International Standard

ISO/IEC 30105-2

Second edition
2024-06

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)

Reference number
ISO/IEC 30105-2:2024(en)

© ISO/IEC 2024

Documents
Document Sharing Hub

Full document details: ISO IEC 30105-2-2024

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

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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**

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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 30105-2:2016), 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;

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

— 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.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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.

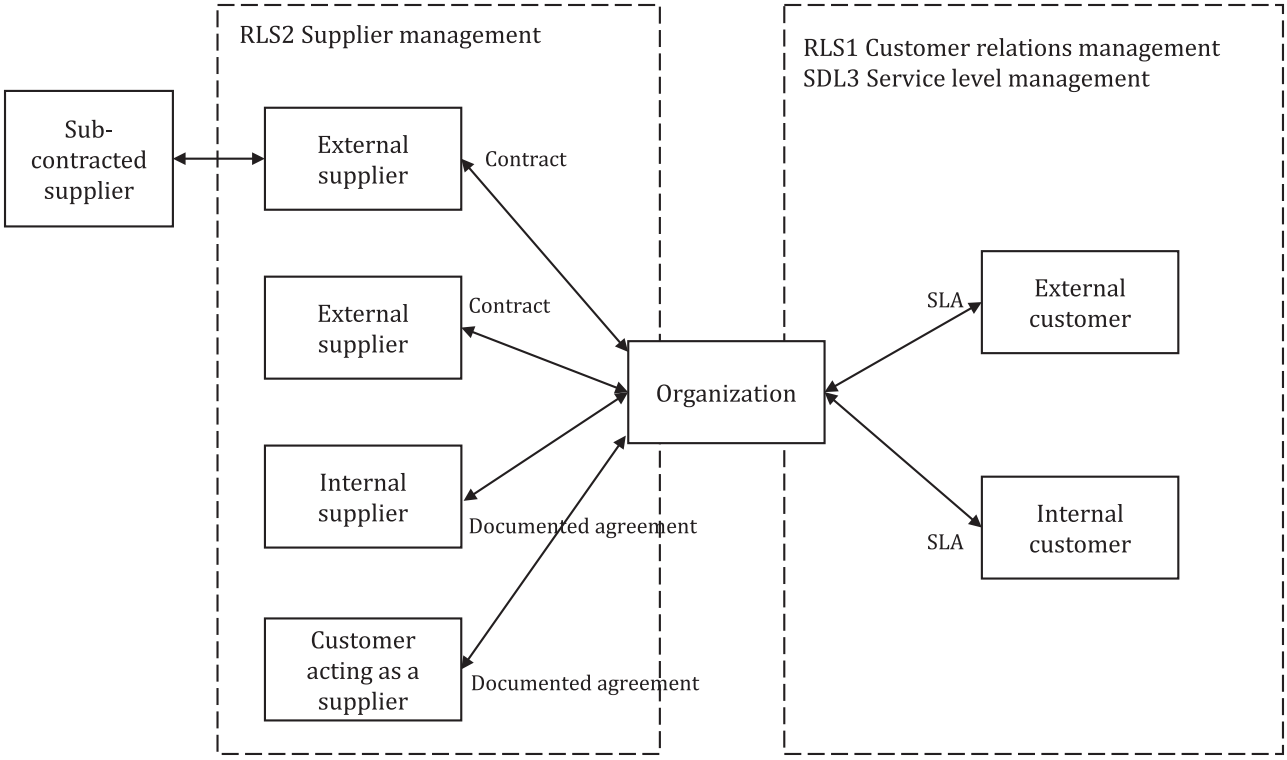
— Process improvement (PI) implemented using the ISO/IEC 30105 series can lead to a clear return on investment for customers and service providers.

— 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.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024



Key

RLS relationship

SDL service delivery

SLA service level agreement

Figure 1 — ITES-BPO key entities

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Documents
Document Sharing Hub

Full document details: ISO IEC 30105-2-2024

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]

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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]

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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.

