



International
Standard

ISO/IEC 30105-2

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

**Part 2:
Process assessment model (PAM)**

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

Partie 2: Modèle d'évaluation du processus (PAM)

**Second edition
2024-06**

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Contents

Page

Foreword	iv
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms, definitions and abbreviated terms	1
3.1 Terms and definitions	1
3.2 Abbreviated terms	3
4 Overview of the process assessment model (PAM)	4
4.1 General.....	4
4.2 Structure of the ITES-BPO PAM.....	5
4.2.1 Process dimension.....	5
4.2.2 Capability dimension.....	5
4.3 Assessment indicators.....	5
4.3.1 Overview	5
4.3.2 PCIs.....	7
4.3.3 PPIs.....	7
4.3.4 Measuring process capability.....	8
5 Processes and PPIs (level 1)	9
5.1 General.....	9
5.2 BPs and information items for ITES-BPO lifecycle processes.....	10
5.2.1 Strategic enablement (SEN) processes.....	10
5.2.2 Relationship (RLS) processes.....	12
5.2.3 Solution (SLN) processes.....	15
5.2.4 Transition in (TRN) processes.....	18
5.2.5 Service delivery (SDL) processes.....	27
5.2.6 Transition out (TRO) process.....	32
5.2.7 Tactical enablement (TEN) processes.....	34
5.2.8 Operational enablement (OEN) processes.....	47
6 PCIs (levels 0 to 5)	57
6.1 General.....	57
6.2 Process capability levels and PAs.....	57
6.2.1 Process capability level 0: Incomplete process.....	57
6.2.2 Process capability level 1: Performed process.....	58
6.2.3 Process capability level 2: Managed process.....	58
6.2.4 Process capability level 3: Established process.....	63
6.2.5 Process capability level 4: Predictable process.....	71
6.2.6 Process capability level 5: Innovating process.....	76
Annex A (informative) Conformity of the PAM	81
Annex B (informative) Information item characteristics	83
Annex C (informative) Correlation between the ISO/IEC 20000 series and the ISO/IEC 30105 series	132
Bibliography	135

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.

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 or www.iec.ch/members_experts/refdocs).

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This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT service management and IT governance*.

This second edition cancels and replaces the first edition (ISO/IEC 30105-2:2016), which has been technically revised.

The main changes are as follows:

- terms and abbreviated terms have been added;
- [Clause 4](#) has been restructured to improve the sequence of the document;
- duplicated contents from ISO/IEC 30105-1 and ISO/IEC 30105-3 have been removed from [Clause 4](#) and [Annex A](#);
- [Figure 2](#) has been revised to improve clarity;
- the terms “work product (WP)” and “generic work product (GWP)” have been changed to “information item” and “generic information item” respectively, following ISO/IEC/IEEE 24774;
- [Figure 4](#) has been revised according to ISO/IEC 33063;
- references to ISO/IEC TS 30105-9 have been added, providing an extension to the process assessment model (PAM) for organizations undergoing digital transformation;
- digital strategy for ITES-BPO organizations has been added;
- two new tactical enablement processes, TEN9 (Communication management) and TEN10 (Documentation management), have been added in order to align with ISO/IEC 20000-1 and ISO/IEC TS 33074;
- the definitions of process capability levels and process attributes in [Clause 5](#) and [Clause 6](#) have been aligned to improve consistency with ISO/IEC 33020;

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— editorial errors from the previous edition have been corrected.

