

Workplace Assessment ISO 10667

How Questionmark can help organizations implement the new ISO 10667 standard for effective workplace assessments.

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Introduction

This white paper explains why workplace assessment is important and describes a new international standard, ISO 10667 in the area.

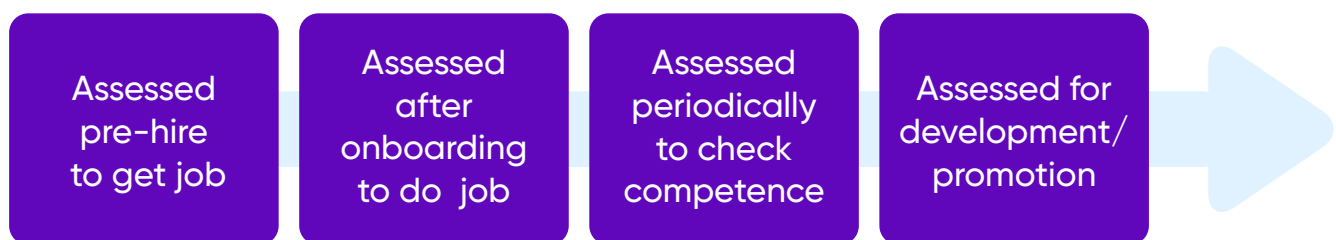
This white paper explains why workplace assessment is important and describes a new international standard, ISO 10667 in the area. This standard defines good practice in procedures and methods to assess people in work and organizational settings.

The white paper explains how ISO 10667 can help with more effective workplace assessments and how Questionmark can help you get there. It has been written by Questionmark founder John Kleeman, who has 30 years of assessment experience and was one of the working group involved in producing ISO 10667.

Why Workplace Assessment Matters

There are around 3.3 billion people in the global workforce.¹

That is 3,300,000,000 people. Every one of these people have an assessment journey, sometimes implicit, sometimes explicit:



Before getting a job, everyone needs to satisfy the employer they are the right person for the job. In most jobs, people need to onboard, and the organization needs to check they are competent before doing the job for real. In all organizations, there are continued implicit or explicit, objective or subjective assessments periodically to check competence and to assess individuals for development and for promotion.

Many such assessments are implicit or unthought, but they still exist – whether it's a manager interviewing someone for a role, or an organization conducting an annual appraisal or even just a gut decision to put someone in a new role. Only some assessments are explicit processes. But all of them lead to critical decisions that matter.

For almost all organizations, people are critical to accomplishment, and so whether it is an objective or subjective process, assessing who is to join, who is to stay and who is to do what are vital to the organization's success.



Consequences of Good or Bad Assessments

Decisions made based on good assessments help individuals, organizations and society.

DW), and the FDA. When reviewing this taxonomy, remember that:

- For individuals, assessments let people demonstrate achievement, find a job role and help people be fairly treated in a job role.
- For organizations, assessments help get the right people in the right job roles and check its workforce is competent.
- For society, assessments reduce skill mismatches, make economies more productive and encourage diversity and inclusivity.

Here are some consequences for an organization making decisions without assessments or based on poor quality assessments:

- Hire less capable people than we want
- May be less diverse as people tend to hire others “like” them or favour their friends
- May make more mistakes as the organization won’t be checking competence fairly
- People decisions will be based on guesswork or gut feel rather than data
- The organization will be less productive

Why International Standards Drive Productivity

Standards from organizations like ISO help the community in several ways:

1. Standards document the consensus from experts on what good practice is. Organizations often follow standards because they want to follow good practice without having to learn or “reinvent the wheel”.
2. Organizations distinguish themselves against competitors by demonstrating compliance or certification against a standard, and this drives up market quality.
3. Sometimes a standard can help an organization do something in a legally defensible way – because they follow good practice in the standard, they are less likely to suffer a legal pitfall.

The world benefits hugely from standards in areas including physical goods, quality procedures and IT security. Research by ISO on the economic benefits of standards² suggests the main benefit of standards economically is by streamlining the internal processes of a company or organization, and that standards contribute to gross profit in a range between 0.15% and 5% of annual sales revenue. For an organization with revenue of \$50m, such a benefit might range from \$75,000 to \$2,500,000 per annum.

Other research by economists for DIN in Germany³ suggests that since German reunification, standards in general have added around 0.7% to 0.8% to German GDP growth. Given the importance of people to organizations, it's easy to believe that improved workplace assessments could have significant, similar productivity benefits to organizations.

The ISO 10667 Standards

ISO 10667 sets out good practice in workplace assessment.

It covers all stages of the employment journey and all kinds of assessments – from interviews and appraisals to formal, objective exams and from assessments of individuals to assessments of teams or the whole organization. There are three key roles defined in the standard as follows:



A new and substantially revised version of ISO 10667 has come out in 2020.⁴ The standard has two parts:

- Part 1, Requirements for the client
- Part 2, Requirements for service providers

You can be compliant with one or both parts.

Some of the key themes within the standard are shown in the table on page 8. Each of these key themes contributes to making the assessment process more effective for the business.



Define needs

Define clearly the business or organizational requirements for an assessment before considering how to do it.



