



TEAM NORSO

ASASO™ CERTIFICATION

For Recruitment Professionals

Certification Scheme 1:2026

APPROVED AND IN USE

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English-language version

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Foreword

This certification scheme describes how a person may obtain, use and renew the title ASASO™ Certified. The scheme is intended to ensure that the certificate is based on training, practical application, documented reflection and a specific quality assessment by TEAM NORSO.

TEAM NORSO AS owns the ASASO™ method, provides the training and makes the certification decision. The scheme is a method based certification scheme and shall not be described as accredited or as independent personnel certification under NS EN ISO/IEC 17024.

1 Purpose and Scope

The purpose is to document that the certificate holder has the competence to understand, plan, adapt, carry out and document a holistic recruitment process in accordance with the ASASO™ standard. The certification applies to individuals, not organisations.

Scope limitation: The certificate documents competence in holistic recruitment. It does not document specialist competence in interviewing, test use, security clearance, legal advice or other individual areas.

2 Roles and Responsibilities

Role	Responsibility and meaning
Applicant	Person who registers or applies for admission to the training.
Participant	Person who has been admitted and participates in ASASO™ training.
Certification Candidate	Person who has received a Certificate of Completion and documents practice towards certification.
Certificate Holder	Person who has been issued a valid ASASO™ certificate.
Instructor	TEAM NORSO adviser who leads the training and makes an overall assessment of the participant.
Certification Manager	Senior adviser at TEAM NORSO who assesses the practice log and makes or prepares the certification decision.
ASASO™ Professional Council	Professional body planned for establishment in 2027. Once established, it will administer the standard and certification scheme, consider matters of principle and approve major changes.

3 Admission to Training

3.1 Eligibility

The training is open to persons who will carry out, lead or contribute to recruitment. Previous experience in HR, management or recruitment is not required.

3.2 Refusal of Admission or Removal

TEAM NORSO may refuse admission or remove a participant when objective circumstances make it inappropriate to continue. This may include serious ethical concerns, deliberate misinformation, breach of confidentiality, harassment,

lack of respect for candidates or other participants, or where the participant does not have sufficient language proficiency to understand and apply the method responsibly.

A participant who has been removed may apply for readmission no earlier than 12 months later. TEAM NORSO may require documentation of increased maturity or other measures before a new application is considered.

4 Training

4.1 Standard Delivery

As of 2026, the training consists of two in person course days and one digital session. The digital session is held no earlier than 14 days after the in person days and is adapted to the participants. The scope and delivery format may be changed when TEAM NORSO considers that this will strengthen learning or follows from a revised scheme.

4.2 In House Adaptation

For in house courses, the training may be spread over a longer period and adapted to the organisation's situation. The adaptation shall still cover the learning objectives and the holistic understanding set out in the current ASASO™ standard.

4.3 Participation

Participation in all sessions is mandatory. There is no general requirement for preparatory work, submission of assignments or completion of a real recruitment process during the training itself. TEAM NORSO may use cases, exercises, discussions and assignments as learning activities.

4.4 Overall Assessment

The instructor makes an overall assessment of the participant's participation, understanding and professional conduct. No separate knowledge test is conducted, and no grade or level is awarded. The assessment result is pass or fail and forms part of the decision on whether a Certificate of Completion may be issued.

4.5 Certificate of Completion

Participants who complete the full training and are assessed as having passed receive a Certificate of Completion. The Certificate of Completion is not an ASASO™ certificate and does not confer the right to use the title ASASO™ Certified or the certification mark.

4.6 Provider

Only TEAM NORSO AS may provide training that forms the basis for certification under this scheme.

5 Practice Following Training

5.1 Practice Requirement

To qualify for certification, the Certification Candidate shall document real and substantial participation in 10 recruitment processes. Taken together, the experience shall cover all 10 steps in ASASO™, even if not every step was carried out in each individual process.

5.2 When Practice May Begin

Only processes that begin after completion of the two in person course days may count towards the practice requirement. The practice period may therefore begin before the digital session. The digital session must be completed before a certificate may be issued.

5.3 Time Limit

The practice requirement shall normally be documented and approved within three years of the two in person course days. If more than two years have passed before the practice log is submitted, TEAM NORSO may require a professional update before the assessment is completed.

5.4 Meaning of Substantial Participation

The Certification Candidate shall have had a role that provides genuine insight into the assessments and decisions made in the process. Purely administrative assistance, observation without professional involvement, or isolated tasks without connection to the overall process are not sufficient on their own.

The Certification Candidate shall be able to explain how all ASASO™ steps were considered, which steps were carried out, adapted or omitted, and why.

5.5 Practice Log

Each process shall be documented in a simple practice log. The log shall not contain names or other unnecessary personal data relating to candidates. The template in Annex C may be used.

