



International
Standard

ISO/IEC 30105-5

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

**Part 5:
Guidance**

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

Partie 5: Recommandations

<https://standards.iteh.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024>

**Second edition
2024-06**

iTeh Standards
(<https://standards.iteh.ai>)
Document Preview

iTeh Standards
(<https://standards.iteh.ai>)
Document Preview

[ISO/IEC 30105-5:2024](https://standards.iteh.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024)

<https://standards.iteh.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024>



COPYRIGHT PROTECTED DOCUMENT

© ISO/IEC 2024

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Contents

	Page
Foreword	v
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.....	2
4 Overview	3
4.1 General.....	3
4.2 Inter-relationship between parts of the ISO/IEC 30105 series.....	4
4.3 Readership for the ISO/IEC 30105 series.....	5
5 ITES-BPO service features	6
6 Benefits of adopting the ISO/IEC 30105 series	7
6.1 Key aspects addressed by the ISO/IEC 30105 series.....	7
6.2 Benefits of the adoption and implementation of the ISO/IEC 30105 series.....	7
6.3 Value to stakeholders.....	7
6.3.1 General.....	7
6.3.2 Direct stakeholders.....	8
6.3.3 Indirect stakeholders.....	9
7 PRM	9
7.1 General.....	9
7.2 Process categories and processes.....	10
8 PAM	10
8.1 General.....	10
8.2 Assessment indicators.....	10
9 MF and OMM	11
9.1 MF.....	11
9.2 OMM.....	12
10 Process capability assessment and organization maturity level determination	14
10.1 Assessment initiation.....	14
10.2 Process assessment output.....	14
11 Process capability gap determination	15
11.1 Overview.....	15
11.2 Process capability gap determination — Steps.....	16
11.2.1 Step 1 — Initiate process-related capability gap determination.....	16
11.2.2 Step 2 — Determine relevant processes and the process context.....	17
11.2.3 Step 3 — Define target process profile.....	17
11.2.4 Step 4 — Define the target assessment inputs.....	17
11.2.5 Step 5 — Assess current process capability.....	17
11.2.6 Step 6 — Determine proposed process capability.....	18
11.2.7 Step 7 — Verify proposed process capability.....	19
11.2.8 Step 8 — Analyse process capability gaps.....	19
11.2.9 Step 9 — Act on results.....	19
12 Process improvement	19
12.1 Purpose and outcomes.....	19
12.2 Types of process improvement.....	20
12.3 Process improvement programme.....	21
12.3.1 Examine organization's business goals to set improvement objectives.....	21
12.3.2 Initiate process improvement cycle.....	22
12.3.3 Identify improvement areas.....	23

ISO/IEC 30105-5:2024(en)

12.3.4 Analyse assessment strengths and weaknesses.....	23
12.3.5 Review organizational improvement objectives.....	24
12.3.6 Generate and identify improvement areas.....	24
12.3.7 Derive action plan.....	24
12.3.8 Implement improvements.....	25
12.3.9 Monitoring implementation.....	26
12.3.10 Confirm improvements.....	26
12.3.11 Sustain and monitor improvements.....	26
Bibliography.....	28

iTeh Standards (<https://standards.iteh.ai>) Document Preview

[ISO/IEC 30105-5:2024](https://standards.iteh.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024)

<https://standards.iteh.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024>

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).

ISO and IEC draw attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO and IEC take no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO and IEC had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents and <https://patents.iec.ch>. ISO and IEC shall not be held responsible for identifying any or all such patent rights.

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

For an explanation of the voluntary nature of standards, 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 www.iso.org/iso/foreword.html. In the IEC, see www.iec.ch/understanding-standards.

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 30105-5:2016), which has been technically revised.