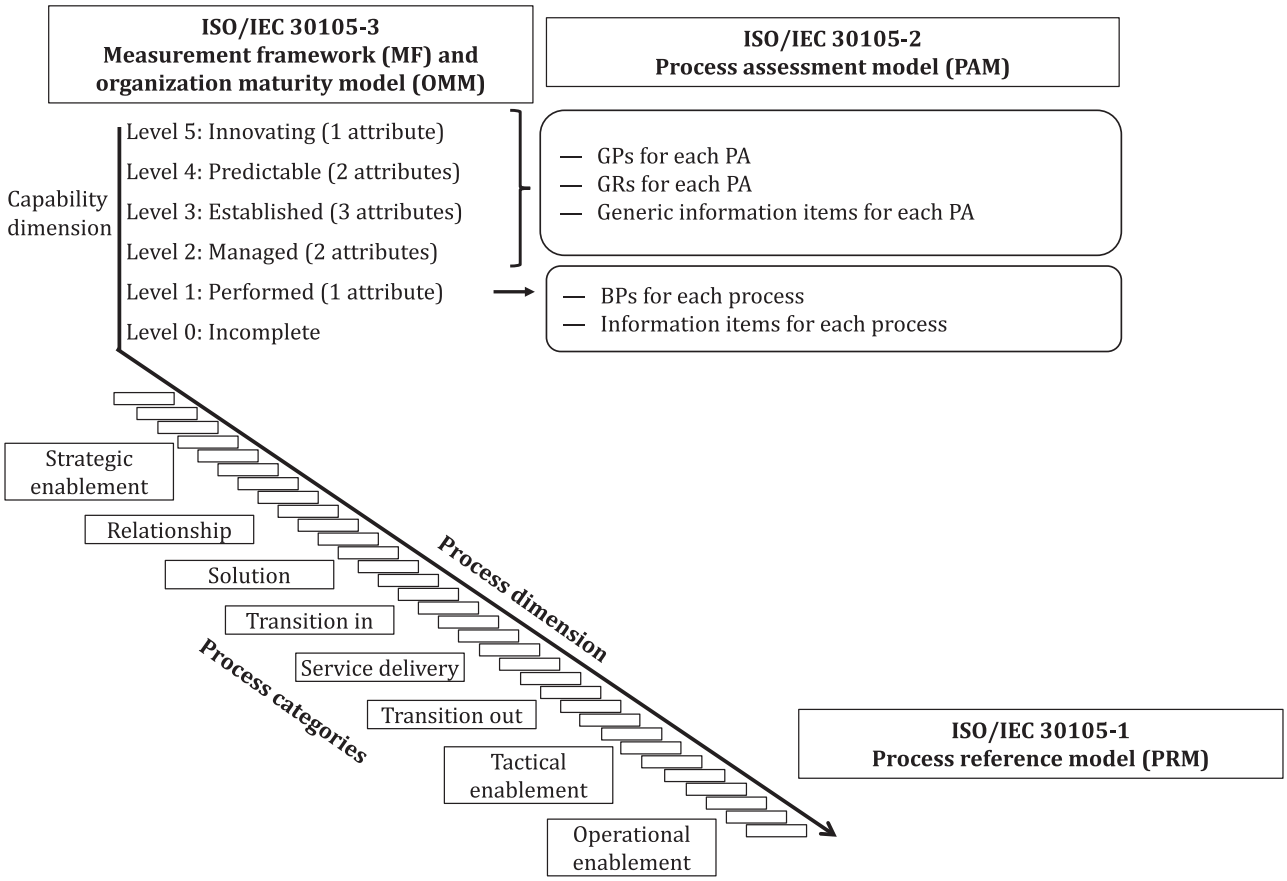


Figure 2 — Relationship between PRM, PAM and MF

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

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.

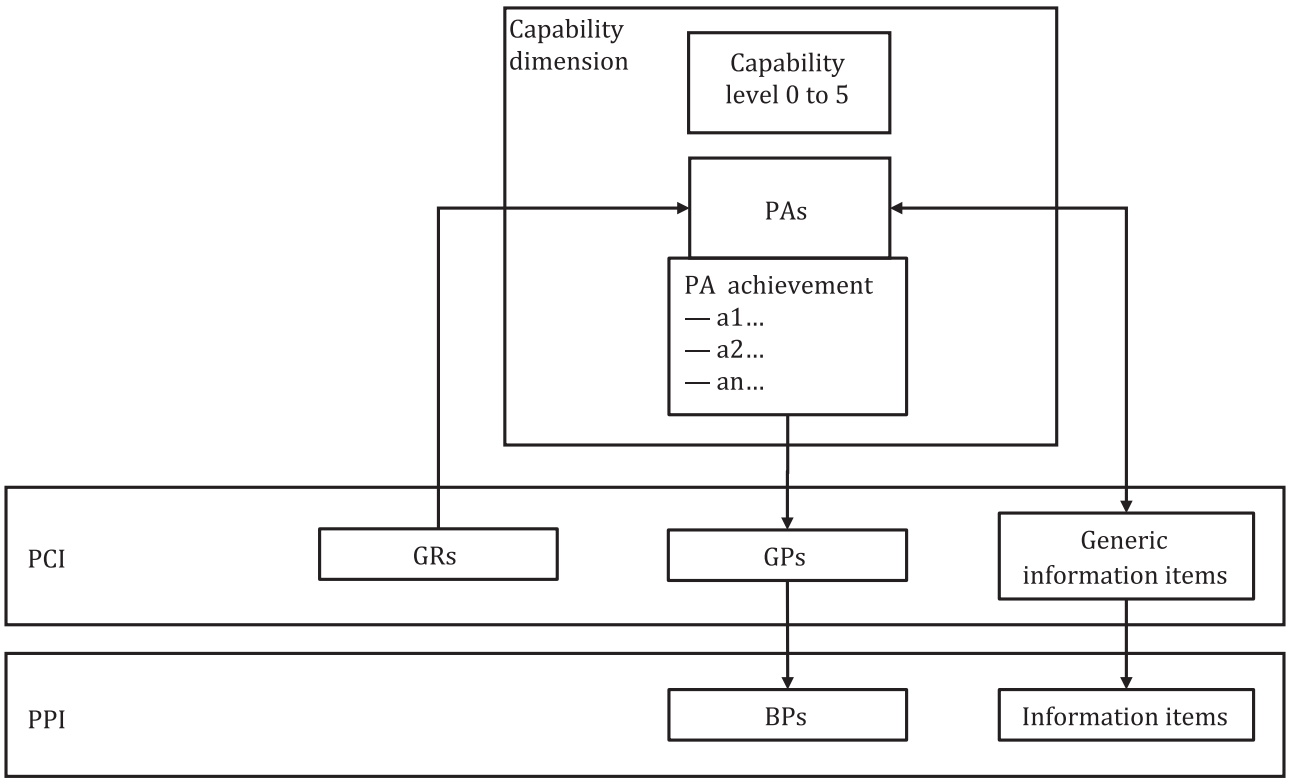


Figure 3 — Process assessment indicators

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

4.3.2 PCIs

They are intended to be applicable to all processes and are defined for ITES-BPO lifecycle processes in Clause 6.

All the PCIs relate to the PAs defined in the capability dimension of the PAM. They represent the type of evidence that supports judgments of the extent to which the attributes are achieved. Evidence of their effective performance or existence supports the judgment of the degree of achievement of the attribute. The GPs are the principal indicators of process capability.

The GP indicators are activities of a generic type and they provide guidance on the implementation of the attribute's characteristics. They support the achievement of the PA and many of them concern management practices, i.e. practices that are established to support the process performance as it is characterized at level 1. Tables in 6.2 list the mappings of the GPs to the achievements associated with each PA.

During the evaluation of process capability, the primary focus is on the performance of the GPs. In general, performances of all GPs are expected for full achievement of the PA.

The GR indicators are associated resources that can be used when performing the process in order to achieve the attribute. These resources can include human resources, tools, methods and infrastructure. The availability of a resource indicates the potential to achieve a specific attribute.

The assessor should interpret the GRs according to the process assessed. For example, for PA 2.1, "human resources with identified objectives, responsibilities and authorities", an assessor looks for roles with identified objectives, responsibilities and authorities in service delivery management processes, but for organizational processes looks for governance structures (e.g. mandated committees, positions) with identified objectives, responsibilities and authorities.

The generic information item indicators are sets of characteristics that are expected to be evident in information items of generic types as a result of achievement of a PA. The generic information items form the basis for the classification of the information items defined as PPIs. They represent basic types of information items that can be inputs to or outputs from all types of process.

These three types of indicators help to establish objective evidence of the extent of achievement of a specified PA.

Due to the fact that level 1 capability of a process is only characterized by the measure of the extent to which the process purpose is achieved, the process performance attribute (PA 1.1) has a single GP indicator (GP 1.1.1). In order to support the assessment of PA 1.1. To amplify the process performance achievement analysis, additional PPIs are defined in the PAM.

4.3.3 PPIs

PPIs relate to individual processes defined in the process dimension of the PAM and are chosen to explicitly address the achievement of the defined process outcomes.

