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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

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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 30105-3:2016), which has been technically revised. It also incorporates the Amendment ISO 30105-3:2016/Amd. 1:2020.

The main changes are as follows:

— terms and abbreviated terms have been added;

— definitions of capability levels have been added to improve the sequence of the document;

— capability levels and process attributes (PAs) have been updated according to ISO/IEC 33020:2019 to harmonize organization maturity levels (see Table 1);

— in Clause 10, “process attribute rating” has been changed to “process capability level” in line with ISO/IEC 33004:2015;

— 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;

— 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.

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.

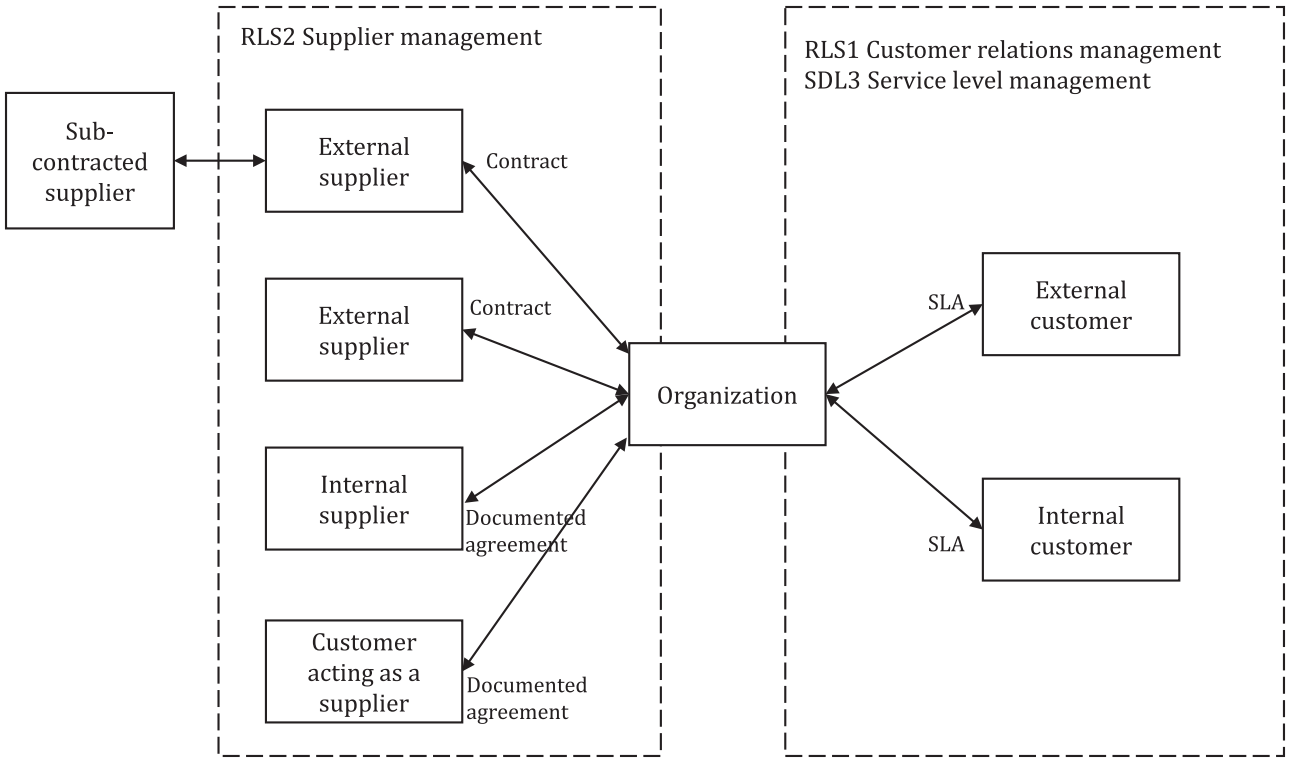
— It focuses on IT enabled business processes which are outsourced.

— 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 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. ISO/IEC 30105-2:2024, Annex C describes the potential correlation and differences, and their complementary nature.



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

1 Scope

This document specifies a measurement framework (MF) and an organization maturity model (OMM). It provides the overview of how an organization can use the process reference model (PRM) and process assessment model (PAM) to measure their capability and maturity levels. It conforms to the requirements of ISO/IEC 33003 and ISO/IEC 33004 and supports the performance assessment by providing a framework to measure and derive capability and organization maturity levels.

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

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 33020:2019, *Information technology — Process assessment — Process measurement framework for assessment of process capability*

3 Terms, definitions and abbreviated terms

For the purposes of this document, the following terms and definitions 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
basic process set
set of processes that ensure the achievement of maturity level 1

Note 1 to entry: The set of processes are drawn from specified process assessment models.