6 Assessment and Certification Decision

6.1 Submission

The Certification Candidate applies for certification by submitting the complete practice log and any documentation requested by TEAM NORSO. By submitting the material, the candidate confirms that the information is accurate and that confidentiality and privacy have been safeguarded.

6.2 Quality Assessment

TEAM NORSO assesses whether the log demonstrates sufficient holistic understanding, reflection, responsible use of the method, documentation and learning. The number of processes alone is not sufficient if the quality or the candidate's role does not meet the requirements.

TEAM NORSO may request clarification, additional reflection, a corrected log or further practice before a decision is made.

6.3 Decision

The outcome is certified or not certified. If certification is not granted, reasons shall be provided. The person assessing the log may be the same adviser who delivered the training.

6.4 Certificate

Once the practice requirement has been approved, TEAM NORSO issues a personal certificate with a unique certificate number, issue date and expiry date. The certificate belongs to the individual regardless of employer.

7 Validity and Register

7.1 Validity

The certificate is valid for three years from the issue date. There is no requirement for an annual report, no annual certification fee and no annual minimum number of recruitment processes.

7.2 Professional Community

Certified personnel may receive dedicated invitations and priority access to relevant workshops, courses and professional gatherings. Participation is optional and is not an annual condition of validity unless otherwise provided by rules adopted at a later date and communicated before recertification.

7.3 Public Register

TEAM NORSO maintains a public register of valid certificates. The register may show name, certificate number, issue date, expiry date and status. Place of work may be stated voluntarily. Information that is no longer necessary shall be removed or archived in accordance with applicable privacy rules.

8 Recertification

Recertification is carried out in accordance with the provisions in force at the time of application. The provisions shall be publicly available and administered by TEAM NORSO or the ASASO™ Professional Council.

As a minimum, the applicant shall submit a brief account of how ASASO™ has been applied, what professional development has taken place, personal strengths and areas for development, and planned further development. TEAM NORSO makes a specific overall assessment and may request additional documentation, a professional update or further reflection.

The application should be submitted before the certificate expires. If the certificate expires before a new decision has been made, the title and mark may not be used as if the certificate were still valid.

9 Appeals, Concerns and Sanctions

9.1 Appeal

An applicant, participant, Certification Candidate or Certificate Holder may submit a written appeal against refusal of admission, removal, failure to issue a Certificate of Completion, a certification decision, a sanction or the handling of a case. The appeal shall state objective reasons and should normally be submitted within three weeks of the decision or matter becoming known.

9.2 Appeal Handling

The appeal is handled by another senior adviser at TEAM NORSO who was not responsible for the original decision. Once the Professional Council is established as planned in 2027, matters of principle or serious cases may be referred to the Council. The person handling the appeal may uphold, amend or revoke the decision, or return the case for reassessment.

9.3 Concerns

TEAM NORSO may receive and investigate documented concerns regarding matters within the scope of the certificate. As a general rule, the person concerned shall be informed of what is being investigated and given an opportunity to comment before a sanction is imposed. Information shall be handled confidentially and proportionately.

9.4 Temporary Restriction

Where there is a serious and specific risk to candidates, organisations or the credibility of the scheme, TEAM NORSO may temporarily suspend the right to use the title and mark while the matter is investigated. The measure shall be time limited, justified and reviewed on an ongoing basis.

9.5 Withdrawal

The certificate may be withdrawn if it was issued on an incorrect basis, in cases of serious or repeated professional failure, material breach of ethical requirements, misuse of the title or mark, incorrect information, serious breach of privacy or confidentiality, or where the holder fails to disclose a serious complaint within the scope of the certificate.

10 Privacy and Document Handling

- TEAM NORSO shall process only information necessary for training, assessment, certification, the register, appeals handling and administration.
- Practice logs shall be anonymised or pseudonymised so that candidates are not unnecessarily identified.
- Access to assessment material shall be restricted to persons who require it for their duties.
- Retention and deletion shall follow documented procedures and applicable privacy rules.
- Publication in the register shall be clearly communicated and limited to the information required by the scheme.

11 Administration of the Scheme

11.1 Ownership

TEAM NORSO AS owns the ASASO™ standard, the certification scheme, the name, the content and the certification mark.

11.2 Professional Council

TEAM NORSO aims to establish the ASASO™ Professional Council in 2027. The Council should have internal professional representation and at least one external member able to contribute independent perspectives. The Council will administer professional requirements, major changes, matters of principle and the long term quality of the scheme.

11.3 Transitional Provision

Until the Professional Council has been established, the scheme is administered by the Managing Director of TEAM NORSO AS. The first edition was approved and published on 1 August 2026.

11.4 Consultation and Revision

Major changes shall normally be subject to a proportionate professional consultation. The documents are reviewed at least every three years and sooner following material changes in method, experience, research or regulation.