Plan well

Once needs are defined, plan the assessment properly before conducting it.



Separate responsibilities

Separate out at least conceptually the organization or team "service provider" who deliver the assessment from the "client" who commissions it.



Evidence-based

Use assessment methods and procedures for which there is evidence and/or data that they are appropriate for the business needs.



Fairness

Assessment methods and procedures should be fair, including in relation to all sub-groups.



Valid and reliable

Assessment methods and procedures should be valid for their purpose and reliable/consistent.



Privacy

Information gathered from those being assessed needs to be treated with respect.

Why ISO 10667 Matters

As we have seen, every employee has an assessment journey. And every organization makes people decisions based on assessments – explicit or implicit.

And every organization makes people decisions based on assessments – explicit or implicit. By improving the quality of assessments, people decisions will be more effective. Here is how ISO 10667 can help when considering some typical organizational use cases for assessments.

Commissioning the development of a test from a third-party organization

Often an organization will commission a third-party services company to develop a test for its use, for example to help make decisions in recruiting or to help evaluate training needs or for a variety of other purposes. By following ISO 10667, both parties will benefit.

By defining the business needs for the assessment precisely, the commissioning organization will be more likely to get an assessment that meets the needs, and the service provider will have clear direction. And by ensuring that the assessment is developed using evidence-based methods, it will be much more likely that the assessment meets the business needs; often this will mean that it will measure competence or job skills in an effective way.

Using an assessment from a test publisher

Most professional test publishers use methods and procedures that are aligned with the evidenced-based good practices in ISO 10667. Often, they will follow the principles of the U.S. AERA/NCME/APA Standards for Educational and Psychological Testing,⁵ which is a more detailed standard on assessment practices, which ISO 10667 itself references. Some less professional providers may make claims for how their systems can measure people or help make recruitment or development decisions that are not evidence based, and reference to the principles of ISO 10667 can help guide which assessments to purchase.

Developing an assessment in-house

Many organizations develop assessments within their organization for recruitment, learning, diagnosis or compliance purposes. It is probably here that ISO 10667 can make the biggest impact, as it helps define good practice for assessment development, and will allow the organization to develop assessments that provide business benefit.



How Questionmark Helps When Implementing ISO 10667

Questionmark's assessment platform is widely used to author, deliver and analyze assessments for pre-employment testing, certification and credentialing, learning and training, regulatory compliance and HR & talent management.

It is often used by organizations developing their own in-house assessments. Questionmark helps organizations developing in-house assessments comply with ISO 10667 with:

- Capabilities that support an effective and legally defensible authoring process that can result in valid, reliable and fair tests
- Secure, robust, efficient and scalable delivery of assessments online
- Effective security preventing inappropriate access to assessment data and results
- Enabling supporting privacy for test takers, including easy ways of presenting consent information to participants and recording their acceptance
- Useful and meaningful reports on assessment data
- A comprehensive assessment management system that can deliver all your organization's assessments and so provide a central place of reference for compliance with the standard

More information on Questionmark is available on our website. Get in touch for a conversation about how we can help. Talk to us at questionmark.com/demo



Appendix

Sources

1. https://www.ilo.org/global/research/global-reports/weso/2020/WCMS_734455/lang--en/index.htm
2. https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/ebs_case_studies_factsheets.pdf
3. <https://www.din.de/blob/89552/68849fab0eeeaafb56c5a3ffee9959c5/economic-benefits-of-standardization-en-data.pdf>
4. ISO 10667 is available on the ISO website at <https://www.iso.org/standard/74716.html> and <https://www.iso.org/standard/74717.html>. It is also available on various national standards websites as well (e.g. BSI). Part 1 is called ISO 10667-1:2020 and part 2 is called ISO 10667-2:2020. Make sure to look at or purchase these versions and not the 2011 versions which may still be available but are superseded.
5. <https://www.apa.org/science/programs/testing/standards>. ISO 10667 references the AERA/NCME/APA standards and the two are not competitive. ISO 10667 directly focuses on assessments in the workplace, it is published by ISO who command cross-sector support, and it is international.



Appendix

Questionmark Resources

Best practice guidance from Questionmark

Questionmark publishes several other white papers giving best practice guidance, available from questionmark.com/resources/reports/. The following white papers are useful for follow-up reading:

- [Assessment Results You Can Trust](#)
- [Five Practical Approaches to Test Beyond Recall](#)
- [The Test Fraud Fallacy](#)

Upcoming Webinars

[Register today](#) for one of our upcoming sessions.

From best-practice training to deep-diving into assessment themes, our webinars are a chance to deepen your understanding, and learn some helpful tips along the way. To join one of our upcoming sessions, [visit questionmark.com/resources/webinars/](https://questionmark.com/resources/webinars/).

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Solutions and Integration

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About Questionmark

Questionmark is a leading assessment platform that helps businesses, governments and academic organizations test and prove knowledge. We enable organizations to author, deliver and measure assessments, in the cloud, with all the flexible tools they need from proctoring to translations.

For over 30 years our business has paved the way for more effective testing and certification worldwide. To date, we've been trusted by more than 2,500 customers worldwide and deliver more than 18 million assessments a year.

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