

---

---

**Information technology — Process  
assessment — Guidance for assessor  
competency**

*Technologies de l'information — Évaluation des processus —  
Recommandations en matière de compétence des évaluateurs*

STANDARDSISO.COM : Click to view the full PDF of ISO/IEC TR 33018:2019



STANDARDSISO.COM : Click to view the full PDF of ISO/IEC TR 33018:2019



**COPYRIGHT PROTECTED DOCUMENT**

© ISO/IEC 2019

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  
Fax: +41 22 749 09 47  
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>1</b>
<b>3 Terms and definitions</b> .....	<b>1</b>
<b>4 Competence requirements</b> .....	<b>1</b>
4.1 Source of requirements.....	1
4.2 Competence requirements for process assessors (general).....	1
4.2.1 Knowledge of business management practices.....	1
4.2.2 Knowledge of process assessment principles, practices and techniques.....	1
4.2.3 Knowledge of specific process assessment standards/normative documents.....	2
4.2.4 Knowledge of client's business sector.....	2
4.2.5 Knowledge of client products, processes and organization.....	2
4.2.6 Language skills appropriate to all levels within the client organization.....	2
4.2.7 Note-taking and report-writing skills.....	2
4.2.8 Presentation skills.....	2
4.2.9 Interviewing skills.....	2
4.2.10 Assessment management skills.....	2
4.3 Competence requirements for process assessors (specific).....	2
<b>Bibliography</b> .....	<b>5</b>

## Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

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 document 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 and IEC 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)) or the IEC list of patent declarations received (see <http://patents.iec.ch>).

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 Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*.

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

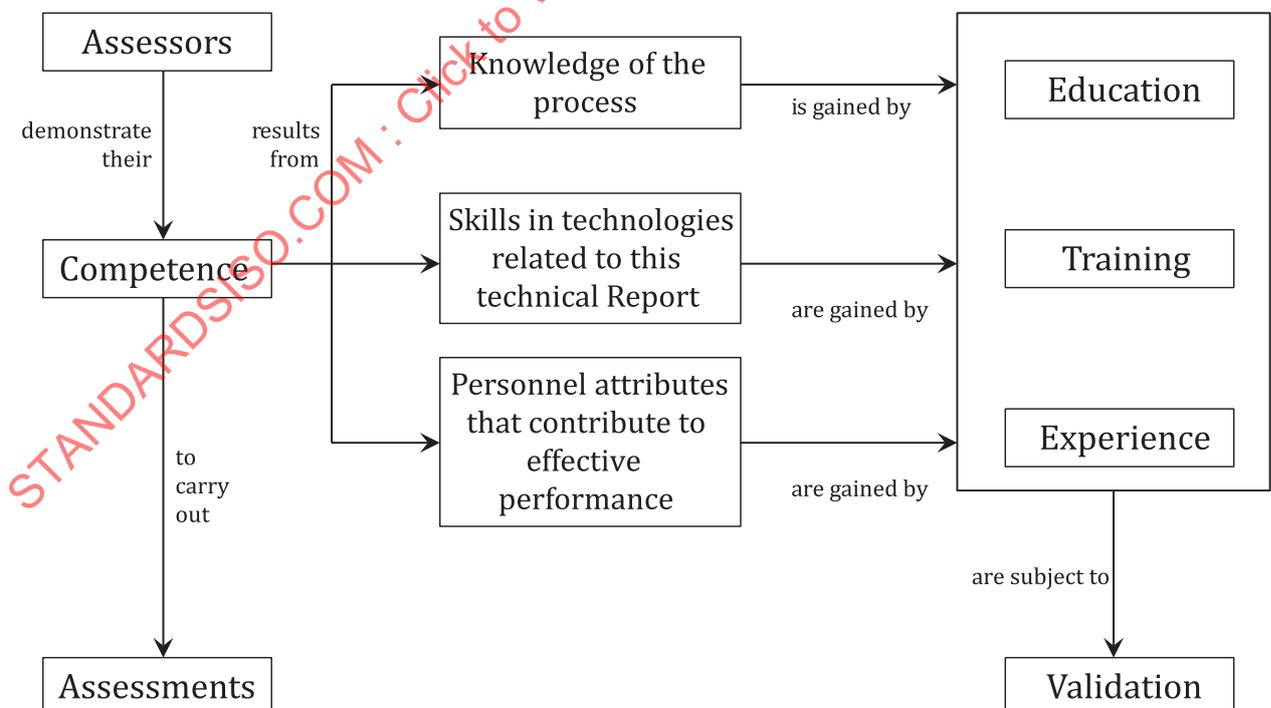
Assessor competence results from experience and knowledge of the domain being assessed, possessing skills in the application of the principle technologies of the ISO/IEC 330xx family of standards, and personal attributes which contribute to effective performance. Competence is gained by a combination of education, training, skills, and experience.