Evidence of performance of the BPs and the presence of information items with their expected characteristics provide objective evidence of the achievement of the process outcomes.

A BP is an activity that addresses the purpose of a particular process. Consistently performing the BPs associated with a process helps to consistently achieve the process purpose. A coherent set of BPs is associated with each process in the process dimension. The BPs are described at an abstract level, identifying "what" should be done without specifying "how." Implementing the BPs of a process should achieve the basic outcomes that reflect the process purpose. BPs represent only the first step in building process capability, but they represent the unique, functional activities of the process, even if that performance is not systematic.

The performance of a process requires information items that are identifiable and usable in achieving the purpose of the process. In this PAM, each information item has a defined set of example characteristics that can be used when reviewing the information item to assess the effective performance of a process. Information item characteristics can also be used to identify the corresponding information item that is used or produced by the organization being assessed.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Clause 5 contains a complete description of the processes, including the BPs and the associated information items. Annex B describes information item characteristics, with Clause B.2 containing a list of generic information items and their characteristics, and Clause B.3 containing a list of process-specific information items, with the generic information items for completeness, and their characteristics.

Similar to the concept of modularity in object orientation, the shared characteristics of a group of information items have been extracted into a generic information item. An assessor should refer to both the information items and the generic information items in the PAM in the context of the actual information items when performing an assessment.

4.3.4 Measuring process capability

The PPIs and PCIs in PAM give examples of evidence that an assessor can obtain, or observe, in the performance of an assessment. The evidence obtained in the assessment can be mapped onto the set of indicators to enable correlation between the implemented processes and the processes defined in this PAM.

These indicators provide guidance for assessors in accumulating the necessary objective evidence to support judgments of capability. They are not intended to be regarded as a mandatory set of checklists to be followed.

An indicator is defined as an objective characteristic of a BP or information item that supports the judgment of the performance or capability of an implemented process. The assessment indicators and their relationship to process performance and process capability are shown in Figure 4 based on ISO/IEC 33063:2015.

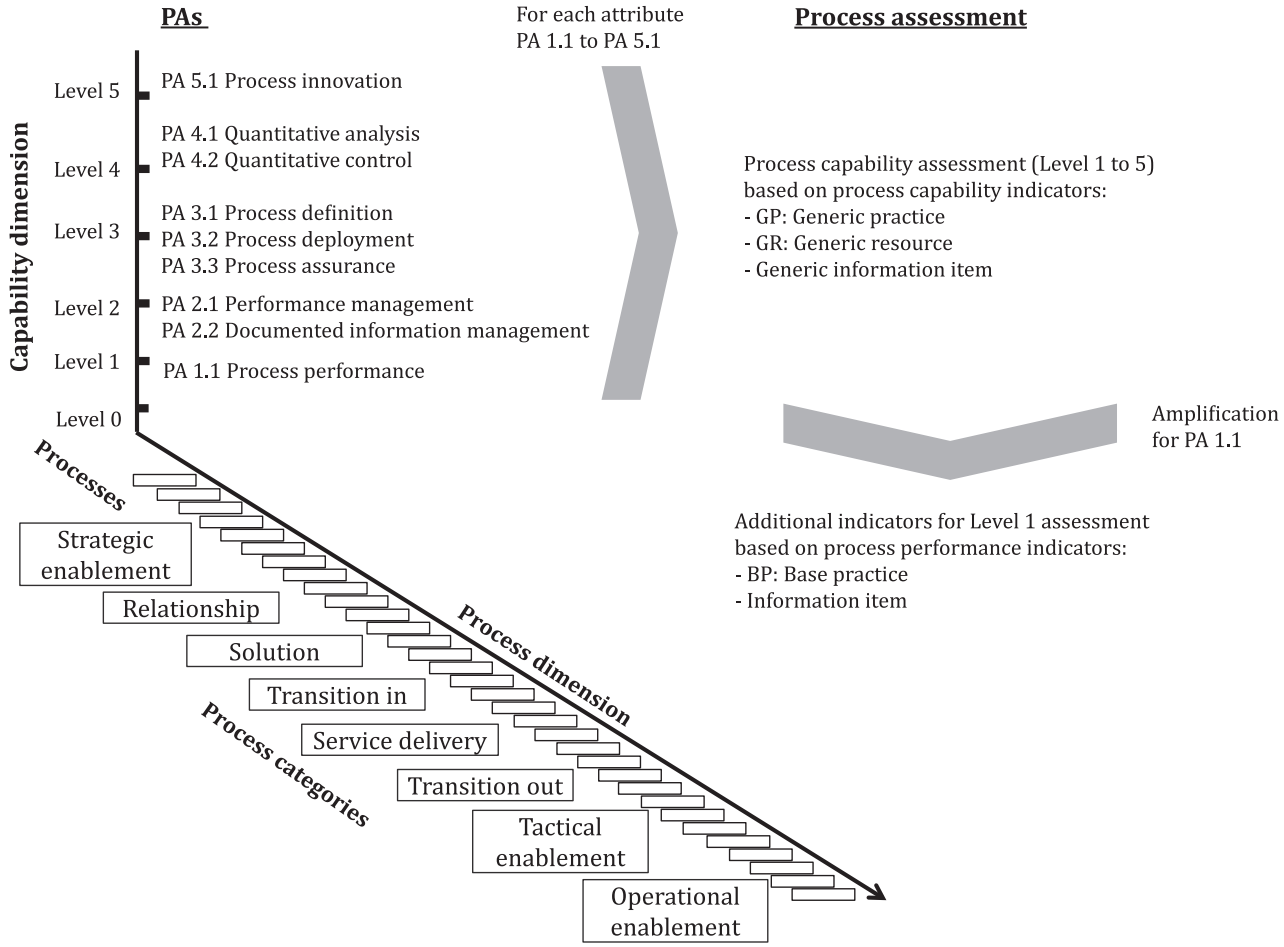


Figure 4 — Measuring process capability using process assessment indicators

Assessment indicators are used to confirm that certain practices were performed, as shown by observable evidence collected during an assessment. All such evidence comes either from the examination of information items or from statements made by the performers and managers of the processes.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

The existence of BPs, information items and information item characteristics provide evidence of the performance of the processes associated with them. Similarly, the existence of PCIs provides evidence of process capability.

The evidence obtained should be recorded in a form that clearly relates to an associated indicator, so that the support for the assessor's judgment can be readily confirmed or verified as required by ISO/IEC 33002.

