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

Part 8: Continual Performance Improvement (CPI) of ITES-BPO

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National foreword

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A list of organizations represented on this committee can be obtained on request to its committee manager.

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

Part 8: Continual performance improvement (CPI) of ITES-BPO

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

Partie 8: Amélioration continue des performances de la délocalisation du processus d'affaires des services activés par IT

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Foreword

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

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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 finance, human resource management, administration, healthcare, 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 30105-1 defines more than 30 business processes for the ITES-BPO industry, including the TEN8 continual improvement process. The continual improvement process has been further elaborated in this document for ITES-BPO service providers who want to effectively achieve business service performance goals by implementing the continual performance improvement (CPI) methodology.

The CPI methodology consists of a CPI repository (see 5.4) and an assessment method for ITES-BPO service delivery (see 5.3), based on identified service performance criteria (see 5.2). The CPI methodology results in an assessment score for the ITES-BPO service delivery that supports the prioritization of business service performance improvement opportunities. Through the successful implementation of the CPI methodology, with additional base practices and work products or characteristics of work products from service delivery execution, service delivery reporting, solution development, change management, audit management and continual improvement, ITES-BPO service providers will be able to enjoy the following benefits:

a) identification and actioned analyses of improvement opportunities;

b) planning and implementation of continual improvement programmes;

c) selection of specific objectives and goals for the programme based on priority and value added;

d) monitoring and review of programmes against objectives;

e) communication of progress to relevant stakeholders;

f) involvement of the customer organization as appropriate;

g) analysis and reporting on the impact of changes, issues, threats and improvements on continual improvement policy and measures.

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Part 8: Continual performance improvement (CPI) of ITES-BPO

1 Scope

This document specifies a continual performance improvement (CPI) methodology and its major elements, which extend the already-defined continual improvement process (TEN8) in ISO/IEC 30105-1. This document helps ITES-BPO service providers to improve their performance by assessing service delivery.

This document does not define technologies and tools for implementing the CPI methodology.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

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
ITES-BPO service adaptability
degree to which a service can be configured or be modified to meet new needs

Note 1 to entry: Adaptability includes the scalability of internal capacity (e.g. screen fields, tables, transaction volumes, report formats, etc.).

Note 2 to entry: Adaptations include those carried out by specialized support staff, and those carried out by business or operational staff, or end users.

Note 3 to entry: If the service is to be adapted by the end user, adaptability corresponds to suitability for individualization as defined in ISO 9241-110.

[SOURCE: ISO/IEC TS 25011:2017, 3.2.7, modified — "IT" has been replaced by "ITES-BPO" in the preferred term. "IT service" has been replaced by "service" in the definition and "can configure itself" has been replaced by "can be configured" in the definition. Notes 1 - 3 to entry have been added.]

3.2
transparency
property of a system or process to imply openness and accountability

[SOURCE: ISO/IEC 27036-3:2013, 3.3]

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3.3
stability
degree to which a service performs to agreed levels, regardless of its context

Note 1 to entry: The resilience is the capability of a service to perform to agreed level in a disruption context.

Note 2 to entry: The accessibility is the capability of a service to perform to agreed level in a usability context.

3.4
ITES-BPO service reliability
degree to which an ITES-BPO service provides consistent outcomes and performance

[SOURCE: ISO/IEC TS 25011:2017, 3.2.4, modified — "IT" has been replaced by "ITES-BPO" in the preferred term. "IT service" has been replaced by "ITES-BPO service" in the definition and "consistent and stable IT service outcomes" has been replaced by "consistent outcomes and performance" in the definition.]

3.5
business service performance
activity that helps an organization to achieve business goals based on key performance indicators

Note 1 to entry: The activity is closely connected with the management of business service competencies.

3.6
continual performance improvement
CPI
methodology providing means to align business service performance and ITES-BPO service delivery

3.7
service performance criteria
set of pre-determined conditions used to assess the service delivery for improvement

4 CPI interrelationship with the ISO/IEC 30105-1 process reference model (PRM) and the ISO/IEC 30105-2 process assessment model (PAM)

4.1 General

ISO/IEC 30105-1 specifies the lifecycle process requirements involved in the ITES-BPO industry. Alignment to ISO/IEC 30105-1 can improve consistency, delivery quality and predictability in delivery of services. For the ITES-BPO organization, continual performance improvement is essential to successful operation and provides great value to the customer. Using CPI, performance-based economic risks and errors related to performance issues can be identified, then an action plan can be implemented to solve these issues. This methodology can elevate an ITES-BPO service provider's performance improvements and facilitate the completion of work products (WPs) that affect processes across the entire ITES-BPO lifecycle.

Implementation of this document is not mandatory when a maturity assessment is conducted for an ITES-BPO service organization. However, implementing this document is recommended when seeking to improve business service performance, from the ITES-BPO service delivery perspective.

