# ISO 10015 - a Strategic Management Tool
# for Human Resource Development

Globalisation and rapid technological development have changed the conditions for companies and the competition in the world market. The quality of a company's human resources is *the* key driver for sustained top level performance. It has become crucial to continually invest in its human resource development in order to guarantee its success in the global market place. To safeguard this investment through training and management development, a management system needs to be installed in order to plan, implement, evaluate and control such human development processes.

In-service training, in contrast to general education, is intended to meet specific company demands. Many companies and other organizations around the world have been giving prominence to its employees being the most valuable asset, but not so many have managed to structure the link between business planning and competence development. ISO 10015 will help management to "practice what they preach".
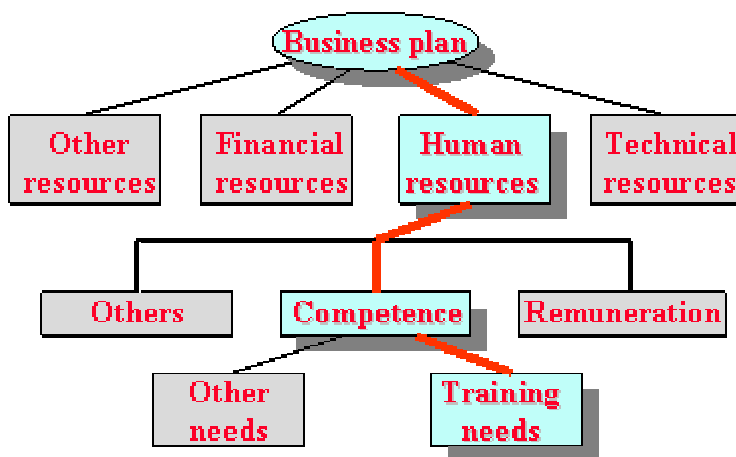
In the first stage of the four-stage process of ISO 10015, Defining Training Needs, the link is described where it says: "The definition should be based on an analysis of present and expected needs of the organization compared with the existing competence of its personnel."

This implies that an organization's future needs must be related to its strategic plan and objectives and must be derived from internal as well as external sources.
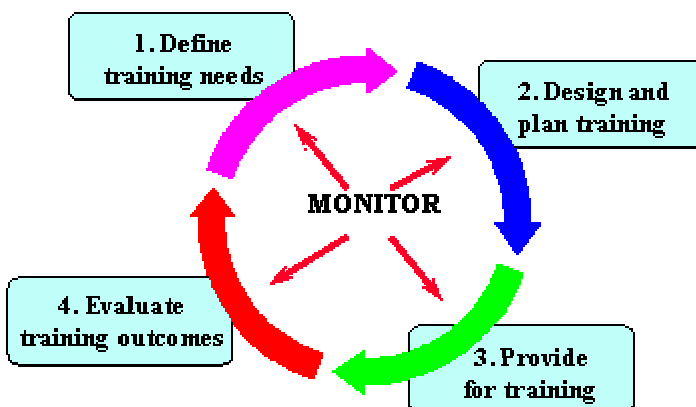
An effective training process is described as a four-stage cycle based on Deming's **P-D-C-A** wheel and is illustrated in the standard as shown to the left.
Properly managed ISO 10015 helps an organization be proactive instead of reactive when it comes to competence development. To ensure the quality of training it is important to consider the training process as part of the quality system of the organization. Monitoring and improving the process in accordance with the recommendations in ISO 10015, will ensure that it is being managed and implemented properly.
Training processes can be audited and certified separately by AdeQuaTE depending on client needs and preferences.

For more information on ISO 10015 and audit, visit our web-site at http://www.adequate-international.org