The lead assessor in an assessment team has the primary role of ensuring that the assessor team members collectively have the right blend of specialized knowledge and assessment skills. The lead assessor provides the necessary guidance to the team and helps to moderate the judgments and ratings made by the members of the team to ensure consistency of interpretation.

A Body of Knowledge for the performance and application of process assessment is published as a Standing Document by JTC 1/SC 7/WG 10 (Process Assessment) (N1180).

[Figure 1](#) shows the key entities and relationships.

- a) Assessors demonstrate their competence to perform assessments.
- b) Competence results from:
  - 1) the knowledge of the process;
  - 2) skills in the principle technologies of ISO/IEC 330xx family of standards;
  - 3) personal attributes which contribute to effective performance.
- c) The knowledge, skills, and personal attributes are gained by a combination of education, training, and experience.
- d) An alternative to the demonstration of competence is to validate an assessor's education, training, and experience.



**Figure 1 — Relationships**

STANDARDSISO.COM : Click to view the full PDF of ISO/IEC TR 33018:2019

# Information technology — Process assessment — Guidance for assessor competency

## 1 Scope

This document provides general and specific guidance for the competency of assessors performing assessments in accordance with the ISO/IEC 330xx family of 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/IEC 33001, *Information technology — Process assessment — Concepts and terminology*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 33001 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/>

## 4 Competence requirements

### 4.1 Source of requirements

Requirements for the competencies required for certification related to process assessment in the domain of software and systems engineering are to be found in the ISO/IEC 24773 series. The principal standard is ISO/IEC 24773-1; It contains the requirements which are common to all other parts of the ISO/IEC 24773 series.

Guidance on the application of the ISO/IEC 24773 series is found in ISO/IEC TR 29154. It includes interpretive guidance on several clauses of the ISO/IEC 24773 series, as well as a review of potential typical scenarios for use of the ISO/IEC 24773 series.

### 4.2 Competence requirements for process assessors (general)

#### 4.2.1 Knowledge of business management practices

Process assessors have knowledge of general organization types, size, governance, structure and work place practices, information and data systems, documentation systems, and information technology.

#### 4.2.2 Knowledge of process assessment principles, practices and techniques

Process assessors have knowledge of process assessment principles, practices and techniques, sufficient to conduct third party and first party process assessments.

#### 4.2.3 Knowledge of specific process assessment standards/normative documents

Process assessors have knowledge of the process assessment standard or other normative documents being specified for assessment sufficient to determine if it has been effectively implemented and conforms to requirements.

#### 4.2.4 Knowledge of client's business sector

Process assessors have knowledge of the terminology, practices, and processes common to a client's business sector sufficient to understand the sector's expectations.

NOTE A business sector is understood to be economic activities (e.g. aerospace, chemical, financial services).

#### 4.2.5 Knowledge of client products, processes and organization

Process assessors have knowledge related to the types of products or processes of a client sufficient to understand how such an organization can operate and how the organization can apply the requirements of the process standards or other relevant normative documents.

#### 4.2.6 Language skills appropriate to all levels within the client organization

Process assessors are capable of communicating effectively to persons at any level of an organization using appropriate terms, expressions, and speech.