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

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

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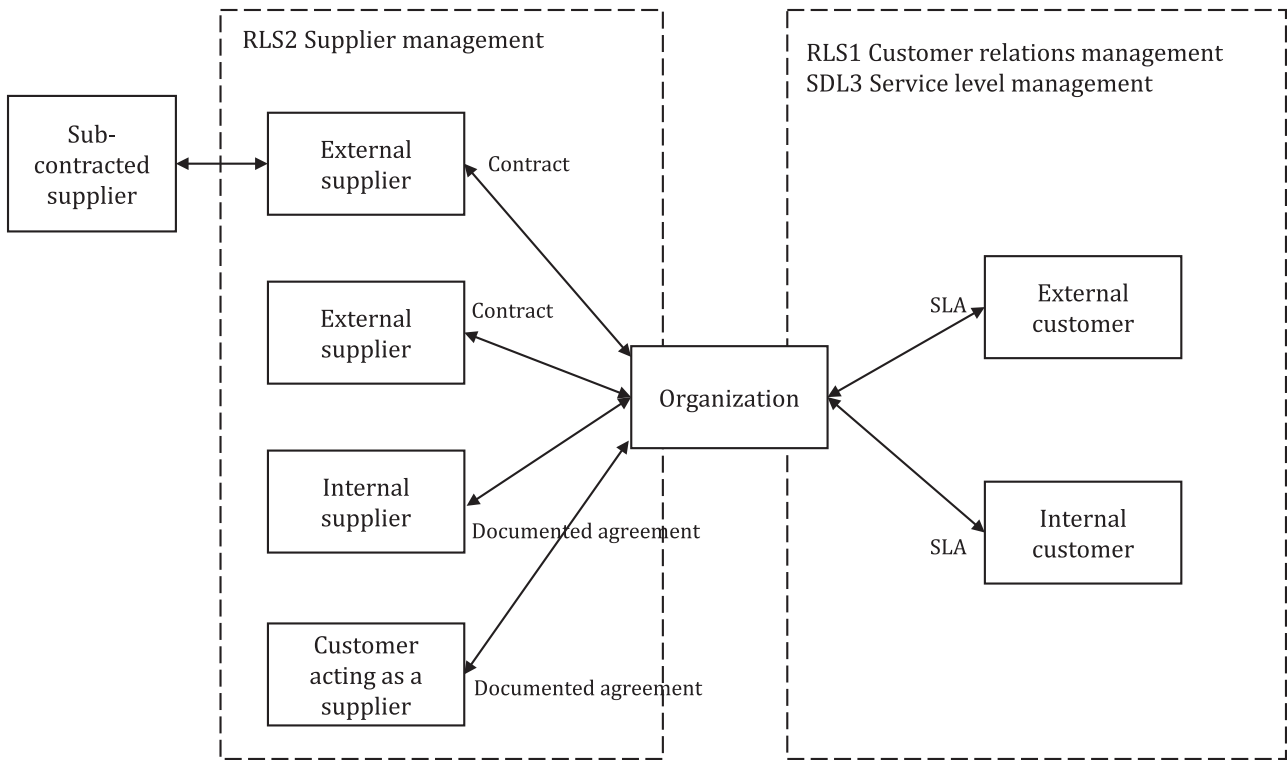
Introduction

IT Enabled Services-Business Process Outsourcing (ITES-BPO) services encompass the delegation of one or more IT enabled business processes to a service provider who uses appropriate technology to deliver that 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 human resource management, administration, healthcare, financial management, supply chain management, travel and hospitality, media, market research, data analytics, telecommunication, manufacturing, etc. ITES-BPO services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

The ISO/IEC 30105 series specifies the requirements for lifecycle processes performed by an ITES-BPO service provider. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. Key characteristics of the ISO/IEC 30105 series are as follows.

- It provides overarching guidance and requirements 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 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 enables process capability gap determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model (PRM) 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 (PI) implemented using the ISO/IEC 30105 series can lead to a clear return on investment for customers and service providers.
- Alignment to the ISO/IEC 30105 series can improve consistency, delivery quality and predictability in the delivery of services.

[Figure 1](#) illustrates the key entities and relationships involved in an ITES-BPO service. This includes the customer, the service provider and various levels of suppliers. This is in line with the supply chain relationship depicted in ISO/IEC 20000-1:2018, 8.3.1. This document and ISO/IEC 20000-1 complement each other. [Annex C](#) describes the potential correlation and differences, and their complementary nature.



