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**Quality management — Guidelines on  
people involvement and competence**

*Management de la qualité — Lignes directrices pour l'implication et les  
compétences du personnel*



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ISO copyright office  
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)  
Web [www.iso.org](http://www.iso.org)

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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 10018 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

## Introduction

### 0.1 General

The overall performance of a quality management system and its processes ultimately depends on the involvement of competent people and whether they are properly introduced and integrated into the organization. The involvement of people is important in order for an organization's quality management system to achieve outcomes which are consistent and aligned with their strategies and values. It is critical to identify, develop and evaluate the knowledge, skills, behaviour and work environment required for the effective involvement of people with the necessary competence.

This International Standard provides guidelines for human factors which influence people involvement and competence, and creates value that helps to achieve the organization's objectives.

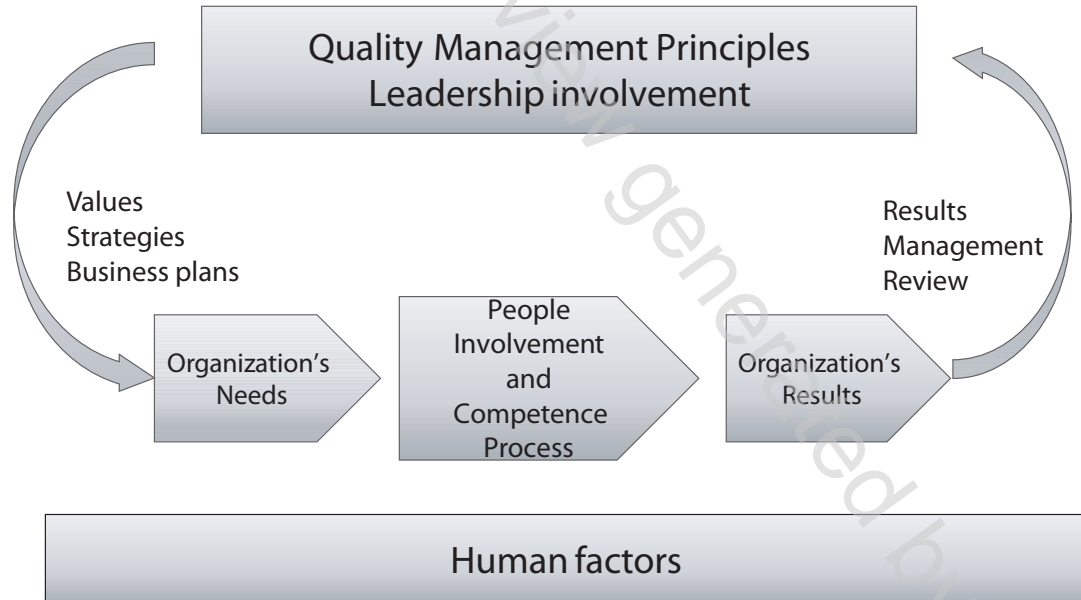
### 0.2 Relationship with quality management systems

The quality management system standards developed by ISO/TC 176 are based on the quality management principles described in ISO 9000.

The correlation between this International Standard and ISO 9001 facilitates people's involvement and competence within the quality management system. However, this International Standard can also be used with other management systems.

### 0.3 Process-based approach to people involvement and competence

This International Standard is based on a strategic process-based approach (see Figure 1) for developing the involvement and competence of people at all levels of the organization.



**Figure 1 — Strategic process for people involvement and competence**

The process model (see Figure 2) illustrates tactical actions, results and plans for people involvement and competence.

If people involvement and competence are monitored, measured and analysed within the quality management system, this produces results which enable top management to make decisions for improvement, thus leading to enhanced levels of customer satisfaction.

#### 0.4 Using this International Standard

Clause 4 describes the processes which an organization can use to implement and maintain people involvement and competence in quality management systems.

The factors described in 4.6 provide actions which may be taken to strengthen people involvement. The guidelines in Clauses 5 to 8 provide the specific actions which can be taken to meet individual quality management system requirements, such as those specified in ISO 9001.

This International Standard provides guidance to leaders, managers, supervisors, quality practitioners, quality management representatives and human resources managers.

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# Quality management — Guidelines on people involvement and competence

## 1 Scope

This International Standard provides guidance on engaging people in an organization's quality management system, and on enhancing their involvement and competence within it. This International Standard is applicable to any organization, regardless of size, type, or activity.

## 2 Normative references

The following referenced documents are indispensable for the application 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, *Quality management systems — Fundamentals and vocabulary*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000 and the following apply.

### 3.1 competence

ability to apply knowledge and skills to achieve intended results

NOTE 1 Continuing application of competence can be affected by the work environment with all its variations, pressures, relationships and conflicts that can affect, for example, attitude and commitment to apply the relevant knowledge and skills.

NOTE 2 Competence requirements are more than academic qualifications, training and experience. They define the results or outcomes to be achieved for a particular job, the performance criteria or standards to be achieved, the evidence required and the method of obtaining it.

NOTE 3 Competences referenced in this International Standard apply both to people within an organization and those outsourced.

### 3.2 competence acquisition

process to ensure that **competence** (3.1) is attained by a person, a group of people, or an organization

NOTE In order to ensure the needs and objectives of the organization are being met, it can be necessary to have a continual programme of competence acquisition.

### 3.3 competence development

process to increase the competence of a person, a group of people, or an organization

### 3.4 human factors

physical or cognitive characteristics, or social behaviour, of a person

NOTE Human factors can have a significant influence on the interaction within, and the functioning of, management systems.

### 3.5 involvement

engagement in, and contribution to, shared objectives