The output from a process assessment is a set of process profiles, one for each process within the scope of the assessment. Each process profile consists of a set of the PA ratings for an 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 judgments of the assessor are based on a coherent set of recorded objective evidences.

5 Processes and PPIs (level 1)

5.1 General

This clause defines the processes and the associated PPIs within the PAM as defined in Figure 4 of this document. The processes and process categories in PAM can be directly mapped to those defined in the PRM in ISO/IEC 30105-1.

The individual processes are stated in terms of process name, process purpose and process outcomes as defined in ISO/IEC 30105-1.

For each process, the PAM further provides:

a) a set of BPs defining the tasks and activities needed to accomplish the process purpose and fulfil the process outcomes; each BP is explicitly associated to a process outcome, e.g. "[Outcome a)]";

b) a number of information items associated with each process and related to one or more of its outcomes, e.g. "[Outcome a)]";

c) characteristics associated with each information item, as indicated in Table B.4.

The BPs and information items constitute the set of indicators to assess process performance for a particular process.

Each BP and information item is cross-referenced to the process outcomes it addresses. All information items relate as inputs or outputs to the process as a whole; see the mappings later in this clause.

NOTE Each information item has a unique ID. Detailed characteristics of these information items are indicated in Annex B with the same ID.

A documented assessment process and assessor judgment is needed to ensure that process context (application domain, business purpose, development methodology, size of the organization, etc.) is explicitly considered when evaluating a process. This list of information items is provided as an example and starting point for considering whether the information items are required to support the purpose of the process. The list of items is not to be considered as a checklist of what each organization should have.

The assessor should also consider the relationship between this document (ISO/IEC 30105-2) and the other parts of the ISO/IEC 30105 series. For example, ISO/IEC TS 30105-6 is referred to for additional guidelines on risk management. ISO/IEC 30105-8 is referred to for additional information items with regards to continual performance improvement. ISO/IEC TS 30105-9 provides the guidance on extending process capability assessment for digital transformation based on the PAM defined in this document, outlining the outcomes for a digitally transformed ITES-BPO organization's processes and the corresponding BPs to achieve such outcomes.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

5.2 BPs and information items for ITES-BPO lifecycle processes

5.2.1 Strategic enablement (SEN) processes

There are two processes under this category:

a) SEN1: Strategic planning and direction setting;

b) SEN2: Innovation management:

Tables 1 – 6 contain the relevant processes related to strategic enablement:

— Table 1: SEN1 Strategic planning and direction setting process purpose and outcomes;

— Table 2: SEN1 Strategic planning and direction setting process BPs;

— Table 3: SEN1 Strategic planning and direction setting process information items;

— Table 4: SEN2 Innovation management process purpose and outcomes;

— Table 5: SEN2 Innovation management process BPs;

— Table 6: SEN2 Innovation management process information items.

Table 1 — SEN1 Strategic planning and direction setting process purpose and outcomes

ID	**SEN1**
Name	**Strategic planning and direction setting**
Purpose	The purpose of the SEN1 process is to define and share business objectives, strategies and organizational roadmaps to achieve strategic goals.
Outcomes	As a result of the successful implementation of this process: a) business objectives, direction and strategies are defined and shared to the organization and relevant stakeholders; b) business objectives, direction and strategies are defined for service offerings of the service provider; c) implementation plans are defined to achieve business objectives, direction and strategies; d) strategic roadmaps are developed within the constraints of the service provider resources; e) commitment and leadership with respect to the business is demonstrated; f) digital vision and strategy are outlined, defining the role and approach for using digital technologies within the ITES-BPO organization.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 2 — SEN1 Strategic planning and direction setting process BPs

ID	SEN1
BPs	**BP1. Determine objectives**: Bring together required stakeholders to develop long-term organization objectives in terms of lines of business, growth prospects, contributions to geography, etc. [Outcome a)] **BP2. Cascade objectives across organization:** Determine specific objectives at a business unit and department level in line with the organization objectives. [Outcome a), b)] **BP3. Determine roadmaps and targets:** Identify specific roadmaps, targets for business lines, both for long term and short term. [Outcome c), d)] **BP4. Demonstrate commitment and leadership:** Demonstrate commitment and leadership with respect to the business. [Outcome e)] **BP5. Define the approach to leveraging digital capabilities:** Outline the digital vision and strategy. Define the role it is intending to play in the digital ecosystem within the ITES-BPO organization. [Outcome f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 1, row "Outcomes".	

Table 3 — SEN1 Strategic planning and direction setting process information items

Information items	
Inputs	**Outputs**
2.01 Business case [Outcome a), c), f)] 2.13 Stakeholder list [Outcome b)] 2.09 Contract obligation mapping [Outcome e)] 3.09 Business plan [Outcome e)] 3.14 Communication plan [Outcome f)] 4.06 Digital vision and strategy [Outcome f)]	3.09 Business plan [Outcome a), f)] 3.39 Strategic plan [Outcome a), f)] 8.19 Organizational objectives [Outcome a), f)] 6.05 Business review report [Outcome b), c)] 3.18 Department or unit implementation plans [Outcome c), d), e)] 3.37 Roadmap [Outcome d), e)] 2.09 Contract obligation mapping [Outcome e)] 8.24 Roles and responsibilities [Outcome e), f)] 4.06 Digital vision and strategy [Outcome f)] 9.05 Communication record [Outcome f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 1, row "Outcomes".	

Table 4 — SEN2 Innovation management process purpose and outcomes

ID	SEN2
Name	**Innovation management**
Purpose	The purpose of the SEN2 process is to plan and implement programmes to make major changes to business processes leading to significant benefits by deploying innovation.
Outcomes	As a result of the successful implementation of this process: a) an innovation framework is created at an organization level; b) a measurement framework is established; c) a deployment strategy is defined at an organization and process level; d) the major change (innovation) is executed and progress is monitored and reviewed against expected outcomes; e) the customer organization is involved as appropriate; f) progress is communicated to stakeholders.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 5 — SEN2 Innovation management process BPs

ID	SEN2
BPs	**BP1. Create innovation framework:** Create an organization-level innovation framework which provides guidance for deployment and management of innovation. [Outcome a)] **BP2. Establish a measurement framework:** Design and deploy a measurement framework to gauge the level of innovation at a process level. [Outcome b)] **BP3. Define deployment strategy:** Establish a framework deployment strategy at organization and process level, including innovation themes and teams. [Outcome c), e)] **BP4. Execute innovation within identified scope:** Innovation teams deliver innovation, as defined in the deployment strategy, at organization and process level. [Outcome d)] **BP5. Monitor innovation progress:** Measure innovation using established measurement framework at periodic intervals. Monitor progress against expected outcomes. [Outcome d)] **BP6. Communicate progress and involve stakeholders**: Communicate innovation activities and progress and engage stakeholders to contribute and prepare to embrace deployed change. [Outcome e), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 4, row "Outcomes".	