Note 2 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 — "the basic maturity level" has been changed to "maturity level 1" in the definition.]

3.1.2
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: The set of processes are drawn from specified process assessment models.

Note 2 to entry: An extended process set will include the minimum set of processes, together with additional and optional processes determined by the organizational context for the assessment.

[SOURCE: ISO/IEC 33001:2015, 3.3.5, modified — "the basic maturity level" has been changed to "maturity level 1" and "relevant process profile" has been changed to "relevant process attributes" in the definition.]

3.1.3
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]

3.1.4
process capability
characterization of the ability of a process to meet current or projected business goals

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

3.1.5
process capability level
characterization of a process on an ordinal measurement scale of process capability

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

3.2 Abbreviated terms

ITES-BPO	IT Enabled Services-Business Process Outsourcing
MF	measurement framework
OEN	operational enablement
OMM	organization maturity model
PA	process attribute
PAM	process assessment model
PRM	process reference model
RLS	relationship
SDL	service delivery
SEN	strategic enablement
SLN	solution
TEN	tactical enablement
TRN	transition in
TRO	transition out

4 Overview of MF and OMM

Figure 2 illustrates the relationship between the parts of the ISO/IEC 30105 series relating to MF and OMM and the assessment methods and requirements in ISO/IEC 33002, ISO/IEC 33004 and ISO/IEC 33020.

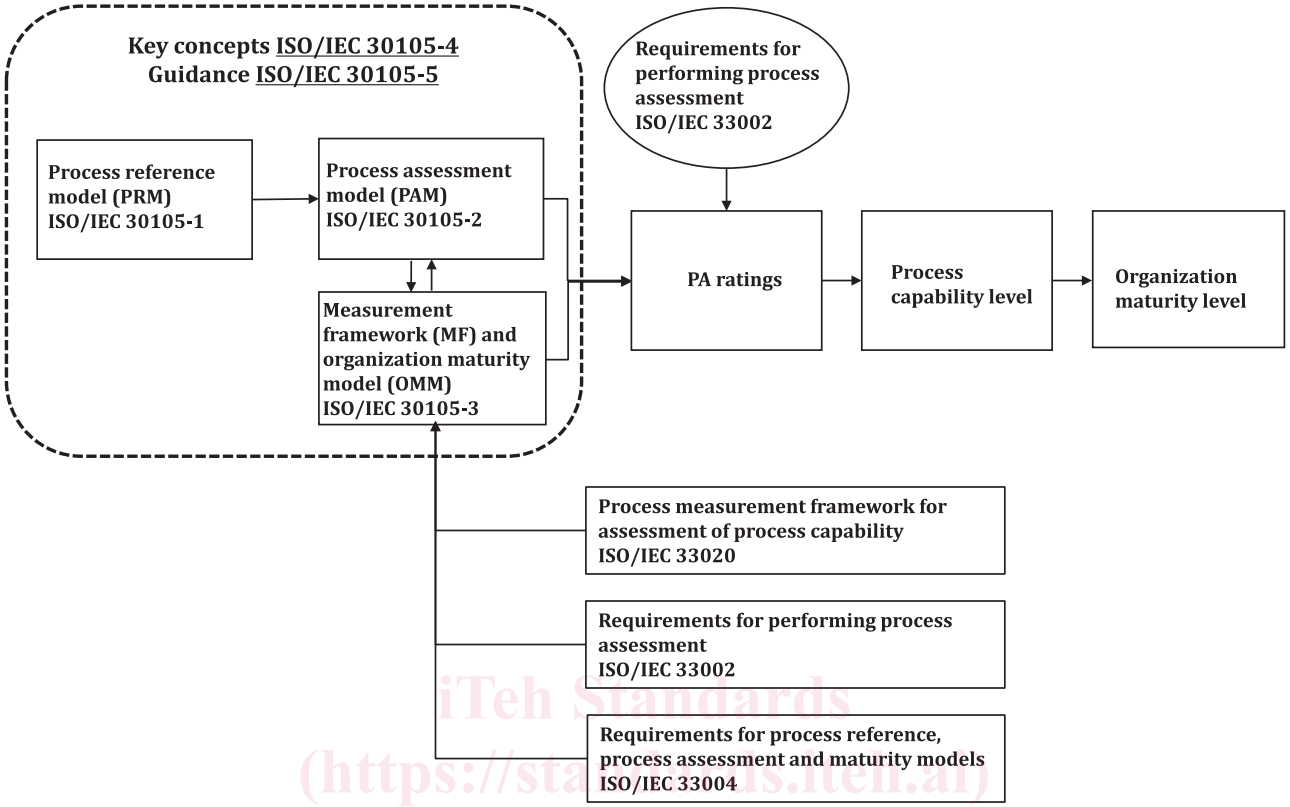

Figure 2 — Overview of MF and OMM

This document also specifies the principles for an ITES-BPO MF which supports the assessment of process capability, in accordance with the requirements of ISO/IEC 33003, as indicated in Annex A. The MF provides a schema that can be used to construct a PAM conformant with ISO/IEC 33004, which can in turn 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, but simply that it is capable of performing its processes at that level.

