational guidance; learning and development; succession planning; outplacement; etc. This document establishes a framework for the assessment process. Its scope covers how all areas of assessment in work and organizational settings are carried out (both direct and indirect). It also identifies core concepts, related to assessment, that shall be considered such as use of evidence-based approaches, fairness and validity to enhance quality and utility in any assessment process.

This document includes two parts:

- Part 1 addresses the responsibilities of a client; and
- Part 2 addresses the responsibilities of a service provider.

This document also provides a framework within which to position more specific national and international standards and qualifications related to assessments.

ISO 10667 presents an evidence-based perspective of the assessment service delivery process that has world-wide applicability. It enables an organization to become a more effective user of assessment, making better hiring decisions and enhancing the potential, well-being, and employee-organization fit of all its employees. This document promotes the provision of standardized, appropriate, and equitable delivery of assessment services. It also enables regulatory bodies, other authorities, and society at large, to have more confidence in assessment procedures.

ISO 10667 provides clear and concise guidance for the clients who require assessment services and their service providers, in order to enable all stakeholders to realize the potential benefits of good assessment practices. This is achieved by:

- defining good practice for assessment procedures and methods;
- ensuring fairness in the application of assessment procedures;
- enabling appropriate evaluation of the quality of assessment service provision; and
- exploring advantages and disadvantages resulting from and/or associated with implementation of assessment services and procedures.

It is likely that users of ISO 10667 initially possess very different levels of competence, understanding and familiarity with the concepts involved in the development of standardized procedures and methods to assess individuals, groups and organizations in the occupational arena. Accordingly, in order to facilitate its use by a variety of stakeholders and to provide guidance about the background of ISO 10667, this introduction presents key information about the utility, intent and layout of ISO 10667.

## 0.2 Function of ISO 10667

ISO 10667 relates to the delivery of assessments used at the individual, group, and organizational levels. ISO 10667 aims to promote good practices and to encourage clear documentation of the working relationship between a client and its service provider(s) involved in the assessment delivery process.

The aim of this standard is not that organizations – especially small and medium sized organizations – are necessarily forced to work with external providers to further improve the quality of their assessment processes. In fact this standard is guidance for organizations to implement assessment processes with or without any external support.

It functions as practical guidance for both the client and the service provider(s) involved in the assessment delivery process. It describes their respective obligations and responsibilities before,

during, and after the assessment process. It also provides guidance on the rights and responsibilities of assessment participants and others involved in assessment procedures, including recipients of the assessment results.

Figure 1 provides an overview of the possible interactions and relationships between the different parties in the assessment process.

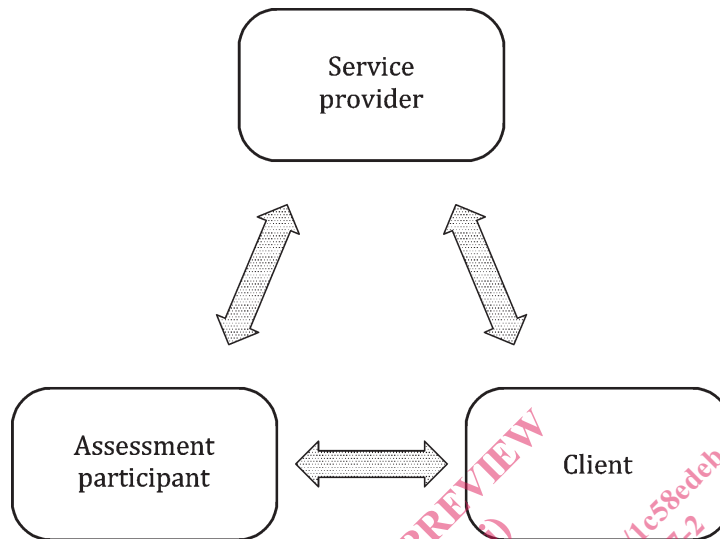


Figure 1 — Roles in the assessment process

NOTE Parties in the assessment process have different roles and interact with each other throughout the assessment process. In addition, a single party can serve multiple roles. For example, in a career counselling setting, a participant purchases the services and thus also is the client; an internal HR team provides services to the organization and at the same time uses assessment services provided by external vendors.

### 0.3 Intended users of ISO 10667

ISO 10667 is intended for clients and service providers who need to work both sequentially and collaboratively in order to ensure effective delivery of assessment services. ISO 10667-1 provides requirements and guidance for the client. ISO 10667-2 provides requirements and guidance for the service provider. A client should be aware of and adhere to ISO 10667-1 in initiating an appropriate request for assessment services, including fully disclosing its assessment needs and implementing the requirements of ISO 10667. However, if a service provider learns that a prospective client is not aware of, or is not using, ISO 10667-1, it should inform the client of these best practices and encourage the client to act in accordance with ISO 10667-1 with respect to the entire assessment process.

A service provider is involved in the provision of assessment services in work and organizational settings, either as an internal employee of a client or as an external contractor. A client is the person seeking assessment services for himself/herself, or an organization seeking assessment services for individuals or groups within the organization, or for the organization itself.

