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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

Reference number
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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 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.

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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.

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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.

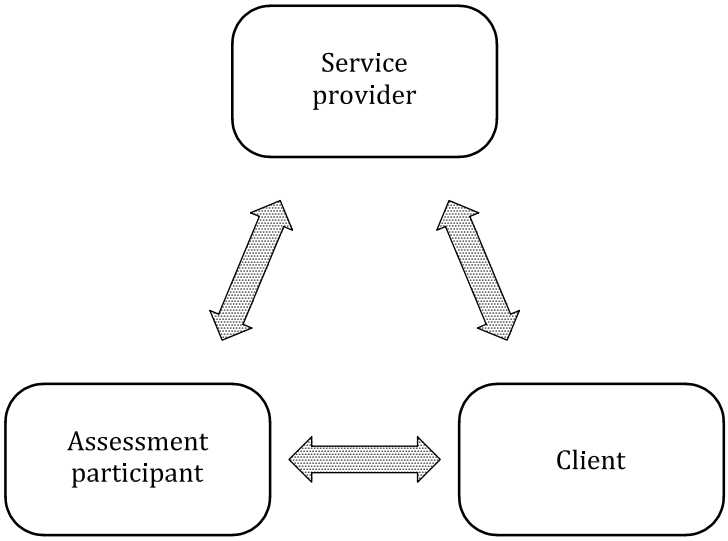


Figure 1 — Roles in the assessment process

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 is also 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 the ISO 10667 series

The ISO 10667 series is intended for clients and service providers who need to work both sequentially and collaboratively in order to ensure effective delivery of assessment services. This document 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 this document in initiating an appropriate request for assessment services, including fully disclosing its assessment needs and implementing the requirements of this document. However, if a service provider learns that a prospective client is not aware of or using this document, it should inform the client of these best practices and encourage the client to act in accordance with this document 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 or herself, or an organization seeking assessment services for individuals or groups within the organization or for the organization itself.

In both parts of the ISO 10667 series, Annex A outlines the rights and responsibilities of the assessment participant.

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 decisions, operational decisions (e.g. hiring managers in the case of assessment for selection, human resources

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managers in the case of succession planning or organizational talent management, executive management in the case of mergers and acquisitions) or both.

NOTE In some countries work councils or 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;

5) policymakers (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

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

a) individual level assessment;

b) group level assessment;

c) organizational level assessment.

0.6 Purpose of assessment

The ISO 10667 series 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 or vocational guidance;

d) job rotation, career change or reintegration 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;

k) determination of eligibility, qualifications or both in certain job categories, including for health and safety or regulatory compliance.

0.7 Means of assessment

The ISO 10667 series covers procedures and methods that are used for the purposes specified in 0.6 and targeting the levels specified in 0.5. Such methods include, but are not limited to, interviews; behaviour observations and simulations; document analysis; questionnaires; CV parsing; voice and video analysis; algorithm-based screening and selection; surveillance methods; and other assessment procedures and

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approaches used to collect assessment data regardless of how they are developed and marketed (e.g. artificial intelligence).

0.8 Organization of the ISO 10667 series

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;

— post-assessment review.

This document addresses the requirements applicable to a client who determines that they have 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 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 the ISO 10667 series, each assessment stage is covered in a separate clause (see Clauses 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; documenting the agreement between the client and the service provider through a written statement of work, or contract, as appropriate.

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.

c) Assessment delivery (Clause 6) covers all phases of preparing for and carrying out the assessments.

d) Post-assessment review (Clause 7) evaluates the assessment process and the assessment results 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.

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

Part 1: Requirements for the client

1 Scope

This document establishes requirements and guidance for clients working with one or more service provider(s) to carry out the assessment of an individual, a group or an organization for work-related purposes. This document enables the client to base its decisions on sound assessment results.

This document specifies the requirements of the client with respect to:

a) the needs and rationale for using assessments;

b) the conditions under which the assessment will be used;

c) the decisions about the assessment approach together with the implementation and evaluation of assessment procedures and methods;

d) the required competence and professionalism of any person working under its control with a role in the assessment process;

e) the decisions about the access, use and storage of assessment results and subsequent reports;

f) organizational decisions related to the delivery of assessment services.

This document also specifies assessment approaches and procedures that can be carried out for one or more 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);

— organizational decisions (e.g. restructuring, morale and culture initiatives, mergers and acquisitions).

No detailed technical or professional specifications are included within this document; however, an explanation of some of the more common professional quality principles 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 service provider are specified in ISO 10667-2.

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

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