Key

RLS relationship

SDL service delivery

SLA service level agreement

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Figure 1 — ITES-BPO key entities

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

Part 2: Process assessment model (PAM)

1 Scope

This document specifies the process assessment model (PAM). It contains process definitions of the ITES-BPO lifecycle defined in ISO/IEC 30105-1 and a model suitable for assessing process capability. The outcomes in the PAM are clearly defined, observable results, aligned to the business benefits derived by the customer and service provider.

A PAM consists of a set of indicators for process performance and process capability. The indicators are used as a basis for collecting the objective evidence that enables an assessor to determine ratings. The set of indicators included in this document is not intended to be an all-inclusive set, nor is it intended to be applicable in its entirety. Supersets and subsets are selected according to the context and the scope of the assessment.

The PAM in this document is directed at assessment sponsors and competent assessors who wish to select a model and an associated documented assessment process for the ITES-BPO lifecycle processes, for process capability gap determination.

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 20000-10, *Information technology — Service management — Part 10: Concepts and terminology*

3 Terms, definitions and abbreviated terms

For the purposes of this document, the terms and definitions given in ISO/IEC 20000-10 and the following apply.

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

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

3.1 Terms and definitions

3.1.1

assessment indicator

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

Note 1 to entry: Examples include practice, information item, or resource.

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

3.1.2

base practice

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

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

3.1.3

capability dimension

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

[SOURCE: ISO/IEC 30105-4:2022, 3.1.4]

3.1.4

generic practice

activity that, when consistently performed, contributes to the achievement of a specific process attribute

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

3.1.5

generic resource

resource such as human, financial or technical, that is used when performing a process

3.1.6

objective evidence

data supporting the existence or veracity of something

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

Note 2 to entry: Objective evidence for the purpose of audit generally consists of records, statements of fact or other information which are relevant to the audit criteria and verifiable.

[SOURCE: ISO 9000:2015, 3.8.3, modified — "verity" has been changed to "veracity" in the definition.]

3.1.7

process assessment

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

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

3.1.8

process assessment model

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

Note 1 to entry: Process assessment models addressing a specific process quality characteristic can include the identification of the characteristic in the title; for example, a process assessment model addressing process capability can be termed a "process capability assessment model".

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

3.1.9

process attribute

measurable property of a process quality characteristic

[SOURCE: ISO/IEC 33001:2015, 3.4.3, modified — admitted term "process quality attribute" has been removed.]

3.1.10

process capability

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

[SOURCE: ISO/IEC 33020:2019, 3.4]

3.1.11

process capability level

characterization of a process on an ordinal measurement scale of process capability

[SOURCE: ISO/IEC 33020:2019, 3.5]

3.1.12

process performance

extent to which the execution of a process achieves its purpose

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

3.1.13

tailoring guideline

instructions that enable an organization to adapt standard processes appropriately to meet specific needs

Note 1 to entry: Tailoring a process adapts the process description for a particular objective. For example, a project creates its defined process by tailoring the organization's set of standard processes to meet the objectives, constraints, and environment of the project. The organization's set of standard processes is described at a general level that cannot be directly usable to perform a process. Tailoring guidelines aid those who establish the defined processes for specific needs.

Note 2 to entry: Tailoring guidelines describe what can and cannot be modified and identify process components that are candidates for modification.

3.2 Abbreviated terms

BP	base practice
GP	generic practice
GR	generic resource
ITES-BPO	IT Enabled Services-Business Process Outsourcing
KPI	key performance indicator
MF	measurement framework
OEN	operational enablement
PA	process attribute
PAM	process assessment model
PCI	process capability indicator
PI	process improvement
PPI	process performance indicator
PRM	process reference model
RLS	relationship
SDL	service delivery
SEN	strategic enablement
SLA	service level agreement
SLN	solution

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TEN	tactical enablement
TRN	transition in
TRO	transition out
UAT	user acceptance testing

4 Overview of the process assessment model (PAM)

4.1 General

In ISO/IEC 33001, the PAM is described as a model suitable for the purpose of assessing a specified process quality characteristic, based on one or more process reference models (PRMs).

