
**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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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 or group competence.....	3
4.2.3 Individual competence.....	3
4.3 Assessing current competence and development needs.....	3
5 Competence management and people development	3
5.1 General.....	3
5.2 Planning.....	4
5.3 Programme structure.....	4
5.4 Actions.....	4
5.5 Roles and responsibilities.....	5
5.6 Evaluating the impact of a competence management and people development programme.....	5
5.6.1 General.....	5
5.6.2 Evaluating at an organizational, team, group or individual level.....	6
5.7 Determining future competence and people development needs.....	6
Bibliography	8

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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.

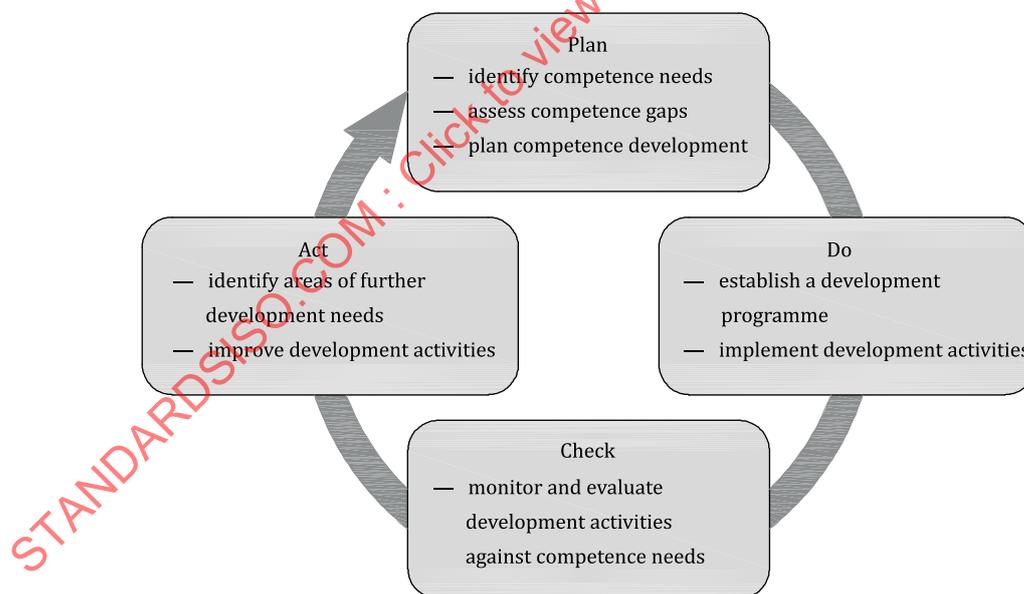


Figure 1 — A process for managing competence and developing people

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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.

Enabling people to achieve personal development goals as well as meeting the competence needs of the organization will contribute to the engagement of people and an effective quality culture. See ISO 10018^[2] for guidance on the engagement of people.

5.2 Planning

When planning competence development activities, the organization should:

- a) determine specific development objectives (to address a competence gap or personal development need);
- b) consider relevant development activities;
- c) determine criteria to monitor and evaluate the development outputs;
- d) consider risks and opportunities that can affect effective delivery of the development activities;
- e) consider statutory and regulatory requirements;
- f) determine organizational resources, including financial considerations;
- g) determine organizational policies;
- h) determine contractual arrangements with external providers;
- i) determine planning and scheduling requirements;
- j) determine an appropriate provider;
- k) determine individual (or team/group) availability, motivation and ability.

5.3 Programme structure

The competence management and people development programme structure should include:

- a) who the target audience is;
- b) when development objectives should be achieved (e.g. within six months or by a set date);
- c) how specific activities are to be delivered;
- d) where specific activities will take place;
- e) when specific activities will take place and how long they will last;
- f) how development will be evaluated;
- g) how the achievement of objectives will be recognized (e.g. awards, certification).

5.4 Actions

5.4.1 Teams, groups and individuals should be encouraged to engage in competence management and people development planning activities to increase engagement and ownership.

5.4.2 Competence management and people development activities at the team or group level should address:

- a) establishing and delivering team or group training programmes;
- b) developing and providing a range of targeted communications (e.g. newsletters, websites, e-learning);

- c) attending external conferences, professional forums and networking events;
- d) liaising with relevant professional or trade bodies;
- e) providing support structures to share knowledge and skills;
- f) recruiting to address specific gaps;
- g) restructuring to utilize competence within the organization in a more effective and focused way.

5.4.3 Developing activities at the individual level can include:

- a) individual learning programmes;
- b) mentoring, coaching and supervision;
- c) personal development plans;
- d) formal study for qualifications;
- e) attending external conferences, etc.;
- f) training (in the role or function, classroom, online);
- g) networking events.

5.5 Roles and responsibilities

5.5.1 When implementing the development programme, the organization should determine and identify the different roles and responsibilities.

The organization is responsible for:

- a) determining who will deliver the development programme;
- b) agreeing the scope, purpose and target audience of the development programme;
- c) facilitating the development programme by providing the resources required;
- d) communicating the requirements of the programme to relevant interested parties.

5.5.2 Those delivering the people development programme and its activities are responsible for:

- a) agreeing the people development programme;
- b) ensuring the people development programme addresses the relevant competence gaps;
- c) ensuring activities are suitable for the target audience;
- d) managing and delivering all parts of the programme to the agreed timelines;
- e) ensuring monitoring and evaluation takes place as agreed.

5.6 Evaluating the impact of a competence management and people development programme

5.6.1 General

The organization should establish methods of evaluating the impact of competence management and people development programmes and related activities against competence needs.

When evaluating the competence management and people development programme outcomes, the organization should:

- a) ensure evaluation methods are effective and agreed by relevant interested parties;
- b) support the monitoring of the programme and its activities;
- c) analyse the results of monitoring;
- d) determine how increased competence resulting from the programme addresses competence needs;
- e) ensure learning and changes to practices are implemented and maintained;
- f) seek feedback from all relevant interested parties;
- g) determine competence and development gaps that remain following the completion of the programme;
- h) determine areas for improvement to the development programme and further activities needed.

5.6.2 Evaluating at an organizational, team, group or individual level

The effectiveness of activities relating to competence management and people development can be evaluated in both quantitative and qualitative ways. For example:

- a) at an organizational level:
 - 1) external and internal audits or key performance indicators;
 - 2) levels of complaints and customer satisfaction;
 - 3) rates of nonconformity and productivity;
- b) at a team or group level:
 - 1) levels of staff engagement and retention;
 - 2) team or group performance against objectives or benchmarking;
- c) at an individual level:
 - 1) monitoring and observation;
 - 2) appraisals and individual performance reviews;
 - 3) reviews of personal development plans and the attainment of qualifications.

5.7 Determining future competence and people development needs

The organization should determine future competence and people development needs based on:

- a) demographic, economic, political or social changes;
- b) the organizational mission, vision, values and culture;
- c) the planned introduction of new products or services;
- d) changes to regulatory and statutory requirements;
- e) emerging knowledge;
- f) market research determining or anticipating new or changing requirements, needs and expectations;