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**Information technology — IT  
Enabled Services-Business Process  
Outsourcing (ITES-BPO) lifecycle  
processes —**

**Part 3:**

**Measurement framework (MF) and  
organization maturity model (OMM)**

*Technologies de l'information — Processus du cycle de vie de la  
délocalisation du processus d'affaires des services activés par IT —*

*Partie 3: Modèle de maturité de l'organisation (OMM) et cadre de  
mesure (MF)*

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## Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

The committee responsible for this document is ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance*.

A list of all parts in the ISO/IEC 30105 series can be found on the ISO website.

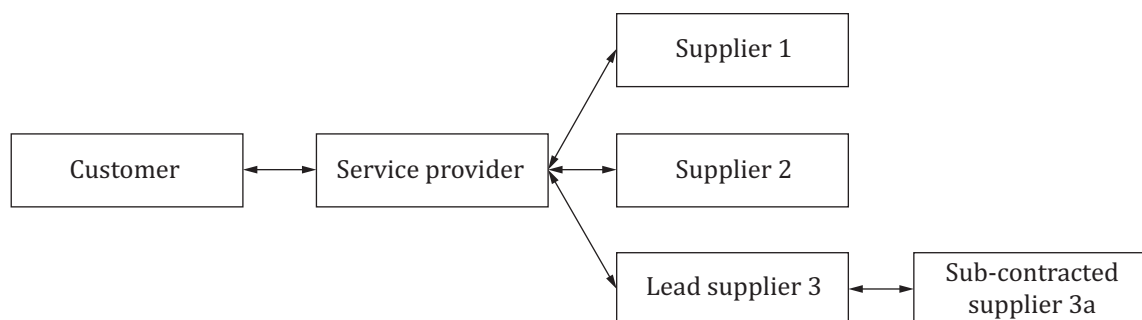
## Introduction

ITES-BPO services encompass the delegation of one or more IT enabled business processes to a service provider who uses appropriate technology to deliver service. Such a service provider manages, delivers, improves and administers the outsourced business processes in accordance with predefined and measurable performance metrics. This covers diverse business process areas such as finance, human resource management, administration, health care, banking and financial services, supply chain management, travel and hospitality, media, market research, analytics, telecommunication, manufacturing, etc. These services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

ISO/IEC 30105 (all parts) specifies the lifecycle processes requirements involved in the ITES-BPO industry.

- It provides an overarching standard for all aspects of ITES-BPO industry from the view of the service provider that performs the outsourced business processes. This is applicable for any ITES-BPO service provider providing services to customers through contracts and in industry verticals.
- It covers the entire outsourcing lifecycle and defines the processes that are considered to be good practices.
- It is an improvement standard that enables risk determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model for service providers.
- It focuses on IT enabled business processes which are outsourced.
- It is generic and can be applied to all IT enabled business process outsourced services, regardless of type, size and the nature of the services delivered.
- Process improvement implemented using ISO/IEC 30105 (all parts) can lead to clear return on investment for customers and service providers.
- Alignment to ISO/IEC 30105 (all parts) can improve consistency, delivery quality and predictability in delivery of services.

[Figure 1](#) illustrates the key entities and relationships involved in an ITES-BPO service. It includes the customer, the ITES-BPO service provider and various levels of suppliers. This is as per the supply chain relationship depicted in ISO/IEC 20000-1:2011, 7.2.



**Figure 1 — ITES-BPO key entities**

This document details a measurement framework (MF) and an organization maturity model (OMM). It provides the overview of how an organization can use the PRM and PAM to measure their capability and maturity levels.

This document is to be used in concurrence with the other parts of ISO/IEC 30105 and the assessment approach provided by ISO/IEC 33002 for assessing processes.

In this document, the following clauses of ISO/IEC 33020 have been replicated:

- Clause 5: Measurement framework;
- Clause 6: Extract of selected parts of rating and aggregating process attributes;
- Clause 7: Capability level model.

