BS ISO 10667-1:2011

BSI Standards Publication

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

## Part 1: Requirements for the client

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## National foreword

This British Standard is the UK implementation of ISO 10667-1:2011.

The UK participation in its preparation was entrusted to Technical Committee SVS/9/1, Psychological Assessment Services.

A list of organizations represented on this committee can be obtained on request to its secretary.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

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# INTERNATIONAL STANDARD

# ISO 10667-1

First edition
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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*

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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.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

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.

ISO 10667-1 was prepared by Project Committee ISO/PC 230, *Psychological assessment*.

ISO 10667 consists of the following parts, under the general title *Assessment service delivery — Procedures and methods to assess people in work and organizational settings*:

— *Part 1: Requirements for the client*

— *Part 2: Requirements for service providers*


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# 0 Introduction

## 0.1 General

ISO 10667 presents an evidence-based, measurable perspective of the assessment service delivery process that has world-wide applicability. It will enable organizations to become more effective users of assessment, making better hiring decisions and enhancing the potential, well-being and employee-organization fit of all their employees. This guidance will promote the provision of standardized, appropriate, and equitable delivery of assessment services to assessment participants. It will enable regulatory bodies, other authorities and society at large to have more confidence in assessment procedures.

ISO 10667 provides clear and concise guidance for providers of assessment services and the clients of assessment 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 equity in the application of assessment procedures;

— enabling appropriate evaluation of the quality of assessment service provision.

It is likely that users of ISO 10667 will 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 people and to provide guidance about the background of ISO 10667, this introduction presents key information about the 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 practice and to encourage clear documentation of the working relationship between clients and service providers. It functions as practical guidance for both clients and service providers 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 gives an overview of the possible interactions between the different parties in the assessment process.

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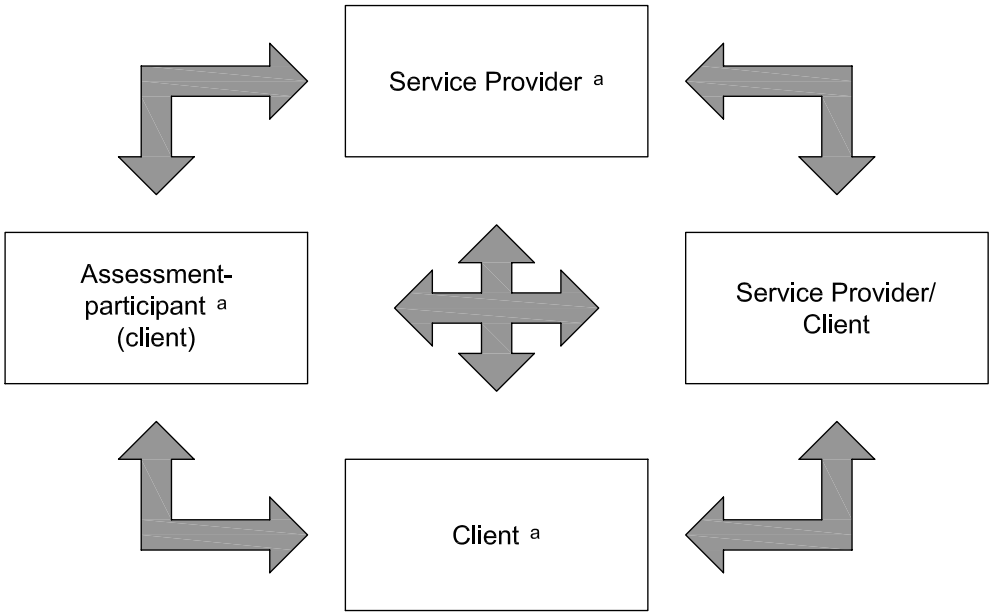


NOTE Different parties in the assessment process have different roles and interact with each other throughout the assessment process. In addition, a single party can serve multiple roles. For example, a participant can also be a client, and a service provider can also be a client. In a career counselling setting, the participant can purchase the services and thus be the client also. Similarly, an internal HR team can provide services to the organization as well as use services provided by external vendors.

[a] See Clause 2 for definitions of different roles.

**Figure 1 — Roles in the assessment process**

## 0.3 Intended users of ISO 10667

ISO 10667 is for clients and service providers who need to work both sequentially and collaboratively in order to ensure effective delivery of assessment services. This part of ISO 10667 specifies requirements for the client. ISO 10667-2 specifies requirements for the service provider. Clients should be aware of and adhere to this part of ISO 10667 in initiating an appropriate request for assessment services, including fully disclosing their 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, they should inform the client of these best practices and encourage the client to act in accordance with this part of ISO 10667 with respect to the entire assessment process.

Service providers are those involved in the provision of assessment services in work and organizational settings, both as internal employees of a client or as external contractors. Clients are people who seek assessment services for themselves, or organizations who seek assessment services for individuals or groups within the organization, or for the organization itself.

ISO 10667 aims to promote good practice and to encourage clear documentation of the working relationship between clients and service providers. In both parts of ISO 10667, Annex A outlines the rights and responsibilities of the assessment participants 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.


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b) External intermediaries or indirect users who 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) policy-makers, e.g. human resources managers setting organizational assessment policy, trade unions 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 Types of assessment covered by ISO 10667

ISO 10667 covers procedures and methods for the following types of assessment.

a) Individual level assessment. Examples include interviews, career guidance, in-depth senior executive coaching, personal development, selection, succession planning.

b) Group level assessment. Examples include improving team morale and performance assessment aimed at improving the performance of the team as a whole.

c) Organizational level assessment. Examples include employee satisfaction (data reported at organizational level), culture change due to merger or acquisition, employee engagement levels of organizational business units.

ISO 10667 covers delivery of assessments that occur across the employment life cycle.

Aspects of the employment life cycle can be described in terms of:

— recruitment and selection;

— career/vocational guidance;

— mid-life career change or re-integration into the workforce;

— personal development and coaching;

— promotion and succession planning;

— outplacement and retirement planning.

## 0.6 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;

— post-assessment review.

This part of ISO 10667 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.

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In both parts of ISO 10667, each assessment stage is covered in a separate clause (Clauses 3, 4, 5 and 6) as follows.

a) Agreement procedures (Clause 3) describes 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 4) 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 5) covers all phases of preparing for and carrying out the assessments.

d) Post-assessment review (Clause 6) 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.


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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 part of ISO 10667 establishes requirements and guidance for the client working with the service provider to carry out the assessment of an individual, a group, or an organization for work-related purposes. This part of ISO 10667 enables the client to base its decisions on sound assessment results.

This part of ISO 10667 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 the client's employees who are involved in the assessment process;

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

f) organizational-related decisions, e.g. training, team building, ascertaining organizational culture or morale.

This part of ISO 10667 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, etc.;

— organization decisions, e.g. restructuring, morale and culture initiatives, mergers and acquisitions, etc.

No technical professional standards form part of ISO 10667. However, the quality of assessment procedures and methods should be considered in relation to the purposes of the assessment, the relevance of the measures involved, their validity, reliability, equity, 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.

NOTE 3 See Annex B for further details of generally accepted technical quality guidelines.

This part of ISO 10667 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.

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