In both parts of ISO 10667, Annex A outlines the rights and responsibilities of the assessment participant in relation to an assessment.

### 0.4 Other stakeholders

In addition to service providers, clients and assessment participants, stakeholders might include the following.

- a) End users of assessment information within an organization who make strategic and/or operational decisions (e.g., hiring managers in the case of assessment for selection, human resources managers in the case of succession planning or organizational talent management, executive management in the case of mergers and acquisitions); and

NOTE In some countries work councils/employee representatives also have access to the assessment information.

- b) External intermediaries or indirect users include, but are not limited to:
- 1) developers and distributors of assessment procedures;
  - 2) recruiters, coaches, and outplacement counsellors;
  - 3) organizations that provide assessment for licensing or certification of people;
  - 4) assessors of training or vocational education programmes; and
  - 5) policy-makers (e.g., human resources managers setting organizational assessment policy, work councils engaged in assessment policy and procedure, external policy makers such as professional bodies, regulatory authorities and others who rely on the results of assessment).

### 0.5 Assessment level categories

ISO 10667 covers procedures and methods for the following levels of assessment:

- a) Individual level assessment;
- b) Group level assessment; and
- c) Organizational level assessment.

### 0.6 Purpose of assessment

ISO 10667 covers all assessments that occur within an employment or occupational context. Aspects of the employment life cycle where assessment is commonly used include, but are not limited to:

- a) internship and trainee programs;
- b) recruitment and selection;
- c) career/vocational guidance;
- d) job rotation, career change, or re-integration into the workforce;
- e) development, coaching and mentoring;
- f) promotion and succession planning;
- g) outplacement and job separation;
- h) retirement planning;
- i) performance management;
- j) employee satisfaction, culture change due to merger or acquisition, employee engagement levels of organizational business units; and
- k) determination of eligibility and/or qualifications in certain job categories, including for health and safety or for regulatory compliance.

### 0.7 Means of assessment

ISO 10667 covers procedures and methods that are used for the purposes specified above and targeting the levels also specified above. Such methods include, but are not limited to: interviews; behaviour observations and simulations; document analysis; questionnaires; CV parsing; voice- and video analysis; algorithm-based preselection; surveillance methods, and other assessment procedures and approaches used to collect assessment data regardless of how they are developed and marketed (e.g., artificial intelligence).

## 0.8 Organization of ISO 10667

To build an efficient standard, useful to both the client and the service provider, the assessment process has been divided into four stages:

- agreement procedures;
- pre-assessment procedures;
- assessment delivery; and
- post-assessment review.

This document addresses the requirements applicable to a client who determines that it has a need for one or more assessments for use in the employment life cycle, and then seeks to obtain such assessment services from a service provider whom it selects. ISO 10667-2 addresses the requirements applicable to a service provider from whom a client seeks recommendations about what assessments might meet its needs, and then provides assessment services to a client once it is selected based on those recommendations.

In both parts of ISO 10667, each assessment stage is covered in a separate clause (see [4](#), [5](#), [6](#) and [7](#)) as follows:

- a) Agreement procedures ([clause 4](#)) describe mutual responsibilities and obligations of the client and the service provider, as well as the format of their agreement and a description of what must be covered in the agreement.
- b) Pre-assessment procedures ([clause 5](#)) covers:
  - 1) identifying what needs to be assessed and how, together with choosing the criteria for evaluating success and having a clear expectation of the utility of the process;
  - 2) determining whether there are conflicting interests that need to be balanced;
  - 3) providing a clear rationale for the assessment; documenting the agreement between the client and the service provider through a written statement of work, or contract, as appropriate.
- c) Assessment delivery ([clause 6](#)) covers all phases of preparing for and carrying out the assessments.
- d) Post-assessment review ([clause 7](#)) covers reviewing the assessment process to determine whether the outcomes, consequences and utility of the assessment are consistent with the assessment needs, whether the goals are met, and what changes in the assessment process should be adopted for future use by the client.



# Assessment service delivery — Procedures and methods to assess people in work and organizational settings —

## Part 2: Requirements for service providers

### 1 Scope

ISO 10667-2 establishes requirements and guidance for one or more service provider(s) in working with a client to carry out the assessment of an individual, group or organization for work-related purposes and to deliver quality assessment services.

This document addresses the requirements for the service provider with respect to, among other areas:

- a) the choice, integration, implementation and evaluation of assessment procedures and methods in making recommendations to a client who has an assessment need, carrying out and delivering such assessments, and assisting the client in communicating with assessment participants and others;
- b) the interpretation of assessment results and subsequent reports;
- c) the collection, processing, and storage of personal data of assessment participants and of assessment data;
- d) ensuring the required competence and professionalism of any person working under its control with a role in the assessment process;
- e) organizational decisions related to the delivery of assessment services.

ISO 10667-2 also specifies assessment methods and procedures that can be carried out for one or more of the following work-related purposes made by or affecting individuals, groups or organizations, including, but not limited to:

- employment-related decisions, e.g., recruitment, selection, development, appraisal, promotion, outplacement, succession planning and reassignment;
- career-related decisions (e.g., recruiting, coaching, guidance, vocational rehabilitation and outplacement counselling);
- group decisions (e.g., training initiatives, team building); and
- organizational decisions (e.g., restructuring, morale and culture initiatives, mergers and acquisitions).