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# Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes —

## Part 3: Measurement framework (MF) and organization maturity model (OMM)

### 1 Scope

ISO/IEC 30105 specifies the lifecycle process requirements performed by the IT enabled business process outsourcing service provider for the outsourced business processes. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. This document:

- covers IT enabled business processes that are outsourced;
- is not intended to cover IT services but includes similar, relevant process for completeness;
- is applicable to the service provider, not to the customer;
- is applicable to all lifecycle processes of ITES-BPO;
- serves as a measurement framework for processes and provide an organization maturity model for organizations providing ITES-BPO services that:
  - conforms to the requirements of ISO/IEC 33003 and ISO/IEC 33004;
  - supports the performance assessment by providing a framework to measure and derive capability and organization maturity levels.

### 2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements 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/IEC 33002, *Information technology — Process assessment — Requirements for performing process assessment*

ISO/IEC 33003, *Information technology — Process assessment — Requirements for process measurement frameworks*

ISO/IEC 33004:2015, *Information technology — Process assessment — Requirements for process reference, process assessment and maturity models*

ISO/IEC 33020:2015, *Information technology — Process assessment — Process measurement framework for assessment of process capability*

ISO/IEC 30105-2:2016, *Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 2: Process assessment model*

### 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 30105-4 and ISO/IEC 33001 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- IEC Electropedia: available at <http://www.electropedia.org/>
- ISO Online browsing platform: available at <http://www.iso.org/obp>

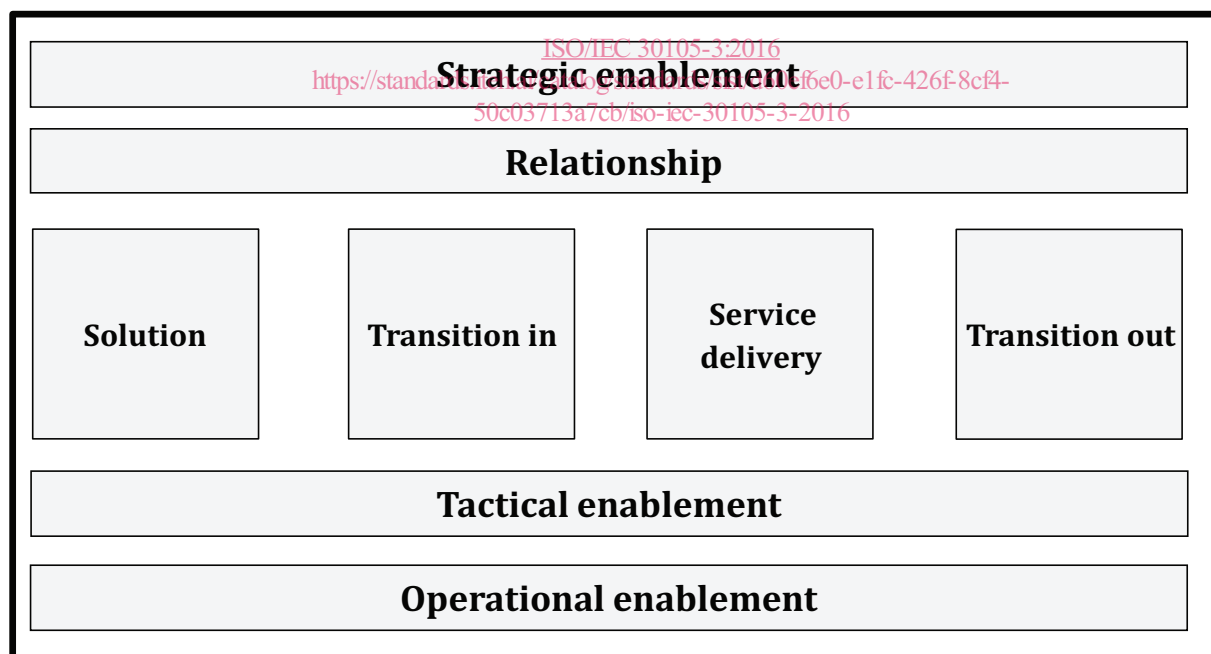
**NOTE** For the purposes of this document, the definition for organization is as per ISO 9000:2015, 3.2.1 “a group of people and facilities with an arrangement of responsibilities, authorities and relationships”.