Table 6 — SEN2 Innovation management process information items

Information items	
Inputs	**Outputs**
2.20 Partner list [Outcome a)] 5.06 Innovation framework [Outcome a)] 3.39 Strategic plan [Outcome a), b), d)] 3.04 Budget [Outcome c)] 4.03 Innovation deployment strategy [Outcome c)] 5.11 Programme governance framework [Outcome c), d)] 9.20 Innovation tracker [Outcome c), d)] 5.13 Reward and recognition process document [Outcome d), e)] 3.14 Communication plan [Outcome d), e), f)]	2.20 Partner list [Outcome a)] 5.06 Innovation framework [Outcome a)] 3.27 Innovation roadmap [Outcome a), c)] 4.03 Innovation deployment strategy [Outcome b), c), d), e)] 6.22 Innovation measurement dashboard [Outcome b), d), e)] 9.20 Innovation tracker [Outcome c), d)] 5.11 Programme governance framework [Outcome d)] 6.21 Innovation benefits report [Outcome d), e)] 9.05 Communication records [Outcome d), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 4, row "Outcomes".	

5.2.2 Relationship (RLS) processes

There are two processes under this category:

a) RLS1: Customer relations management;

b) RLS2: Supplier management.

Tables 7 – 12 contain the relevant processes related to relationship:

— Table 7: RLS1 Customer relations management process purpose and outcomes;

— Table 8: RLS1 Customer relations management process BPs;

— Table 9: RLS1 Customer relations management process information items;

— Table 10: RLS2 Supplier management process purpose and outcomes;

— Table 11: RLS2 Supplier management process BPs;

— Table 12: RLS2 Supplier management process information items.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 7 — RLS1 Customer relations management process purpose and outcomes

ID	**RLS1**
Name	**Customer relations management**
Purpose	The purpose of the RLS1 process is to identify and manage customer relations, including the management of customer requirements and customer expectations to improve the level of customer satisfaction.
Outcomes	As a result of the successful implementation of this process: a) requirements and expectations of customers, service users and other interested parties are identified, reviewed and agreed upon; b) customer satisfaction is collected, recorded and measured; c) customer escalations, complaints and actions taken are recorded, tracked and resolved; d) actions to improve customer satisfaction are identified, recorded and tracked until closure.

Table 8 — RLS1 Customer relations management process BPs

ID	**RLS1**
BPs	**BP1. Document relationship attributes:** Identify cultural, market, loyalty and beneficiaries' attributes. Identify customer attributes. [Outcome a)] **BP2. Document customers and stakeholders**: Record contacts and relationships with the business, customers, users and stakeholders. A customer relationship management system with details of contacts in the customer organization and corresponding contacts in the service provider is maintained. [Outcome a)] **BP3. Identify customer needs and expectations including communication needs:** Identify customer needs and expectations, and plan customer communications. [Outcome a)] **BP4. Establish and measure customer satisfaction targets:** Define measurement targets for achieving customer satisfaction. Collect data at a defined interval to gauge customer satisfaction. [Outcome b)] **BP5. Communicate customer satisfaction results:** Communicate results of customer satisfaction measurement to stakeholders. [Outcome b)] **BP6. Manage complaints, compliments and escalations:** Log complaints and compliments from existing information, customer feedback and service reviews. Manage status, communication, escalations and closure. [Outcome c)] **BP7. Identify and act on improvement opportunities:** Analyse customer satisfaction and service user experience results for improvement opportunities. Identify and select improvement opportunities. Take action on selected improvement opportunities. [Outcome b), d)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 7, row "Outcome".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 9 — RLS1 Customer relations management process information items

Information items	
Inputs	**Outputs**
8.07 Customer requirement [Outcome a)] 8.08 Customer satisfaction measurement method [Outcome a), b), d)] 9.12 Customer feedback [Outcome a), c)] 2.08 Contract [Outcome a), d)] 3.14 Communication plan [Outcome b)] 9.13 Customer relationship repository [Outcome b), c)]	2.19 Marketing collateral [Outcome a)] 3.14 Communication plan [Outcome a)] 6.24 Market analysis report [Outcome a)] 8.05 Customer approved solution document [Outcome a)] 8.07 Customer requirement [Outcome a)] 9.13 Customer relationship repository [Outcome a)] 6.11 Customer satisfaction analysis [Outcome a), b)] 2.08 Contract [Outcome a), d)] 9.05 Communication record [Outcome b)] 9.12 Customer feedback [Outcome b), c)] 9.19 Improvement opportunity record [Outcome b), d)] 9.06 Complaints and compliments action log [Outcome c)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 7, row "Outcome".	

Table 10 — RLS2 Supplier management process purpose and outcomes

ID	**RLS2**
Name	**Supplier management**
Purpose	The purpose of the RLS2 process is to select and manage suppliers to provide the required service as per the requirements.
Outcomes	As a result of the successful implementation of this process: a) suppliers are selected for specific services according to the identified criteria; b) services to be provided are defined and negotiated with each supplier; c) roles and relationships between suppliers are determined; d) supplier obligations to meet requirements, including security and privacy standards, are monitored and managed; e) supplier performance against agreed criteria is monitored and managed; f) service level requirements remain in line with overall committed customer needs or are actively managed where not; g) the supply chain is fully integrated; h) supplier risks are identified; i) a supply value chain is established to improve customer satisfaction.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 11 — RLS2 Supplier management process BPs

ID	RLS2
BPs	**BP1. Identify supplier nominations**: Shortlist suppliers based on ability to deliver business requirements and defined service level agreements (SLAs) according to the identified criteria. [Outcome a)] **BP2. Undertake supplier selection:** Determine the services to be provided, scope, timelines, cost and other business parameters, and supplier selection criteria. Evaluate supplier. [Outcome a)] **BP3. Negotiate and agree services:** Negotiate and agree on the price, service, service levels, obligations and governance. [Outcome b), f)] **BP4. Define roles and responsibilities:** Define roles and responsibilities for the supplier and service provider. [Outcome c)] **BP5. Review supplier performance and identify supplier risks:** Review performance against committed targets and obligations, security and privacy, and compliance. Identify supplier risks. Seek remedial plans from supplier for any non-performance. [Outcome d), e), f)] **BP6. Establish and manage the supply value chain:** Design, establish, manage and measure a value chain of suppliers to deliver value to customers. [Outcome e), g), h), i)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 10, row "Outcomes".	

