

# ISO 37303:2025-07 (E)

## Compliance management systems - Guidance for competence management

---

<b>Contents</b>		<b>Page</b>
Foreword .....		iv
Introduction .....		v
1	Scope .....	1
2	Normative references .....	1
3	Terms and definitions .....	1
4	Competence management .....	2
4.1	General .....	2
4.2	Objectives of competence management .....	2
4.3	Determining competence needs .....	3
4.3.1	General .....	3
4.3.2	Organizational competence .....	4
4.3.3	Governing body and top management competence .....	4
4.3.4	Compliance function competence .....	4
4.3.5	Management competence .....	4
4.3.6	Risk-exposed personnel competence .....	5
4.3.7	Third party competence .....	5
4.4	Assessing the current state of the competence and development needs .....	5
4.4.1	Status needs of competence .....	5
4.4.2	Risk assessment in relation to determination of status and needs of competence .....	6
5	Competence development .....	7
5.1	General .....	7
5.2	Planning .....	7
5.3	Programme structure .....	7
5.4	Activities .....	8
5.4.1	General .....	8
5.4.2	Competence development activities .....	8
5.5	Roles and responsibilities .....	10
6	Evaluation of competence management programme .....	10
6.1	General .....	10
6.2	Evaluating competence management .....	11
6.3	Maintaining and continuous improvement of competence management .....	11
Annex A (informative) Competence portfolio .....		13
Bibliography .....		19