The main changes are as follows:

- terms and abbreviated terms have been added;
- the term “process risk determination” has been replaced by the term “process capability gap determination” in [3.1.5](#) and throughout the document, and the process capability gap determination steps in [11.2](#) have been updated to align with ISO/IEC TR 33015:2019;
- [Clauses 4, 5 and 6](#) have been restructured to improve the sequence of the document;
- duplicate contents from ISO/IEC 30105-1, ISO/IEC 30105-2 and ISO/IEC 30105-3 have been removed;
- [Figure 2](#) has been revised to improve clarity;
- an explanation of the new documents ISO/IEC TS 30105-6, ISO/IEC TR 30105-7, ISO/IEC 30105-8, and ISO/IEC TS 30105-9 has been added;
- 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.

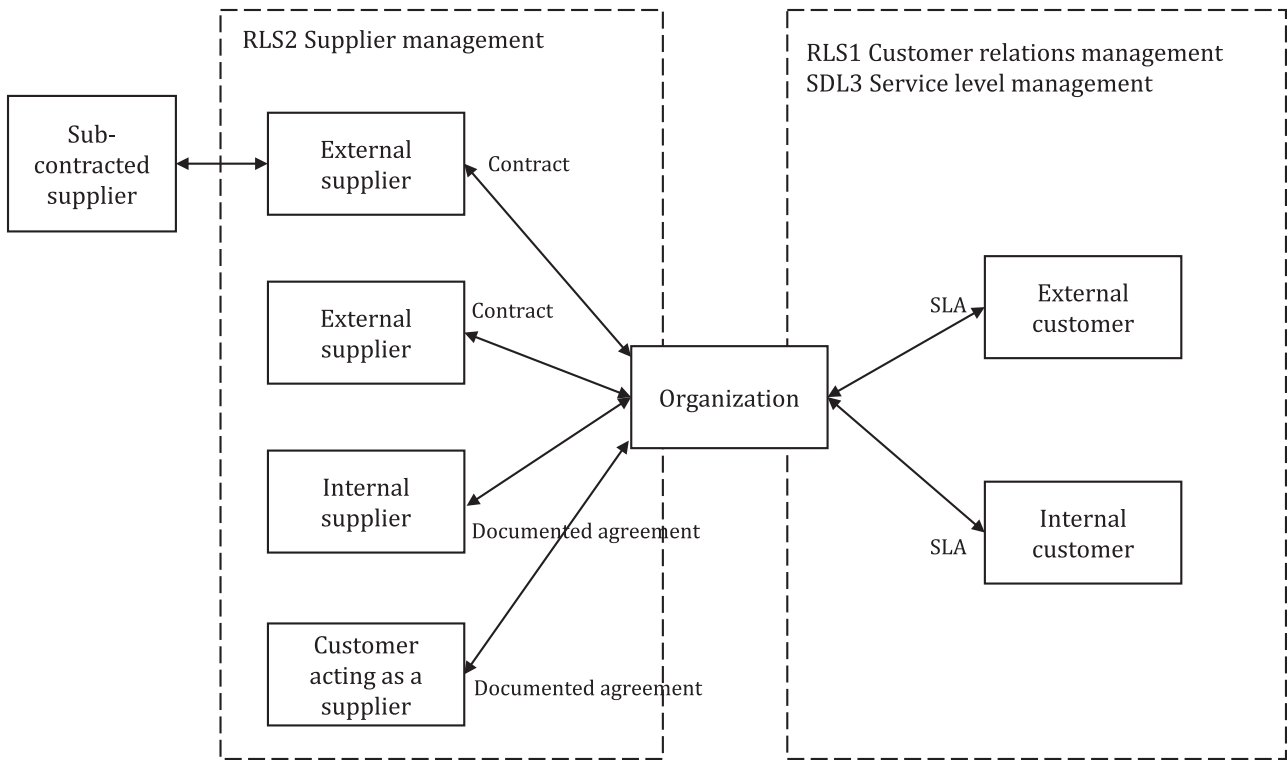
Introduction

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

iTeh Standards
 (https://standards.itih.ai)

Figure 1 — ITES-BPO key entities

ISO/IEC 30105-5:2024

<https://standards.itih.ai/catalog/standards/iso/0c56ce8e-9228-4ec2-b906-bc9dc47ea4d9/iso-iec-30105-5-2024>

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

Part 5: Guidance

1 Scope

This document contains the guidance on supporting maturity improvement for service providers. It specifies the provision of assessment results that are repeatable, objective and comparable within similar contexts, and can be used for either process improvement or process capability gap determination. The framework for the conduct of assessments is designed to support the achievement of dependable assessment results.