#### 4.2.7 Note-taking and report-writing skills

Process assessors are capable of reading and writing with sufficient speed, accuracy, and comprehension to record, take notes, and effectively communicate assessment findings and conclusions.

#### 4.2.8 Presentation skills

Process assessors are capable of presenting assessment findings and conclusions to be easily understood.

The team leader is capable of presenting in a public forum (e.g. closing meeting) assessment results, conclusions, and recommendations appropriate to the audience.

#### 4.2.9 Interviewing skills

Process assessors are capable of interviewing to obtain relevant information by asking open-ended, well formulated questions and listening to understand and evaluate the answers.

#### 4.2.10 Assessment management skills

Process assessors are capable of conducting and managing an assessment to achieve the assessment objectives within the agreed timeframe.

The team leader is capable of facilitating meetings for the effective exchange of information and capable of making assignments or re-assignments where necessary.

### 4.3 Competence requirements for process assessors (specific)

NOTE In [Table 1](#), under the heading "Knowledge/skill", activities are listed. The number preceding the activity is a reference to an applicable subclause in ISO/IEC TS 33030:2017.

**Table 1 — Competence requirements for process assessors (specific)**

	<b>Knowledge/skill</b>	<b>Lead assessor</b>	<b>Assessor</b>
4.2.2.5	Select the Local Assessment Co-ordinator	R	—
4.2.2.6	Identify business context	A,R	—
4.2.2.7	Define the assessment purpose	R	—
4.2.2.8	Define the class of assessment	R	—
4.2.2.9	Identify the Process Assessment Model	A,R	—
4.2.2.10	Identify the need for and approve confidentiality agreements	A,R	—
4.2.2.11	Submit Pre-Assessment Questionnaires to the Local Assessment Co-ordinator (optional)	A,R	I
4.2.2.12	Define the assessment scope	R	I
4.2.2.13	Identify the assessment team structure	A,R	I
4.2.2.14	Establish the communication plan	A,R	I
4.2.2.15	Specify the rating method(s)	A,R	I
4.2.2.16	Specify the aggregation method(s)	A,R	I
4.2.2.17	Specify constraints on the conduct of the assessment	R	I
4.2.2.18	Map the organizational unit(s) to the Process Assessment Model	A,R	I
4.2.2.19	Identify any additional information	R	—
4.2.2.20	Review all inputs	A,R	I
4.2.2.21	Obtain sponsor approval	R	—
4.3.2.1	Determine the assessment activities	A,R	I
4.3.2.2	Establish the assessment team and assign team roles	A,R	I
4.3.2.3	Select the assessment participants	A,R	—
4.3.2.4	Assign responsibilities	A,R	C
4.3.2.5	Determine the necessary resources and schedule for the assessment	A,R	C
4.3.2.6	Define how the assessment data will be collected, recorded, stored, analysed and presented	A,R	C
4.3.2.7	Define the planned outputs of the assessment	R	C
4.3.2.8	Schedule the assessment	A,R	—
4.3.2.9	Verify conformance to requirements	A,R	—
4.3.2.10	Identify and manage risks	A,R	C
4.3.2.11	Co-ordinate assessment logistics with the Local Assessment Co-ordinator	A,R	C
4.3.2.12	Review and obtain acceptance of the plan	R	C
4.3.2.13	Confirm the sponsor's commitment	R	—
4.4.2.1	Brief the assessment team	A,R	C
4.4.2.2	Brief the organizational unit(s)	A,R	C
4.5.2.1	Collect evidence of process attribute indicators	A,R	R
4.5.2.2	Record and maintain the references to the evidence	A,R	R
4.5.2.3	Verify the completeness of the data	A,R	R
<b>Key</b>			
R: Responsible (those who do the work to achieve the task)			
A: Accountable (also approver or final approving authority)			
C: Consulted (sometimes counsel)			
I: Informed (those who are kept up-to-date on progress)			