The PAM defines a two-dimensional model of process capability, consisting of:

- a process dimension, where processes are defined and classified into process categories;
- a capability dimension, where a set of process attributes (PAs) grouped into capability levels is defined.

The PRM defined in ISO/IEC 30105-1, associated with the process description and attributes defined in this document, establishes the basis for a PAM that provides a common basis for performing assessments on ITES-BPO lifecycle processes, enabling the results to be reported using a common rating scale. [Clause A.2](#) describes the relationship with the requirements for PAMs that are specified in ISO/IEC 33004.

The PRM defined in ISO/IEC 30105-1 and the capability dimension defined in ISO/IEC 30105-3 cannot be used alone as the basis for conducting reliable and consistent assessments of process capability, since the level of detail available is insufficient. The relationship is shown diagrammatically in [Figure 2](#).

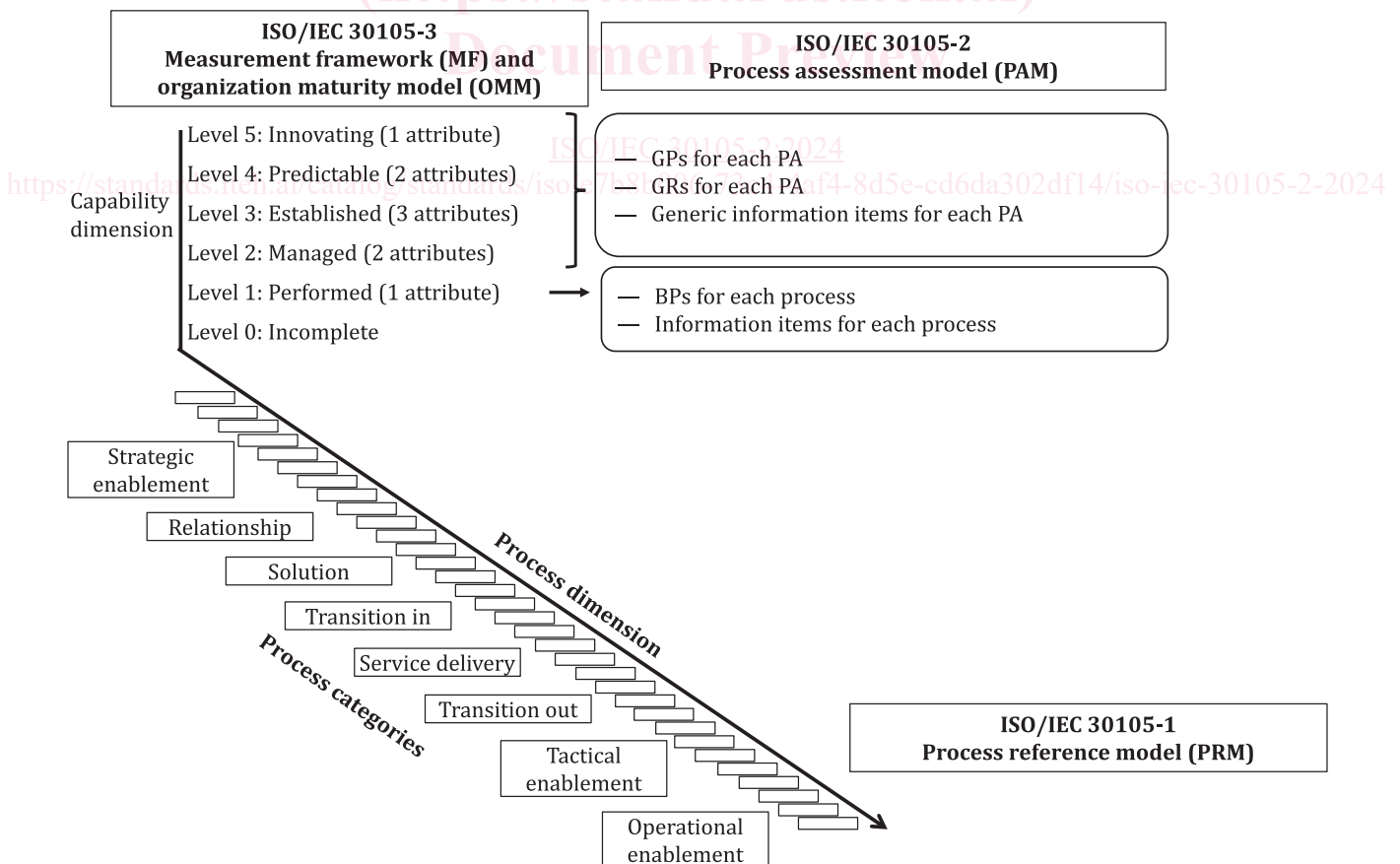


Figure 2 — Relationship between PRM, PAM and MF

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The ITES-BPO PAM extends the PRM provided in ISO/IEC 30105-1 with the definition of the ITES-BPO assessment indicators and their use. The ITES-BPO process descriptions meet the following requirements:

- process descriptions shall contain process purpose and process outcomes;
- the set of process outcomes shall be defined to achieve the purpose of the process;
- process descriptions shall not contain or imply aspects of the process quality characteristic beyond the lowest level of its intended measurement scale.

The PAM incorporates the measurement framework (MF) defined in ISO/IEC 30105-3. The PAM addresses all of the levels (starting at process capability level 1) of the process MF for the process quality characteristics for each of the processes within its scope.

4.2 Structure of the ITES-BPO PAM

4.2.1 Process dimension

Process dimension includes all of the processes listed in ISO/IEC 30105-1. Each process in the PAM is described by a purpose statement which contains objectives of the process and a set of specific expected outcomes. The outcomes are associated with the process purpose statements, and indicate the expected positive result of the process performance.

Satisfying the purpose statements of a process represents the only step in achieving a level 1 process capability where the expected outcomes are observable.