Table 12 — RLS2 Supplier management process information items

Information items	
Inputs	**Outputs**
2.14 Supplier key contacts [Outcome a)] 8.21 Proposal [Outcome a), b)] 8.34 Supplier requirements [Outcome a), b)] 8.36 Supplier selection criteria [Outcome a), g)] 8.35 Supplier roles and responsibilities [Outcome b), c), g)] 8.32 Supplier contract [Outcome c), g)] 6.29 Supplier performance report [Outcome d), e), f), g), h), i)]	2.15 Supplier shortlist [Outcome a), h)] 8.32 Supplier contract [Outcome b), c), e), f), g), h)] 8.35 Supplier roles and responsibilities [Outcome b), c), g)] 6.29 Supplier performance report [Outcome d), e), f), g), h), i)] 9.11 Corrective or preventive actions records [Outcome g)] 9.32 Supplier meet records [Outcome h), i)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 10, row "Outcomes".	

5.2.3 Solution (SLN) processes

There are two processes under this category:

a) SLN1: Solution development;

b) SLN2: Contract lifecycle management.

Tables 13 – 18 contain the relevant processes related to solution:

— Table 13: SLN1: Solution development process purpose and outcomes;

— Table 14: SLN1: Solution development process BPs;

— Table 15: SLN1: Solution development process information items;

— Table 16: SLN2: Contract lifecycle management process purpose and outcomes;

— Table 17: SLN2: Contract lifecycle management process BPs;

— Table 18: SLN2: Contract lifecycle management process information items.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 13 — SLN1 Solution development process purpose and outcomes

ID	**SLN1**
Name	**Solution development**
Purpose	The purpose of the SLN1 process is to develop solutions that meet the identified customer requirements within known constraints.
Outcomes	As a result of the successful implementation of this process: a) customer requirements and known constraints are defined; b) a project plan is developed for transition and delivery of the required outsourced business processes; c) solutions are identified for the transition and the delivery of services that meet agreed current and future business needs; d) customer success criteria are clearly defined; e) solutions are formally accepted by the customer.

Table 14 — SLN1 Solution development process BPs

ID	**SLN1**
BPs	**BP1. Identify requirements of services:** Understand and record the requirements, including the broader purpose, scope, timelines and components of process to be outsourced. [Outcome a), d)] **BP2. Develop a feasible solution(s):** Develop feasible solutions based on the constraints and requirements of the customer. [Outcome b), c), d)] **BP3. Develop knowledge transfer proposal:** Define an approach to understanding processes to be transitioned and to creating standard operating procedures and training manuals. [Outcome a), b), c)] **BP4. Define people mobilization and transfer proposal:** Based on transaction volumes, types of transaction and business cycles, determine an appropriate headcount to deliver the processes, including the ramp-up and ramp-down plan during transfer of processes. [Outcome a), b), c)] **BP5. Define infrastructure proposal:** Identify appropriate technology to perform processes at the service provider's organization. This encompasses technology and non-technology infrastructure, both to be transferred or any additional infrastructure required, including licence transfer. [Outcome a), b), c)] **BP6. Define transition proposal:** Define process changes in the service provider operation, timelines for transfer of the process. Establish milestone reviews, escalation process and project risk management. [Outcome b), c)] **BP7. Define service delivery proposal:** Define processes and procedures required to perform the processes for service delivery. [Outcome a), b), c)] **BP8. Define plans for risk management, information security and business continuity:** Define plans for risk management, information security and business continuity based on the service requirements identified. [Outcome a), c)] **BP9. Obtain formal acceptance of solution from the customer:** Based on mutual discussion, determine an optimum solution and achieve sign-off. [Outcome d), e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 13, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 15 — SLN1 Solution development process information items

Information items	
Inputs	**Outputs**
8.07 Customer requirement [Outcome a), e)] 6.32 Volume seasonality analysis [Outcome b)] 5.17 Transition methodology document [Outcome b), c), d)] 5.03 Current process maps [Outcome c)] 2.13 Stakeholder list [Outcome d)] 8.31 Solution proposal [Outcome d), e)]	3.22 Governance plan [Outcome a)] 8.07 Customer requirements [Outcome a)] 3.43 Transition plan [Outcome b), c), d)] 8.31 Solution proposal [Outcome c)] 8.05 Customer approved solution document [Outcome d), e)] 8.09 Customer success criteria [Outcome e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 13, row "Outcomes".	

Table 16 — SLN2 Contract lifecycle management process purpose and outcomes

ID	**SLN2**
Name	**Contract lifecycle management**
Purpose	The purpose of the SLN2 process is to develop, agree and manage a contract, including mutually agreed terms and conditions against which the contracting parties perform their obligations.
Outcomes	As a result of a successful implementation of this process: a) goals and objectives of the contracting parties are aligned; b) obligations of the contracting parties are agreed upon; c) risks are clarified and agreed upon between the contracting parties; d) mutually satisfactory due diligence is achieved; e) service level and customer satisfaction targets are agreed; f) contracts are accepted and signed by contracting parties; g) contract changes are assessed, recorded, tracked and actioned; h) expirations and renewals are assessed, recorded, tracked and actioned; i) metrics are measured, alignment to all contracted targets is assessed and corrective action is put in place to address any deviations.

Table 17 — SLN2 Contract lifecycle management process BPs

ID	**SLN2**
BPs	**BP1. Align objectives**: Goals and objectives of contracting parties are aligned. [Outcome a), d)] **BP2. Define and monitor obligations:** Define roles and responsibilities for the contracting parties with obligations. Monitor delivery of obligations, tracking corrective actions or invoking dispute resolution for deviations. [Outcome b), i)] **BP3. Establish allocation of risks:** Identify risks and assign to the respective parties. [Outcome c)] **BP4. Agree service levels and targets:** Customer satisfaction and SLAs are agreed upon and signed between contracting parties. [Outcome e), f)] **BP5. Assess performance**: Define and agree measures, assess targets and implement corrective actions if required. [Outcome e), i)] **BP6. Manage contracts:** Undertake contracted activities in compliance with the relevant laws and regulations. Record, track and action contract change, expirations and renewals. [Outcome f), g), h)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 16, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 18 — SLN2 Contract lifecycle management process information items

Information items	
Inputs	**Outputs**
8.14 Internal stakeholder requirements [Outcome a)] 6.10 Contracts review report [Outcome a), b), g), h), i)] 8.33 Supplier objectives [Outcome a), d)] 8.06 Customer objectives [Outcome a), d), i)] 2.08 Contract [Outcome b), c), f)] 9.30 Risk log [Outcome c)] 4.01 Contract policy [Outcome c), d), e), h)] 9.09 Contract tracker [Outcome f), g), h)]	2.09 Contract obligation mapping [Outcome a), b), d), e), i)] 8.33 Supplier objectives [Outcome a), d)] 8.06 Customer objectives [Outcome a), i)] 9.30 Risk log [Outcome c)] 2.08 Contract [Outcome f), g), h)] 9.09 Contract tracker [Outcome f), g), h)] 9.10 Contracts repository [Outcome f), g), h)] 9.08 Contract change control [Outcome g), h)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 16, row "Outcomes".	

