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First edition  
2011-10-15

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

### **Part 2: Requirements for service providers**

*Livraison d'un service d'évaluation — Modes opératoires et  
méthodes d'évaluation des personnes au travail et des paramètres  
organisationnels —*

*Partie 2: Exigences pour les fournisseurs de service*



Reference number  
ISO 10667-2:2011(E)

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Case postale 56 • CH-1211 Geneva 20  
Tel. + 41 22 749 01 11  
Fax + 41 22 749 09 47  
E-mail [copyright@iso.org](mailto:copyright@iso.org)  
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Published in Switzerland

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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 10667-2 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:

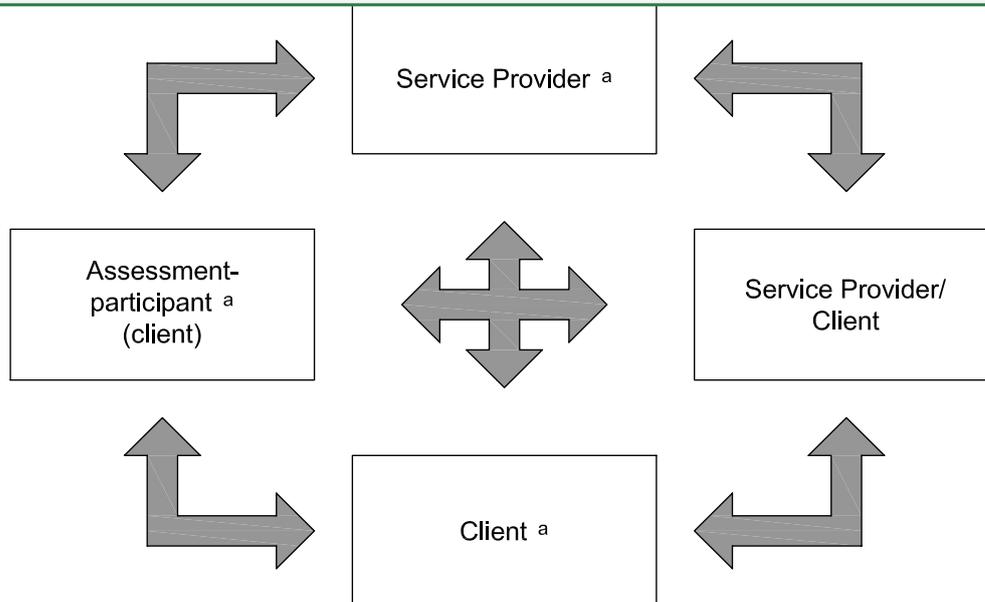
- defining good practice for assessment procedures and methods;
- ensuring equity in the application of assessment procedures;
- enabling appropriate evaluation of the quality of assessment service provision.

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 may 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.

<sup>a</sup> 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. ISO 10667-1 specifies requirements for the client. This part of ISO 10667 specifies requirements for the service provider. Clients should be aware of and adhere to ISO 10667-1 in initiating an appropriate request for assessment services, including fully disclosing its 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, it should inform the client of these best practices and encourage the client to act according to ISO 10667-1 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 those 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 informs the assessment participants on their rights and responsibilities 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.

ISO 10667-1 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. This part of ISO 10667 addresses the requirements of 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 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 and 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.