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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)

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Foreword

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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/directiveswww.iso.org/directives or www.iec.ch/members_experts/refdocswww.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;

— —— restructuring of Clause 4Clause 4 has been restructured to improve the sequence of the document;

— —— deletion of duplicateduplicated contents from ISO/IEC 30105-1 and ISO/IEC 30105-3 in Clause 4have been removed from in Clause 4 and Annex A;Annex A;

— —— Figure 2 —— Relationship between PRM, PAM and MFFigure 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 —— Measuring process capability using process assessment indicatorsFigure 4 has been revised according to ISO/IEC 33063:2015;

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— addition of references to ISO/IEC TS 30105-9 that provide have been added, providing an extension to the process assessment model (PAM) for organizations undergoing digital transformation;

— addition of digital strategy for ITES-BPO organisations organizations has been added;

— addition of two new tactical enablement processes, TEN9 (Communication management) and TEN10 (Documentation management)), have been added in order to align with ISO/IEC 20000-1:2018 and ISO/IEC TS 33074:2020;

— the definitions of process capability levels and process attributes in Clause 5 Clause 5 and Clause 6 Clause 6 have been aligned to improve consistency with ISO/IEC 33020;

— 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 website 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 www.iso.org/members.html and www.iec.ch/national-committees 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, health carehealthcare, 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 lifecycle process requirements for lifecycle processes performed by an ITES-BPO service provider for the outsourced business processes. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. Key aspectscharacteristics of the ISO/IEC 30105 series are as follows.

— ——It provides an overarching standardizationguidance 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 1Figure 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 CAnnex C describes the potential correlation and differences, and their complementary nature.

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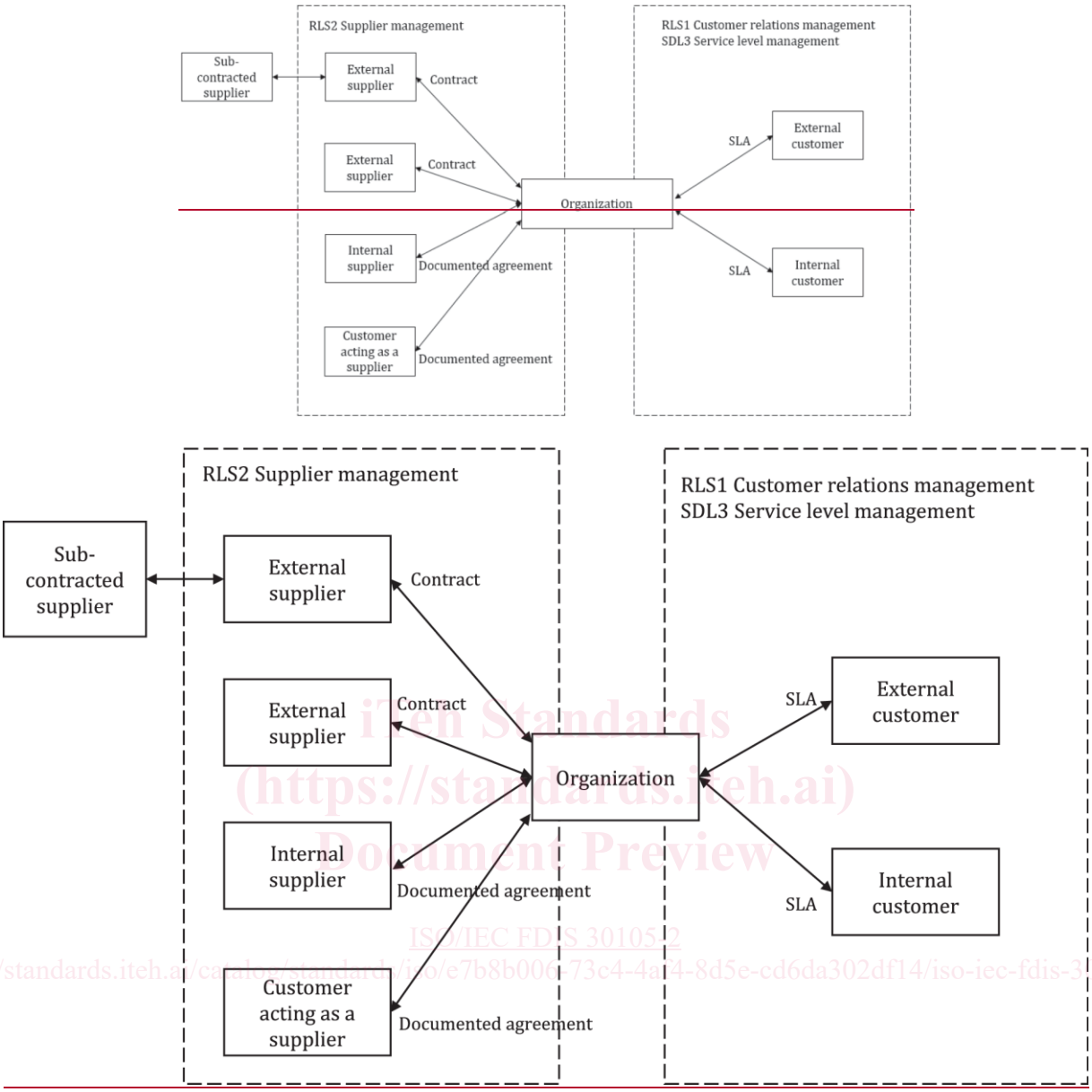

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Key

RLS relationship
SDL service delivery
SLA service level agreement

Figure 1 — ITES-BPO key entities (ISO/IEC 20000-1:2018)

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

Part 2:
Process assessment model (PAM)

1 Scope

The ISO/IEC 30105 series 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 details specifies the process assessment model (PAM). This 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*

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

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

53 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 terminological terminology databases for use in standardization at the following addresses:

~~— IEC Electropedia: available at https://www.electropedia.org/~~

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— ——ISO- Online browsing platform: available at https://www.iso.org/obphttps://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

5.13.1 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]

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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]

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3.1.5
generic resource
~~resources~~resource such as human, financial~~,~~ or technical, that ~~are~~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]

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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.

5.23.2 Abbreviated terms

BP base practice

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

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64 Overview of the process assessment model (PAM)

6.14.1 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 PRM.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. A.2Clause A.2 describes the relationship with the requirements for PAMs that are specified in ISO/IEC 33004.

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