**Organization unit:** identified part of an organization that deploys one or more processes that operate within a coherent set of business goals, and which forms the basis for the scope of an assessment.

An organization’s unit is typically part of a larger organization, although in a small organization, the organization’s unit may be the whole organization.

### 4 Overview of measurement framework (MF) and organization maturity model (OMM)

[Figure 2](#) lists the processes from ISO/IEC 30105-1 that are included in the process dimension of the process assessment model for ITES-BPO. It includes all aspects of an ITES-BPO outsourced service, from developing an ITES-BPO solution through service delivery and to transitioning out. It includes the leadership, relationship management and enabling processes which support the outsourced business across its lifecycle.



**Figure 2 — ITES-BPO lifecycle process categories**

The ITES-BPO process categories are as follows.

- **Strategic enablement processes:** include strategic direction and review of the business performance against plan for the service provider organization and Innovation process to bring in breakthrough changes.



- **Relationship processes:** cover the relationship of the service provider with the customer and the suppliers.
- **Solution processes:** include details on how the ITES-BPO solution is envisaged and the contract developed and managed.
- **Transition in processes:** cover the movement of business process delivery from the customer to the service provider, establishing the required management, people and infrastructure capability, and concluding with piloting the transitioned service.
- **Service delivery processes:** include all the processes that are required for the day to day management and delivery of ITES-BPO services.
- **Transition out process:** covers the movement of the business process delivery back to the customer or to a different service provider.
- **Tactical enablement processes:** involve a set of processes that enables achievement of the objective of the core service delivery processes. These are tactical in nature.
- **Operational enablement processes:** involve a set of processes that ensures day to day operations of service delivery are supported and are performed alongside the service delivery processes.

The diagram in [Figure 3](#) provides the relationship between the parts in ISO/IEC 30105 and with the assessment methods in ISO/IEC 33002, ISO/IEC 33004 and ISO/IEC 33020.

