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

Part 4:
Terms and concepts

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

Partie 4: Termes et concepts

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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).

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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.

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 process 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.
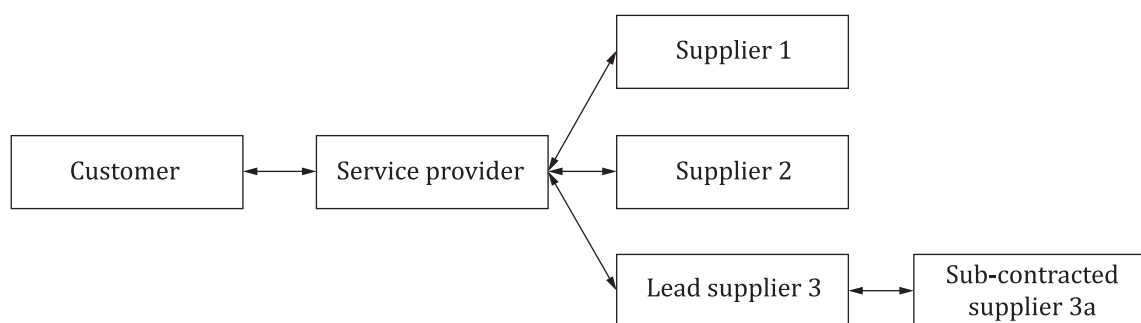
Figure 1 — ITES-BPO key entities

This document details the terms and concepts of the ISO/IEC 30105 series. It contains definitions for the terms used in ISO/IEC 30105 (all parts) and explains the concepts. It also details the lifecycle of ITES-BPO and the relationship between ISO/IEC 30105 (all parts) and other relevant standards.

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Part 4:
Terms and concepts

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;

— defines terms and concepts used in ISO/IEC 30105.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 33001 and the following 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

3.1
assessed capabilities
output of one or more relevant process assessments conducted in accordance with the provisions of ISO/IEC 30105

3.2
assessment indicator
sources of objective evidence used to support the assessor's judgement in rating process attributes

Note 1 to entry: Examples include work products, practice or resource.

[SOURCE: ISO/IEC 33001:2015, 3.3.1, modified]

3.3
assessment input
information required before a process assessment can commence

[SOURCE: ISO/IEC 33001:2015, 3.2.3, modified]

3.4
assessment output
tangible results from an assessment

Note 1 to entry: See *assessment record* ([3.5](#)).

[SOURCE: ISO/IEC 33001:2015, 3.2.4, modified]

3.5
assessment record
orderly documented collection of that information which is pertinent to the assessment and contributes to the understanding and verification of the process profiles generated by the assessment

[SOURCE: ISO/IEC 33001:2015, 3.2.7, modified]

3.6
base practice
activity that, when consistently performed, contributes to achieving a specific process purpose

[SOURCE: ISO/IEC 33001:2015, 3.3.2]

3.7
basic process set
set of processes that ensure the achievement of maturity level 1

Note 1 to entry: A basic process set will include a minimum set of processes, together with additional and optional processes determined by the organization context for the assessment.

[SOURCE: ISO/IEC 33001:2015, 3.3.4, modified]

3.8
business continuity
capability of the organization to continue delivery of products or services at acceptable pre-defined levels following disruptive incidents

[SOURCE: ISO 22301:2012, 3.3, modified]

3.9
business process
collection of related, structured activities that produce a specific service or product for a particular customer

3.10
capability dimension
set of elements in a process assessment model explicitly related to the measurement framework for process capability

3.11
contract management
managing contract creation and changes, with mutually agreed terms and conditions under which the contracting parties perform their obligations, contract execution and governance to maximize operational performance and minimize risk

**3.12
correction**
action to eliminate a detected nonconformity

[SOURCE: ISO 9000:2015, 3.12.3, modified]

**3.13
corrective action**
action to eliminate the cause of a detected non-conformity or other undesirable situation

[SOURCE: ISO 9000:2015, 3.12.2, modified]

**3.14
defined process**
implemented process that is managed and tailored from the organization's set of standard processes according to the organization's tailoring guidelines

Note 1 to entry: A defined process has a maintained process description, inputs/outputs, measures, and other process improvement information, which contribute to the organization's process assets. For example, a project's defined process provides a basis for planning, performing, and improving the project's tasks and activities of the project.

[SOURCE: ISO/IEC 33001:2015, 3.1.2, modified]

**3.15
extended process set**
set of processes specific to a maturity level higher than maturity level 1 that ensures the achievement of the relevant process attributes

Note 1 to entry: An extended process set will include the minimum set of processes, together with additional and optional processes determined by the organization context for the assessment.

[SOURCE: ISO/IEC 33001:2015, 3.3.5, modified]

**3.16
generic practice**
activity that, when consistently performed, contributes to the achievement of a specific process attribute

[SOURCE: ISO/IEC 33001:2015, 3.3.6, modified]

**3.17
generic resource**
resources such as human, financial, technical, that are used when performing a process

**3.18
infrastructure**
hardware, software and working environment and controls to support business process outsourcing

**3.19
innovation**
search for and the discovery, experimentation, development, implementation and adoption of new products or services

[SOURCE: ISO 37500:2014, 3.6, modified]

**3.20
knowledge transfer
KT**
structured approach for imparting a pre-existing or acquired learning, to a team or a person, to help them attain required levels of knowledge or skill

3.21
maturity model
model, derived from one or more specified process assessment model(s), that identifies the process sets associated with the levels in a specified scale of organizational process maturity

[SOURCE: ISO/IEC 33001:2015, 3.3.7, modified]

3.22
objective evidence
data supporting the existence or veracity of something

Note 1 to entry: Objective evidence can be obtained through observation, measurement, test or other means.

