

---

---

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

**Part 1:  
Requirements for the client**

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

*Partie 1: Exigences pour le client*

ISO 10667-1:2020

<https://standards.iteh.ai/catalog/standards/iso/be171d64-13d5-4e07-9f1e-23cd5d2f2fa4/iso-10667-1-2020>



**iTeh Standards**  
**(<https://standards.iteh.ai>)**  
**Document Preview**

[ISO 10667-1:2020](https://standards.iteh.ai/catalog/standards/iso/be171d64-13d5-4e07-9f1e-23cd5d2f2fa4/iso-10667-1-2020)

<https://standards.iteh.ai/catalog/standards/iso/be171d64-13d5-4e07-9f1e-23cd5d2f2fa4/iso-10667-1-2020>



**COPYRIGHT PROTECTED DOCUMENT**

© ISO 2020

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

# Contents

Page

<b>Foreword</b> .....	<b>iv</b>
<b>Introduction</b> .....	<b>v</b>
<b>1 Scope</b> .....	<b>1</b>
<b>2 Normative references</b> .....	<b>2</b>
<b>3 Terms and definitions</b> .....	<b>2</b>
<b>4 Agreement procedure</b> .....	<b>6</b>
4.1 Agreement.....	6
4.2 Client responsibilities.....	7
4.3 Competence and training.....	7
4.4 Anticipating outcomes and consequences.....	7
4.5 Supplementary research activities.....	7
<b>5 Pre-assessment procedures</b> .....	<b>8</b>
5.1 Identification of assessment needs.....	8
5.2 Assessment services recommendation.....	8
5.3 Assessment services agreement.....	8
<b>6 Assessment delivery</b> .....	<b>9</b>
6.1 Steps.....	9
6.2 Planning the assessment.....	9
6.2.1 Assessment plan.....	9
6.2.2 Security.....	10
6.2.3 Assessment participants' rights.....	10
6.2.4 Assessment participants' data protection.....	11
6.2.5 Specifying feedback.....	11
6.3 Informing assessment participants.....	11
6.3.1 Provision of information.....	11
6.3.2 Use of personal data.....	12
6.3.3 Confidentiality and anonymity.....	12
6.4 Conducting the assessment.....	12
6.5 Interpreting and using results.....	13
6.6 Providing feedback.....	13
6.7 Evaluating the assessment.....	13
<b>7 Post-assessment review</b> .....	<b>14</b>
<b>Annex A (informative) Rights and responsibilities of assessment participants: guidelines and expectations</b> .....	<b>15</b>
<b>Annex B (informative) Supplemental information on technical documentation of assessment methods and procedures</b> .....	<b>17</b>
<b>Annex C (informative) Supplemental information on analysis and interpretation of results</b> .....	<b>20</b>
<b>Annex D (informative) Supplemental information on reporting</b> .....	<b>21</b>
<b>Bibliography</b> .....	<b>22</b>

## 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 10667-1:2011), which has been technically revised. The main changes 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 and the function of requirements analyses has been explained;
- the relevance of this document has been explained for methods that may be used for assessment and screening, whether or not they are marketed as such;
- clarification given concerning the use of new technology, such as machine learning, artificial intelligence and algorithmic analysis;
- additional details given regarding security of assessment materials and assessment participant results;
- additional details given regarding assessment participant privacy rights;
- emphasis on encouraging clients to adopt evidence-based approaches to assessment;
- the structure has been adapted to the updated 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

The ISO 10667 series 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, such as recruitment and selection; career or vocational guidance; learning and development; succession planning; and outplacement. This document establishes a framework for the assessment process. Its scope covers how all assessments in work and organizational settings are carried out (directly to assessment participants and indirectly to users of assessment data). It also identifies core concepts, related to assessment, such as use of evidence-based approaches, fairness and validity to enhance quality and utility in any assessment process.

The ISO 10667 series consists of two parts:

- Part 1 addresses the responsibilities of a client;
- 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.

The ISO 10667 series presents an evidence-based perspective of the assessment service delivery process that has worldwide 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.

The ISO 10667 series provides clear and concise requirements and 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;
- exploring advantages and disadvantages resulting from and/or associated with implementation of assessment services and procedures.

It is likely that users of the ISO 10667 series 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 the ISO 10667 series, this introduction presents key information about the utility, intent and layout of the ISO 10667 series.

## 0.2 Function of the ISO 10667 series

The ISO 10667 series relates to the delivery of assessments used at the individual, group and organizational levels. The ISO 10667 series 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 the ISO 10667 series 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, the ISO 10667 series is guidance for organizations to implement assessment processes with or without any external support.