No detailed technical or professional specifications are included within ISO 10667-2; however, an explanation of some of the more common professional terms used in assessment (e.g., validity, reliability, fairness, standardization) are included in [Annex B](#). Despite the informative nature of this annex, the quality of assessment procedures and methods is important to the client in relation to the purposes of the assessment, the relevance of the measures involved, their validity, reliability, fairness, standardization and any issues relating to special needs of the assessment participant and other factors that affect the practicality, acceptability and utility of the assessment.

NOTE 1 Requirements for the client are specified in ISO 10667-1.

NOTE 2 See Bibliography for examples of various professional guidelines and national standards.

NOTE 3 See [Annex B](#) for further details of generally accepted technical quality guidelines.

This document does not detail the specific competences required for assessors as these are dependent upon the nature of the assessment.

NOTE 4 See [Annex C](#) for further information on assessor competence.

## 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 30400 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>

### 3.1 agreement

specification of the terms and conditions of the engagement between the client and the service provider

EXAMPLE Examples include, but are not limited to, details of the service or products to be delivered, duration, scope, ownership and appropriate use of intellectual property and costs.

### 3.2 assessment

systematic method and procedure for ascertaining/measuring work-related knowledge, skills, abilities, or other characteristics of an individual or group of individuals, or the performance of an individual or group of individuals

Note 1 to entry: An assessment has outcomes and consequences that can be appraised and used to evaluate its utility. Forms of assessment can include, but are not limited to: structured application forms; biographical data inventories; tests of general and specific abilities; self-report inventories and other instruments relating to competencies, personality, motivation, attitudes, values, beliefs, interests, etc.; structured interviews; individual problem-solving tasks; group exercises; simulations and work samples; group and organizational level measures; employee surveys; multi-rater feedback; and performance evaluations (e.g., assessor interpretations, supervisor performance ratings).

Note 2 to entry: Increasingly, assessment tools or tools, approaches and solutions with similar or alternative functions as explicit assessments are promoted and marketed under various labels, referring to screening, pre-screening or generally related to people decisions. Those forms can include but are not limited to search and evaluation of personal/social media data, CV parsing, natural language processing, voice and video analysis, algorithm-based decisions or artificial intelligence technology. In order to provide clients with suitable information on any type of instrument, regardless of the traditional definitions or the marketing label, any tool that is marketed or promoted for direct or indirect assessment purposes is intended to be covered by this document.

### 3.3 assessment administrator

person or organization having operational responsibility for the administration of assessments

Note 1 to entry: Tasks of the assessment administrator include, but are not limited to: face-to-face test administration; setting up online assessments; remote monitoring; management of activities within an assessment centre; and other administrative tasks. In some countries assessment administrators are referred to as “test proctors”, “test assistants” or “monitors”. An assessment administrator can be an employee of the service provider or the client, or be a third party contracted for the purposes of the assessment.

**3.4****assessment participant**

individual being assessed, whether for himself/herself or for an organization, either individually or as part of a group

Note 1 to entry: Assessment participants include, but are not limited to:

- job applicant or candidate;
- an employee being assessed for promotion or other internal organization's purposes;
- members of a team being assessed as a group;
- members of an organization being assessed as a system; and
- a person seeking counselling or careers guidance.

**3.5****assessor**

person or organization responsible for evaluating and interpreting an assessment participant's performance on the assessment tasks and providing appropriate reporting and feedback to assessment participants and the client

Note 1 to entry: An assessor is competent to make decisions about the use and interpretation of assessment procedures. In relation to psychological testing, in some countries they are referred to as "test users" to distinguish them from "test proctors", "test administrators" or "monitors". An assessor can be an employee of the service provider or the client, or a third party contracted by either for the purposes of the assessment.

**3.6****client**

individual or organization who arranges with a service provider to deliver the assessment and related components of the assessment service provision

EXAMPLE A client can be:

- a) an individual, for the benefit of himself/herself (e.g., career-related decisions informed by assessment results including coaching, guidance, vocational rehabilitation and counselling), or others (e.g., licensure and certification bodies);
- b) an organization, for assessments of the organization itself (e.g., engagement surveys, assessment of working conditions, work satisfaction surveys) or of individuals and/or groups within the organization (e.g., making employment-related decisions such as recruitment, selection, development, promotion, outplacement, succession planning and reassignment).

Note 1 to entry: Sometimes the assessment participant is also the client. In part 1 of ISO 10667, when the client is the individual being assessed, that person is referred to as the assessment participant.

**3.7****competence**

<assessment> possession of adequate knowledge and skills by education or training to use, interpret and deliver assessments to a level of performance defined by professional guidelines

Note 1 to entry: In ISO 10667, competence refers to the assessor as well as to all working under his supervision, where appropriate, and not to the assessment participant.

Note 2 to entry: Competence does not necessarily imply eligibility to practice in all countries.

**3.8****credential**

licence, registration, certification, or diploma that indicates a level of competence for specific practice