4.2 CPI, PRM and PAM

The ISO/IEC 30105–1 PRM defines the process categories that are included in the process dimension of the PAM for ITES-BPO. It includes all aspects of an ITES-BPO service, from developing an ITES-BPO solution, through service delivery, to transitioning out. It includes the leadership, relationship management and enabling processes that support the outsourced business across its lifecycle.

The continual improvement process (TEN8), as shown in Figure 1, is an important part of tactical enablement, which drives improvement of the ITES-BPO service delivery processes.

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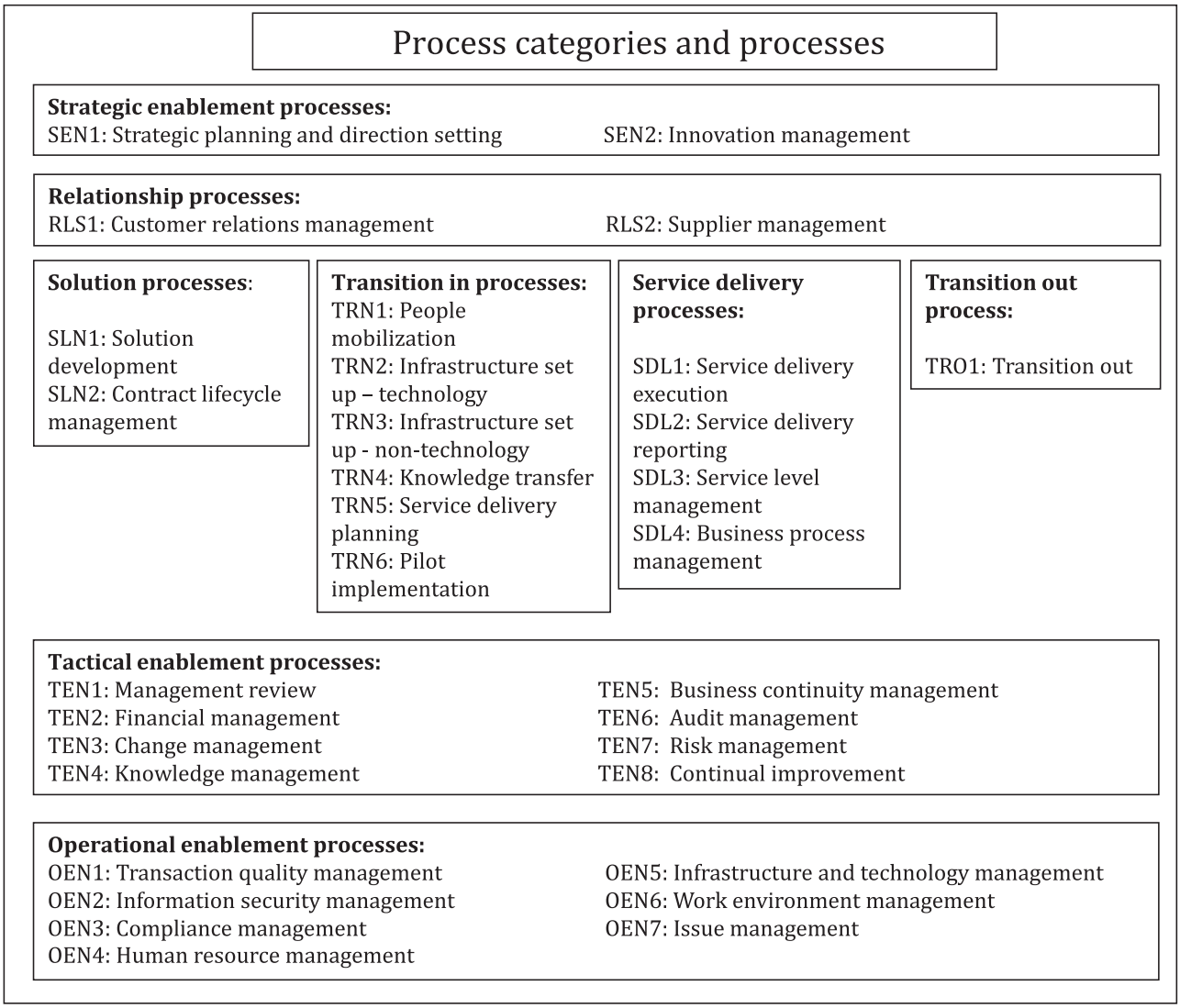

Figure 1 — ITES-BPO lifecycle processes and categories

The ISO/IEC 30105-2 PAM provides indicators to measure the ITES-BPO processes achievement and capability.

Types of process performance indicators are:

— base practice (BP);

— work product (WP).

BP performance indicates the extent of achievement of the process purpose and process outcomes. WPs are either used or produced (or both) when performing the process. BP and WP are the basis for improving the process maturity of ITES-BPO organization that forms the organization maturity level.

The CPI methodology focuses on ITES-BPO service performance improvement.

CPI is based on three elements:

— performance criteria that are related to BP and WP as defined in ISO/IEC 30105-2;

— a CPI repository;

— a CPI assessment method that evaluates ITES-BPO service delivery through their lifecycle.

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