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# Kvalitetsledelse – Vejledning i kompetenceledelse og udvikling af medarbejdere

Quality management – Guidelines for competence management and people development



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Second edition  
2019-12-17

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## **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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## 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 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](http://www.iso.org/members.html).

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## 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.

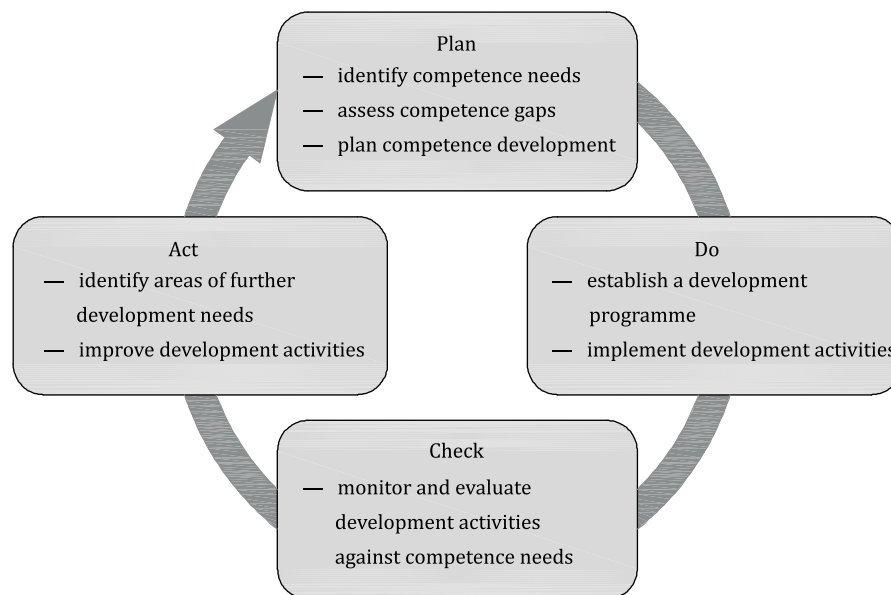
Competence management and people development are clearly linked together: people development is part of competence management and competent people will require development. These two constructs are inter-related and, in many ways, inseparable.

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*