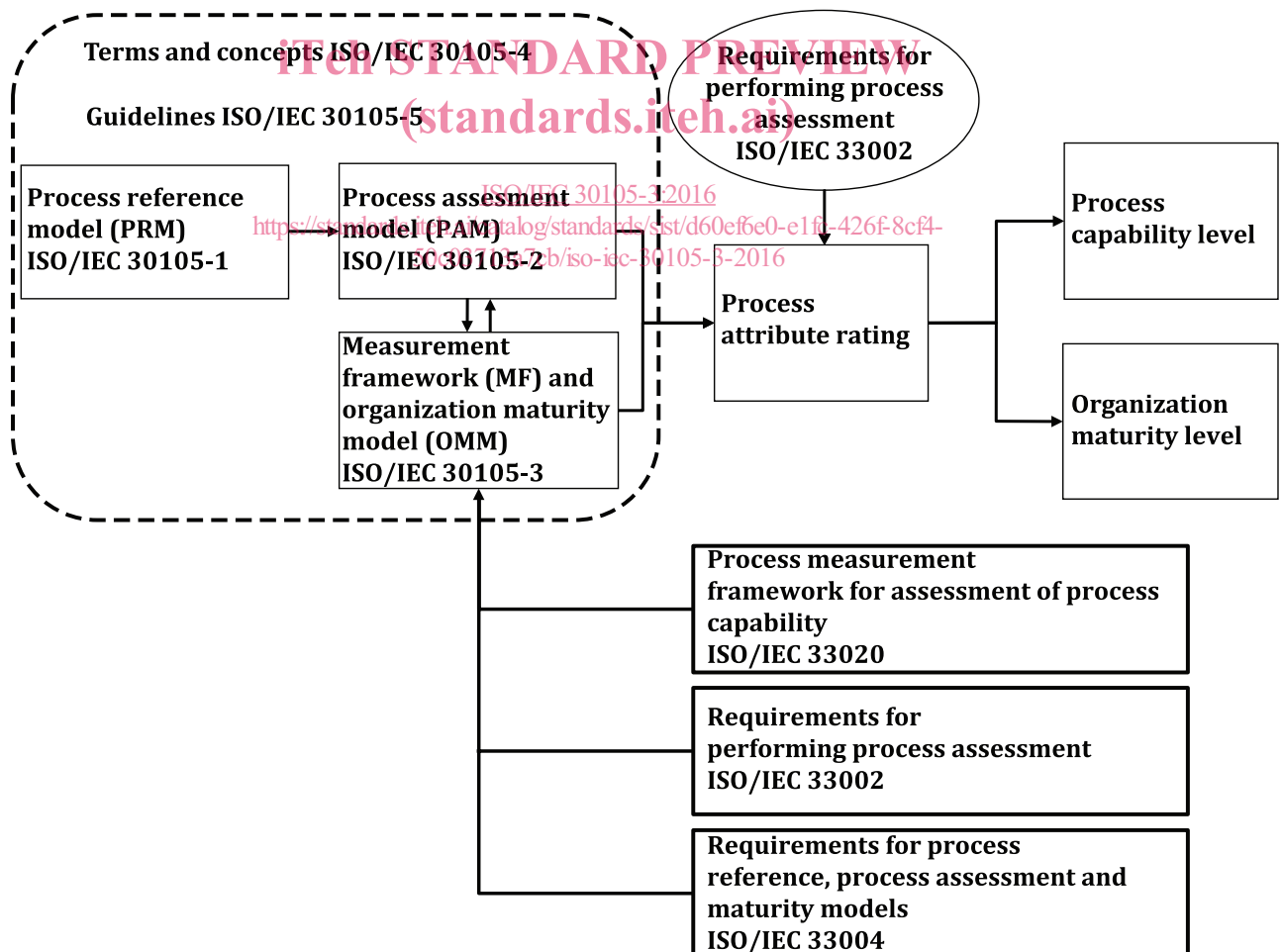


Figure 3 — Overview of MF and OMM

This document defines the principles for the ITES-BPO measurement framework which supports the assessment of process capability, in accordance with the requirements of ISO/IEC 33003. The measurement framework provides a schema that can be used to construct a process assessment model conformant with ISO/IEC 33004 which can be used to assess process capability according to the requirements of ISO/IEC 33002. Process capability is a process quality characteristic related to the ability of a process to consistently meet current or projected business goals. The capability level rating does not guarantee that an organization will perform its processes at any given process capability level, simply that it is capable of performing its processes at that level.

This measurement framework forms a structure that:

- a) facilitates self-assessment,
- b) provides a basis for use in process improvement and process quality determination;
- c) is applicable across all business domains and sizes of organization;
- d) produces a set of process (capability) attribute ratings (process profile); and
- e) derives a process capability level.

This document defines the principles for the ITES-BPO organization maturity model which supports the assessment of organization maturity, in accordance with the requirements of ISO/IEC 33004.

## 5 ITES-BPO measurement framework (MF) for process capability

[Clause 5](#) describes the measurement framework to be employed for the assessment of process capability in the ITES-BPO domain. The measurement framework elements are defined in ISO/IEC 33020:2015, Clause 5. It defines a six-point ordinal scale for the assessment of process capability, defined as the characterization of the ability of a process to meet current or projected business goals.

The process capability measurement framework described in this document is expressed in terms of a set of process attributes. *Each process attribute is defined in terms of a set of process attribute outcomes which can be evaluated to indicate the extent of achievement of the process attribute. The process attributes are organised into process capability levels, ranging from Incomplete (in which the process does not achieve its defined process outcomes) to Innovating (in which the process is continually improved to respond to organization's change).*

*Each process attribute is defined in terms of a set of process attribute outcomes which can be evaluated to indicate the extent of achievement of the process attribute. The process attributes are organised into process capability levels, ranging from Incomplete (in which the process does not achieve its defined process outcomes) to Innovating (in which the process is continually improved to respond to organization's change).*

The set of process capability levels and process attributes that comprise the Measurement Framework are as follows.