This MF forms a structure that:

a) facilitates self-assessment;

b) provides a basis for use in process capability determination and process improvement;

c) is applicable across all business domains and sizes of organization;

d) produces a set of PA ratings (process profile);

e) derives a process capability level.

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

5 ITES-BPO MF for process capability

This clause describes the MF to be employed for the assessment of process capability in the ITES-BPO domain. The MF elements shall be in accordance with the definitions in ISO/IEC 33020:2019, Clause 5. The MF 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 MF is expressed in terms of a set of PAs. Each PA is defined in terms of a set of PA outcomes that can be evaluated to indicate the extent of achievement of the PA. The PAs are organized into process capability levels, ranging from "Level 0: Incomplete" (in which the process does not achieve its defined process outcomes) to "Level 5: Innovating" (in which the process is continually improved to respond to the organization's change). There are six capability levels incorporating nine PAs.

— **Level 0: Incomplete process** — the process is not implemented or fails to achieve the process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose.

— **Level 1: Performed process** — the implemented process achieves its process purpose.

— **Level 2: Managed process** — the Level 1 "Performed" process is implemented in a managed fashion (planned, monitored and adjusted) and its documented information is appropriately established, controlled and maintained.

— **Level 3: Established process** — the Level 2 "Managed" process is implemented using a defined process that is assured and continually improved.

— **Level 4: Predictable process** — the Level 3 "Established" process is now performed predictively. Quantitative management needs are identified, measurement data are collected and analysed to identify causes of variation.

— **Level 5: Innovating process** — the Level 5 "Predictable" process is continually improved to respond to changes through identified innovative approaches for process innovation.

The set of process capability levels and PAs that comprise the MF are defined in Table 1.

Table 1 — Capability levels and PAs

Capability levels	PA IDs	PAs
Level 0: Incomplete process	-	-
Level 1: Performed process	PA 1.1	Process performance
Level 2: Managed process	PA 2.1	Performance management
	PA 2.2	Documented information management
Level 3: Established process	PA 3.1	Process definition
	PA 3.2	Process deployment
	PA 3.3	Process assurance
Level 4: Predictable process	PA 4.1	Quantitative analysis
	PA 4.2	Quantitative control
Level 5: Innovating process	PA 5.1	Process innovation

Detailed definitions for all of the process capability levels and PAs are contained in ISO/IEC 33020:2019, 5.2, and are also set out in ISO/IEC 30105-2:2024, Clause 6, together with the relevant process capability indicators.

The extent of PA achievement is characterized on a defined rating scale. The rating scale and requirements for the rating of attribute achievement are set out in Clause 6.

6 Rating and aggregating PAs

6.1 PA rating scale

Within this MF, a PA is a measurable property of process capability. A PA rating is a judgment of the degree to which a PA is achieved 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 summarize the ratings.

A PA is measured using an ordinal scale:

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

— P– Partially achieved: There is some evidence of an approach to, and some achievement of, the defined PA in the assessed process. Many aspects of achievement of the PA are potentially unpredictable.

— P+ Partially achieved: There is some evidence of an approach to, and some achievement of, the defined PA in the assessed process. Some aspects of achievement of the PA are potentially unpredictable.

— L– Largely achieved: There is evidence of a systematic approach to, and significant achievement of, the defined PA in the assessed process. Many weaknesses related to this PA potentially exist in the assessed process.

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

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

The corresponding percentages shall be as follows:

— N Not achieved 0 % to ≤15 % achievement;

— P- Partially achieved– >15 % to ≤32,5 % achievement;

— P+ Partially achieved+ >32,5 % to ≤50 % achievement;

— L- Largely achieved– >50 % to ≤ 67,5 % achievement;

— L+ Largely achieved+ >67.5 % to ≤85 % achievement;

— F Fully achieved >85 % to ≤100 % achievement.

— N Not achieved 0 % to ≤15 % achievement;

6.2 PA rating method

A PA outcome is the observable result of the achievement of a specified PA.

A process outcome is the observable result of the successful achievement of the process purpose.

Process outcomes and PA outcomes can be characterized as an intermediate step providing a PA rating.