5.2.4 Transition in (TRN) processes

There are six processes under this category:

a) TRN1: People mobilization;

b) TRN2: Infrastructure set-up — technology;

c) TRN3: Infrastructure set-up — non-technology;

d) TRN4: Knowledge transfer;

e) TRN5: Service delivery planning;

f) TRN6: Pilot implementation.

Tables 19 – 36 contain the relevant processes related to transition in:

— Table 19: TRN1: People mobilization process purpose and outcomes;

— Table 20: TRN1: People mobilization process BPs;

— Table 21: TRN1: People mobilization process information items;

— Table 22: TRN2: Infrastructure set-up — technology process purpose and outcomes;

— Table 23: TRN2: Infrastructure set-up — technology process BPs;

— Table 24: TRN2: Infrastructure set-up — technology process information items;

— Table 25: TRN3: Infrastructure set-up — non-technology process purpose and outcomes;

— Table 26: TRN3: Infrastructure set-up — non-technology process BPs;

— Table 27: TRN3: Infrastructure set-up — non-technology process information items;

— Table 28: TRN4: Knowledge transfer process purpose and outcomes;

— Table 29: TRN4: Knowledge transfer process BPs;

— Table 30: TRN4: Knowledge transfer process information items;

— Table 31: TRN5: Service delivery planning process purpose and outcomes;

— Table 32: TRN5: Service delivery planning process BPs;

— Table 33: TRN5: Service delivery planning process information items;

— Table 34: TRN6: Pilot implementation process purpose and outcomes;

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

— Table 35: TRN6: Pilot implementation process BPs;

— Table 36: TRN6: Pilot implementation process information items.

Table 19 — TRN1 People mobilization process purpose and outcomes

ID	**TRN1**
Name	**People mobilization**
Purpose	The purpose of the TRN1 process is to mobilize the required number of people with the required skills and experience to meet the identified service delivery requirements and the transition timescales.
Outcomes	As a result of the successful implementation of this process: a) required human resource levels and skill sets are determined based on agreed solutions; b) human resources are identified and recruited to meet requirements; c) human resources requirements mandated by the customer are verified; d) induction activities are completed within the transition timescales; e) skill sets of transferring resources are verified; f) skill sets are enhanced to meet service delivery requirements; g) continual professional development requirements are identified and assessed, recorded, tracked and met; h) transfer of employees is managed in line with relevant regulatory requirements; i) delivery organization structures, roles and responsibilities and competencies are defined and communicated; j) people mobilization activities are accepted by the customer in accordance with the acceptance criteria; k) cross-functional and multi-skilled teams are created within the organization optimizing sourcing options.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 20 — TRN1 People mobilization process BPs

ID	TRN1
BPs	**BP1. Undertake resource needs analysis:** Determine and verify human resource requirements based on solutions and internal resource availability. [Outcome a), c)] **BP2. Determine sourcing options**: Identify sourcing options, such as recruitment, transfer of staff, reskilling, etc. Analyse and evaluate options. Define sourcing solution. [Outcome b)] **BP3. Undertake resource selection:** Select human resources from internal options. Comply with the regulatory requirements, acceptance criteria including but not limited to required background verification. Customer selection for required resources. [Outcome b), c), d), e), h)] **BP4. Recruit resources:** Initiate hiring of resources. Ensure availability of resources is accepted by the customer in accordance with the acceptance criteria. [Outcome b), c), i)] **BP5. Develop and deliver induction:** Define overall organization and delivery-specific induction and communicate to ensure new employees understand the culture and processes. [Outcome d)] **BP6. Manage training needs:** Establish and deploy training needs analysis, process training, customer culture training, domain and other identified training. Evaluate to ensure adequacy of knowledge and skills. Maintenance of training records. [Outcome d), e), f)] **BP7. Undertake continual professional development:** Identify, plan and deliver the continual professional development requirements for the resources, based on the present and future roles expected to be performed by the resources. Maintain records of continual professional development requirements (identified, planned and delivered) for each resource. [Outcome e), f), g)] **BP8. Design delivery organization:** Roles, responsibilities, organization structures, etc. are designed for the delivery of specific services based on acceptance criteria. [Outcomes i)] **BP9. Gain acceptance of mobilized resources:** Define acceptance criteria for review and acceptance of people mobilization activities. Gain customer acceptance. [Outcomes j)] **BP10: Plan for team agility:** Provide a diversity of teams comprised of different skill-sets, functions and geographies to respond business changes. [Outcomes e), f), g), k)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 19, row "Outcomes".	

Table 21 — TRN1 People mobilization process information items

Information items	
Inputs	**Outputs**
8.05 Customer approved solution document [Outcome a)] 2.05 Skills framework [Outcome a), b), c), e), f), k)] 3.34 Resource forecast [Outcome a), b), d), f), k)] 3.43 Transition plan [Outcome a), d), h), i)] 6.28 Sourcing options report [Outcome b), g), h), k)] 2.08 Contract [Outcome c), g), i)] 3.25 Induction programme outline [Outcome d), e), h)] 8.22 Regulatory requirements [Outcome g)] 8.01 Acceptance criteria [Outcome j)] 2.10 Deployable resources list [Outcome k)]	3.34 Resource forecast [Outcome a)] 2.10 Deployable resources list [Outcome b), c), d), e), g), k)] 9.33 Training records [Outcome c), d), e), h)] 3.24 Induction programme [Outcome d)] 2.17 Training needs analysis [Outcome e), f), k)] 2.06 Training material [Outcome e), k)] 8.23 Role competencies [Outcome e), k)] 3.17 Continual professional development plan [Outcome f), k)] 9.05 Communication record [Outcome h), j)] 2.02 Delivery organization chart [Outcome i)] 9.14 Customer sign-off [Outcome i), j)] 8.01 Acceptance criteria [Outcome j)] 2.05 Skills framework [Outcome k)] 6.28 Sourcing options report [Outcome k)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 19, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 22 — TRN2 Infrastructure set-up — technology process purpose and outcomes