**Table 1 — Capability levels and process attributes**

Process attribute ID	Capability levels and process attributes
	<b>Level 0: Incomplete process</b>
	<b>Level 1: Performed process</b>
PA 1.1	Process performance
	<b>Level 2: Managed process</b>
PA 2.1	Performance management
PA 2.2	Work product management
	<b>Level 3: Established process</b>
PA 3.1	Process definition

Table 1 (continued)

Process attribute ID	Capability levels and process attributes
PA 3.2	Process deployment
	<b>Level 4: Predictable process</b>
PA 4.1	Quantitative analysis
PA 4.2	Quantitative control
	<b>Level 5: Innovating process</b>
PA 5.1	Process innovation
PA 5.2	Process innovation implementation

Detailed definitions for all of the process capability levels and process attributes are contained in ISO/IEC 33020:2015, 5.2 and are also set out in ISO/IEC 30105-2:—, Clause 6, together with the relevant process capability indicators.

The extent of process attribute achievement is characterized on a defined rating scale. The rating scale and requirements for the conduct of ratings of attribute achievement are set out in [Clause 6](#).

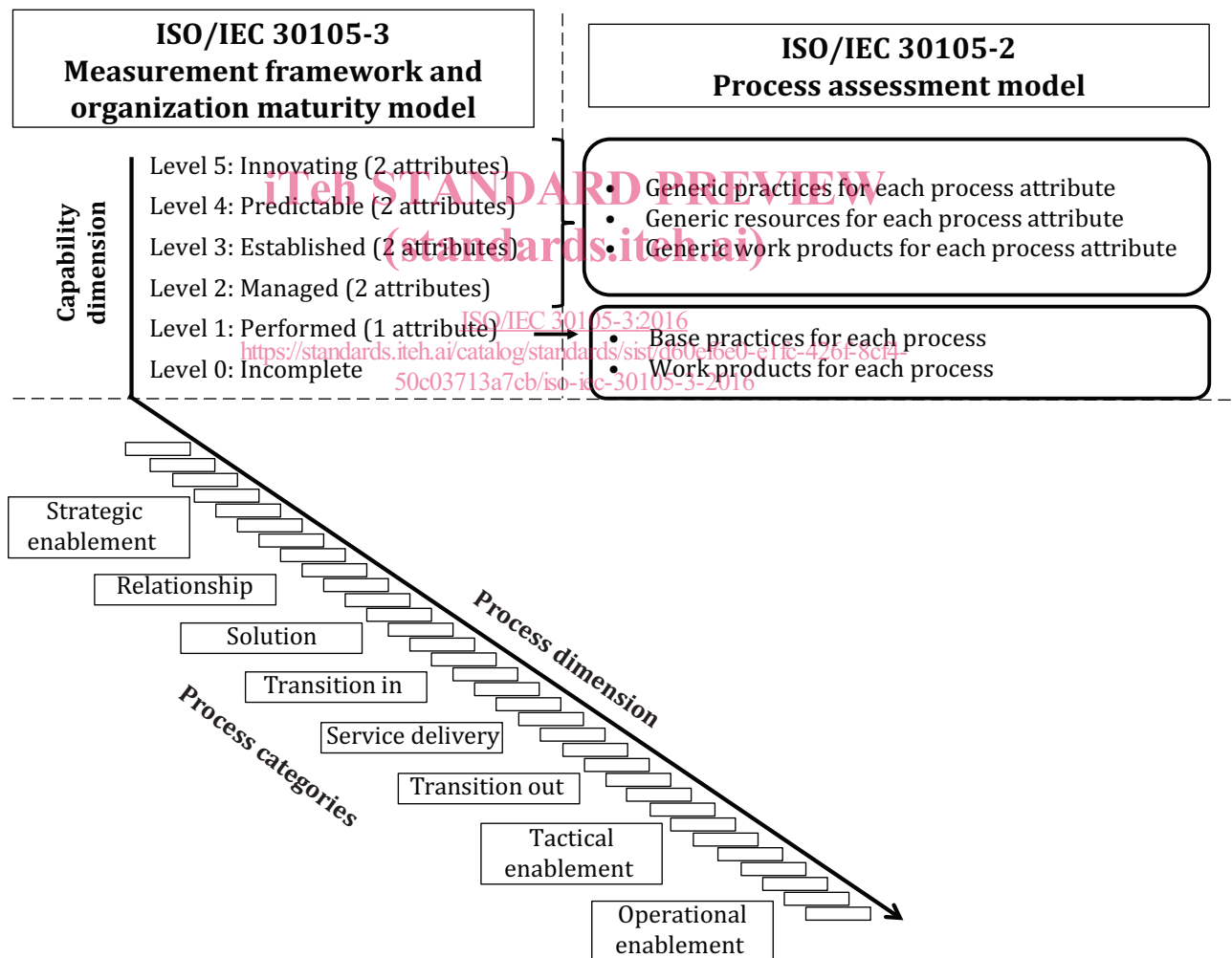


Figure 4 — Relationship between PRM, PAM, MF, and OMM

The process performance and process capability indicators for ITES-BPO give examples of evidence that an assessor might obtain, or observe, in the performance of an assessment. The evidence obtained in the

*assessment, through observation of the implemented process, can be mapped onto the set of indicators to enable correlation between the implemented process and the processes defined in this assessment model.*

*These indicators provide guidance for assessors in accumulating the necessary objective artefacts to support judgements of capability. They are not mandatory.*

The assessment indicators, and their relationship to process performance and process capability, are shown in [Figure 4](#).

*The existence of process capability indicators provides evidence of process capability.*

*The output from a process assessment is a set of process profiles, one for each process within the scope of the assessment. Each process profile consists of a set of the process attribute ratings for an assessed process.*