[SOURCE: ISO 9000:2015, 3.8.3, modified]

3.23
organization
group of people and facilities with an arrangement of responsibilities, authorities and relationships

[SOURCE: ISO 9000:2015, 3.2.1, modified]

3.24
organizational process maturity
extent to which an organizational unit consistently implements processes within a defined scope that contributes to the achievement of its business needs (current or projected)

Note 1 to entry: The defined scope is that of the specified maturity model.

[SOURCE: ISO/IEC 33001:2015, 3.4.2, modified]

3.25
organizational 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

Note 1 to entry: 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.

3.26
outsourcing
business model for the delivery of a product or services to an organization by a third party provider

Note 1 to entry: Outsourcing is an alternative to the provision of those products or services within the customer organization, where

— the outsourcing process is based on a sourcing decision (make or buy),

— resources can be transferred to the provider,

— the provider is responsible for the product or service for an agreed period of time, and

— the accountability for delivery outcomes is owned by the customer and the provider is responsible for performing the services.

[SOURCE: ISO 37500:2014, 3.10, modified]

3.27
pilot project
project designed to test a preliminary version of an information processing system under actual but limited operating conditions and which will then be used to test the definitive version of the system

[SOURCE: ISO/IEC 2382:2015, 2122669, modified]

3.28
preventive action
action taken to address the cause of potential non-compliance

[SOURCE: ISO 9000:2015, 3.12.1, modified]

3.29
process
set of interrelated or interacting activities which transforms inputs into outputs

[SOURCE: ISO 9000:2015, 3.4.1, modified]

3.30
process assessment
disciplined evaluation of an organization unit's processes against a process assessment model

[SOURCE: ISO/IEC 33001:2015, 3.2.15, modified]

3.31
process assessment model
model suitable for the purpose of assessing a specified process quality characteristic, based on one or more process reference models

[SOURCE: ISO/IEC 33001:2015, 3.3.9, modified]

3.32
process attribute
measurable property of a process quality characteristic

[SOURCE: ISO/IEC 33001:2015, 3.4.3]

3.33
process capability
characterization of the ability of a process to meet current or projected business goals

[SOURCE: ISO/IEC 33020:2015, 3.1]

3.34
process risk determination
systematic assessment and analysis of selected processes within an organization against a target process profile

Note 1 to entry: Analysis can be carried out with the aim of identifying the strengths, weaknesses and risks associated with use of the processes in meeting a particular specified requirement.

3.35
process capability level
characterisation of a process on an ordinal measurement scale of process capability

[SOURCE: ISO/IEC 33020:2015, 3.2]

3.36
process dimension
set of process elements in a process assessment model explicitly related to the processes defined in the relevant process reference model(s)

Note 1 to entry: The elements of the process dimension include processes, process purpose statements, process outcomes, and process performance indicators.

[SOURCE: ISO/IEC 33001:2015, 3.3.10, modified]

3.37
process improvement
actions taken to improve the quality of the organization's processes aligned with the business needs and the needs of other concerned parties

[SOURCE: ISO/IEC 33001:2015, 3.1.7]

3.38
process outcome
observable result of the successful achievement of the process purpose

Note 1 to entry: An outcome is an artefact, a significant change of state or the meeting of specified constraints. An outcome statement describes one of the following: production of an artefact; a significant change in state; meeting of specified constraints, e.g. requirements, goals.

[SOURCE: ISO/IEC 33001:2015, 3.3.11, modified]

3.39
process performance
extent to which the execution of a process achieves its purpose

[SOURCE: ISO/IEC 33001:2015, 3.4.7]

3.40
process reference model
model comprising definitions of processes in a domain of application, described in terms of process purpose and outcomes, together with an architecture describing the relationships between the processes

[SOURCE: ISO/IEC 33001:2015, 3.3.16, modified]

3.41
quality management system
the organization framework whose structure provides the policies, processes, procedures, and resources required to implement the quality management plan

Note 1 to entry: The typical project quality management plan should be compatible to the organization's quality management system.

[SOURCE: ISO 9000:2015, 3.5.4, modified]

3.42
root cause analysis
analytical technique used to determine the basic underlying reason that causes a variance or a defect or a risk

Note 1 to entry: A root cause can underlie more than one variance or defect or risk.

[SOURCE: ISO/IEC/IEEE 24765:2010, 3.2610, modified]

3.43
supplier
organization or part of an organization that is external to the service provider's organization and enters into a contract with the service provider to contribute to the design, transition, delivery and improvement of a service or services or processes

Note 1 to entry: Suppliers include designated lead suppliers but not their sub-contracted suppliers.

[SOURCE: ISO/IEC TR 20000-10:2015, 2.35]