4.2.2 Capability dimension

Process capability levels are defined in ISO/IEC 30105-3 and detailed definitions of the process capability levels and PAs are set out in [Clause 6](#), together with the relevant process capability indicators (PCIs). Process capability is expressed in the PAM by grouping process assessment indicators into capability levels (levels 0 to 5). Level 0 does not include any type of indicators. Level 0 reflects a non-implemented process or a process which fails to even partially achieve its outcomes.

A capability level is a set of process assessment indicators that together describe an ability to operate and perform a process at a given capability level. The existence (or non-existence) of evidence to meet these process assessment indicators helps determine the capability levels. The levels constitute a rational path for improving capability for any process and are defined in ISO/IEC 30105-3.

PAs are process features which can be evaluated on a scale of achievement to provide a process capability measure. Each PA describes a feature of the overall capability in managing and improving process effectiveness, in achieving its process purpose and in contributing to the organization's business goals.

Within the PAM, the measure of capability shall be based upon the nine PAs defined in ISO/IEC 30105-3. PAs are used to determine whether a process has reached a given capability. Each attribute measures a particular aspect of the process capability.

At each level there is no ordering between the PAs; each attribute addresses a specific aspect of the capability level.

4.3 Assessment indicators

4.3.1 Overview

The PAM is based on the principle that the capability of a process can be assessed by demonstrating the achievement of PAs on the basis of evidence related to assessment indicators.

There are two types of assessment indicators: PCIs, which apply to capability levels 1 to 5, and process performance indicators (PPIs), which are defined for capability level 1 but apply to all capability levels 1 to 5. These indicators are defined in [4.3.2](#) and [4.3.3](#).

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PCIs enable assessment of the extent of achievement of a PA in the implemented process. These indicators concern significant activities, resources or results associated with the achievement of the attribute purpose by a process.