Process capability is the process quality characteristic related to the ability of a process to consistently meet current or projected business goals.

The process capability level indicators and process attributes for the ITES-BPO measurement framework are adopted from ISO/IEC 33020 and defined in ISO/IEC 30105-2.

## 6 Rating and aggregating process attributes

### 6.1 Process attributes rating scale

Within this measurement framework, a process attribute is a measurable property of process capability. A process attribute rating is a judgment of the degree of achievement of the process attribute for the assessed process.

Each attribute rating represents a judgment by the assessor of the extent to which the attribute is achieved. To improve the reliability and repeatability of the assessment, the judgements of the assessor are based on a coherent set of recorded objective artefacts.

Aggregation may be performed using a defined set of rules to summarise the ratings.

A process attribute is measured using an ordinal scale as defined below.

**N** Not achieved: There is little or no evidence of achievement of the defined process attribute in the assessed process.

**P-** Partially achieved: There is some evidence of an approach to, and some achievement of, the defined process attribute in the assessed process. Many aspects of achievement of the process attribute may be unpredictable.

**P+** Partially achieved: There is some evidence of an approach to, and some achievement of, the defined process attribute in the assessed process. Some aspects of achievement of the process attribute may be unpredictable.

**L-** Largely achieved: There is evidence of a systematic approach to, and significant achievement of, the defined process attribute in the assessed process. Many weaknesses related to this process attribute may exist in the assessed process.

**L+** Largely achieved: There is evidence of a systematic approach to, and significant achievement of, the defined process attribute in the assessed process. Some weaknesses related to this process attribute may exist in the assessed process.

**F** Fully achieved: There is evidence of a complete and systematic approach to, and full achievement of, the defined process attribute in the assessed process. No significant weaknesses related to this process attribute exist in the assessed process.