11.5 Public Availability and Language

The current standard and certification scheme shall be publicly available. The first edition was published in Norwegian. This English-language version has subsequently been developed for international use.

Annex A: Ethical Principles

This Annex is normative and applies, as relevant, to applicants, participants, Certification Candidates and Certificate Holders.

A.1 Respect and Dignity

Candidates and other persons involved shall be treated with respect, objectivity and without undue pressure.

A.2 Honesty

Information about the position, organisation, process, assessments and certification status shall be accurate and not misleading.

A.3 Equal Treatment

Requirements and methods shall be relevant, and differential treatment shall occur only where it is objectively justified, necessary and lawful.

A.4 Confidentiality

Information shall be protected against unnecessary access and use. Confidentiality continues after the process has ended.

A.5 Professional Boundaries

Certified persons shall understand the limits of their own competence and obtain assistance when a task requires legal, psychological, security related or other specialist competence.

A.6 Technology

Digital tools and artificial intelligence shall be used with human accountability, critical review, sufficient transparency and respect for privacy and equal treatment.

A.7 Conflicts of Interest

Conflicts of interest, personal relationships and other circumstances that may undermine confidence in an assessment shall be identified and managed openly.

A.8 Documentation

Documentation shall be objective, necessary and understandable. It shall not contain derogatory, irrelevant or speculative information.

A.9 Learning and Accountability

Errors, unwanted incidents and relevant complaints shall be taken seriously and used for correction and learning.

A.10 Reporting

The Certificate Holder shall report serious complaints or incidents within the scope of the certificate to TEAM NORSO when they may affect the credibility or validity of the certificate.

Annex B: Use of Name, Title and Certification Mark

This Annex is normative.

B.1 Personal Right of Use

A person holding a valid certificate may use the title "ASASO™ Certified" and the approved certification mark in a CV, LinkedIn profile, email signature, presentations, proposals and other professional communication. The certificate number should be stated where validity is intended to be verifiable.

B.2 Correct Description

The title and mark shall be used in a way that makes it clear that the certification applies to the individual and to holistic application of ASASO™. It shall not be presented as public approval, accredited certification, independent ISO certification or specialist certification in individual methods.

B.3 Statements by Organisations

An organisation may state that it applies ASASO™ where at least one person holding a valid certificate is genuinely involved in the processes being described. An organisation may not describe itself as ASASO™ Certified unless TEAM NORSO establishes a separate organisational scheme at a later date.

B.4 The Mark

The mark shall be used in its approved form. Colours, proportions, text and symbols shall not be altered, and the mark shall not be combined with other symbols in a way that creates a misleading impression of who issued the certificate.

B.5 Expiry and Withdrawal

When a certificate has expired, been temporarily suspended or withdrawn, use of the title and mark shall cease without undue delay. Historical references may be used only where it is made clear that the certificate is no longer valid.

B.6 Monitoring

TEAM NORSO may require incorrect or misleading use to be corrected or removed. Material or repeated misuse may result in sanctions under Section 9.

Annex C: Practice Log Template

One log shall be completed for each recruitment process. Candidate names, dates of birth, contact details and other direct identifiers shall not be included. TEAM NORSO may provide the template as a separate digital form.

Field	Entry
Certification Candidate	
Process number	of 10
Period	
Organisation or anonymised organisation type	
Position type or level	
My role and responsibilities	
Other roles involved	

C.1 Assessment of the 10 Steps

Step	Considered	Implemented	Rationale, adaptation and my role
1. Job Analysis	Yes / No	Yes / No / Partly	
2. Advertising	Yes / No	Yes / No / Partly	
3. Active Search	Yes / No	Yes / No / Partly	
4. Screening	Yes / No	Yes / No / Partly	

Step	Considered	Implemented	Rationale, adaptation and my role
5. Digital Tools	Yes / No	Yes / No / Partly	
6. Interview	Yes / No	Yes / No / Partly	
7. Assessment Centre	Yes / No	Yes / No / Partly	
8. Background Check	Yes / No	Yes / No / Partly	
9. Contract	Yes / No	Yes / No / Partly	
10. Preboarding and Onboarding	Yes / No	Yes / No / Partly	

C.2 Reflection and Learning

Questions and reflection
What worked well in the process, and why?
What worked less well than expected, and why?
What feedback did I receive during or after the process?
What did I learn about my own strengths, weaknesses or assumptions?

Questions and reflection
What would I do differently in a similar process?
How were privacy, equal treatment and the candidate experience safeguarded?

C.3 Confirmation

I confirm that the information is accurate, that I have described my own role, and that the log does not contain unnecessary personal data or information that I am not entitled to share.

Date	Name of Certification Candidate