Types of PCIs are:

- generic practice (GP);
- generic resource (GR);
- generic information item.

As additional indicators for supporting the assessment of a process at level 1, each process has a set of PPIs in the process dimension. These are used to measure the degree of achievement of the process performance attribute for the process assessed.

Types of PPIs are:

- base practice (BP);
- information item.

The performance of BPs indicates the extent of achievement of the process purpose and process outcomes. Information items are either used or produced (or both) when performing the process.

The PPIs and PCIs defined in this document represent types of objective evidence that can be found in an implementation of an ITES-BPO process. Therefore, these can be used to judge achievement of capability.

The three types of PCIs and two types of PPIs are identified in [Figure 3](#).

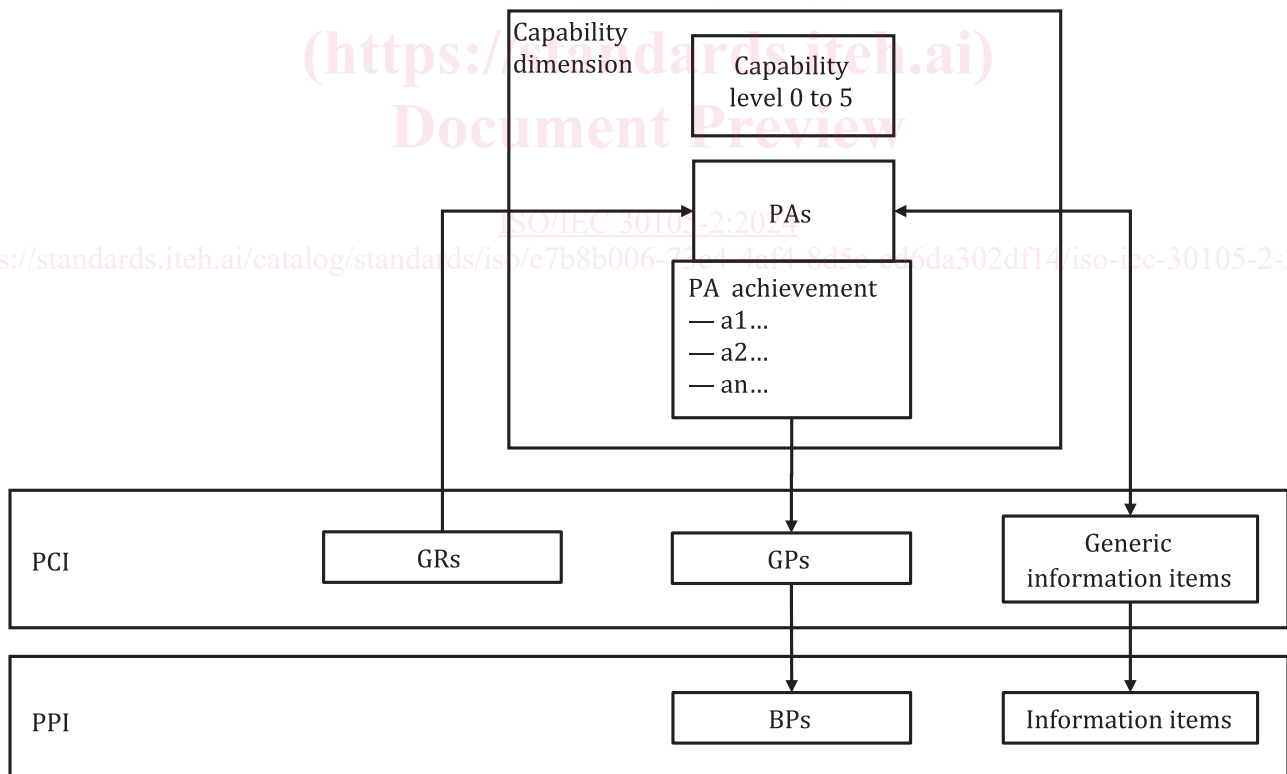


Figure 3 — Process assessment indicators