This document provides guidance on the usage of the core parts of the ISO/IEC 30105 series: ISO/IEC 30105-1, ISO/IEC 30105-2 and ISO/IEC 30105-3.

This document also introduces the extended parts of the ISO/IEC 30105 series: ISO/IEC TS 30105-6, ISO/IEC TR 30105-7, ISO/IEC 30105-8 and ISO/IEC TS 30105-9.

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, *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 terms and definitions given in ISO/IEC 33020 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 input

information required before a process assessment can commence

Note 1 to entry: The assessment input can change over the course of an assessment.

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

3.1.2

assessment output

all of the tangible results from an assessment

[SOURCE: ISO/IEC 33001:2015, 3.2.4, modified — "(see assessment record)" removed from the definition.]

3.1.3

corrective action

action to eliminate the causes of a non-conformity and to prevent recurrence

Note 1 to entry: There can be more than one cause for a non-conformity.

Note 2 to entry: Corrective action is taken to prevent recurrence whereas preventive action is taken to prevent occurrence.

Note 3 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1. The original definition has been modified by adding Notes 1 and 2 to entry.

[SOURCE: ISO 9000:2015, 3.12.2]

3.1.4

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 organizational unit is typically part of a larger organization, although in a small organization, the organizational unit can be the whole organization.

[SOURCE: ISO/IEC 33001:2015, 3.2.14]

3.1.5

process capability gap 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 capability gaps associated with use of the processes in meeting a specified requirement.

3.1.6

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]

3.2 Abbreviated terms

BCM	business continuity management
BP	base practice
GP	generic practice
GR	generic resource
ITES-BPO	IT Enabled Services-Business Process Outsourcing
KPI	key performance indicator
MF	measurement framework
OMM	organization maturity model

PA	process attribute
PAM	process assessment model
PCI	process capability indicator
PPI	process performance indicator
PRM	process reference model
RLS	relationship
SDL	service delivery
SLA	service level agreement

4 Overview

4.1 General

This document aims to provide guidance on the process capability level and the organization maturity model (OMM), including the organization maturity rating scale. This scale represents the extent to which an organization is able to demonstrate its maturity through process quality. Process quality is demonstrated through assessment of the organization's ability to establish, manage and execute its processes with high capability.

An assessment of process capability and organizational maturity will identify the strengths, weaknesses and capability gaps associated with individual processes, and thus areas of potential improvement.

Assessment of the process capability gap is applicable across all ITES-BPO domains and to any service provider wanting to determine the process capability gap of its own processes.

Process improvement uses the results of a current state assessment for a service provider to formulate and prioritize improvement plans. These plans improve the processes, thus creating the inherent ability to support continual improvement.

The outputs from a process assessment and process capability gap determination can be analysed against the organization goals for an organizational unit and those for the ITES-BPO engagement. From this, the strengths, weaknesses and capability gaps related to the processes, operations, structure, etc. can be identified. This can help to determine whether the processes are effective in achieving organization goals and provide the critical triggers for making improvements.

The guidance on assessment of process capability gaps covers the following:

- overview of process capability: target capability and process-oriented capability gap analysis;
- guidance for conducting an assessment of process capability: core and extended.

The guidance on process improvement provides the following:

- overview of process improvement: the factors which drive ITES-BPO process improvement and the underlying general principles;
- methodology for process improvement: improving ITES-BPO processes within a continual improvement cycle;
- MF and management: ITES-BPO process improvement from a management perspective, including an overall framework for process measurement.

These service provider improvements can be marketed to customers and can provide increased value to customers and stakeholders.