ID	**TRN2**
Name	**Infrastructure set-up — technology**
Purpose	The purpose of the TRN2 process is to set-up the technology infrastructure to meet the service delivery requirements.
Outcomes	As a result of the successful implementation of this process: a) technology infrastructure requirements, as appropriate, are identified, planned, validated, tested and implemented in line with the service delivery requirements and transition plan; b) technology infrastructure requirements are implemented and configured in line with security and compliance requirements, limiting access to authorized persons based on role provisioning and authorization; c) performance relating to the technology infrastructure is defined, measured, reviewed, improved and reported; d) technology infrastructure is agreed upon by the customer in accordance with the acceptance criteria; e) emerging technology is evaluated and appropriately applied to meet service delivery needs.

Table 23 — TRN2 Infrastructure set-up — technology process BPs

ID	**TRN2**
BPs	**BP1. Identify and validate technology requirements:** Identify and validate all technology requirements to meet service delivery needs, including data analytics and reporting, security and compliance, evaluating emerging technology as appropriate. [Outcome a), e)] **BP2. Plan and implement technology:** Define plan for the required technology to ensure technology requirements are met. Implement planned technology. [Outcome b)] **BP3. Integrate with customer technology**: Establish seamless interface with customer's technology, with appropriate controls as identified. [Outcome b)] **BP4. Correct technology set-up defects:** Take action to correct defects in the technology set-up in a timely manner. [Outcome b)] **BP5. Manage technology performance:** Define and measure appropriate metrics related to technology performance. [Outcome b), c)] **BP6. Gain acceptance of technology:** Define acceptance criteria for the review and acceptance of the technology. Gain customer acceptance. [Outcome c), d)] **BP7. Identify and validate technology requirements:** Identify and validate all technology requirements to meet service delivery needs. [Outcome a), e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 22, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 24 — TRN2 Infrastructure set-up — technology process information items

Information items	
Inputs	**Outputs**
2.08 Contract [Outcome a), b), c)] 3.40 Technology requirements and fulfilment plan [Outcome a), b), e)] 3.43 Transition plan [Outcome a), b), e)] 8.24 Roles and responsibilities [Outcome b)] 8.25 Security and compliance IT checklist [Outcome b), e)] 8.26 Security and compliance requirements [Outcome b), e)] 6.27 Service performance report [Outcome c)] 8.15 IT SLA [Outcome c), d)] 8.01 Acceptance criteria [Outcome d)] 2.18 Emerging technology list [Outcome e)]	3.40 Technology requirements and fulfilment plan [Outcome a), e)] 6.26 Service acceptance report [Outcome b), e)] 6.31 User acceptance reports [Outcome b), e)] 8.13 Infrastructure technology service definition [Outcome b), e)] 6.17 Incident report or dashboard [Outcome c)] 6.27 Service performance report [Outcome c)] 8.01 Acceptance criteria [Outcome d)] 9.14 Customer sign-off [Outcome d)] 6.34 Emerging technology evaluation report [Outcome e)]

Table 25 — TRN3 Infrastructure set-up — non-technology process purpose and outcomes

ID	**TRN3**
Name	**Infrastructure set-up — non-technology**
Purpose	The purpose of the TRN3 process is to set-up the non-technology infrastructure to meet the service delivery requirements.
Outcomes	As a result of the successful implementation of this process: a) non-technology infrastructure requirements are identified in line with service delivery requirements and transition plan; b) non-technology infrastructure is planned, selected and implemented in line with service delivery requirements; c) non-technology infrastructure is tested and validated in line with service delivery requirements; d) non-technology facilities for special working arrangements are established; e) non-technology infrastructure is agreed upon by the customer in accordance with the acceptance criteria.

Table 26 — TRN3 Infrastructure set-up — non-technology process BPs

ID	**TRN3**
BPs	**BP1. Identify and validate non-technology requirements:** Identify and validate non-technology requirements (including physical security and time constraints) to meet service delivery requirements. [Outcome a), c)] **BP2. Plan, select and set-up non-technology requirements:** Define a plan for the required non-technology to ensure non-technology requirements are met, including lead times. Finalize the delivery location(s). Establish seats, desktops and phones. Establish physical security (e.g. physical frisking, flap barriers, access-controlled delivery centres) and planned non-technology. [Outcome b)] **BP3: Identify and implement special infrastructure needs:** Establish non-technology infrastructure for non-standard working hours and other special requirements (such as transport, canteen, medical, physical security requirements, access control and other support services) based on process requirements. [Outcome d)] **BP4: Gain acceptance of non-technology:** Establish the process for formal acceptance, including definition of non-technology acceptance criteria and monitoring for consistent achievement. Gain customer acceptance. [Outcome d), e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 25, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 27 — TRN3 Infrastructure set-up — non-technology process information items

Information items	
Inputs	**Outputs**
3.43 Transition plan [Outcome a), b), c), d)] 2.08 Contract [Outcome a), b), d)] 3.30 Non-technology requirements and fulfilment plan [Outcome a), c)] 8.26 Security and compliance requirements [Outcome a), c)] 3.20 Facilities plan [Outcome c)] 8.18 Non-standard working conditions requirement [Outcome d)] 8.01 Acceptance criteria [Outcome e)]	3.30 Non-technology requirements and fulfilment plan [Outcome a), b)] 2.04 Office facilities inventory [Outcome c), d)] 5.09 Physical security controls procedure [Outcome c), d)] 8.18 Non-standard working conditions requirement [Outcome d)] 8.01 Acceptance criteria [Outcome e)] 9.14 Customer sign-off [Outcome e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 25, row "Outcomes".	

Table 28 — TRN4 Knowledge transfer process purpose and outcomes

ID	**TRN4**
Name	**Knowledge transfer**
Purpose	The purpose of the TRN4 process is to ensure the knowledge of business process, operations and information gets transferred between the customer's organization or current service provider and the new service provider.
Outcomes	As a result of the successful implementation of this process: a) the scope of required knowledge is identified; b) the knowledge transfer plan is defined; c) required knowledge assets are created; d) human resources attain the required knowledge to deliver the service; e) knowledge transfer completion is agreed upon by the customer and the service provider in accordance with the acceptance criteria.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 29 — TRN4 Knowledge transfer process BPs

ID	TRN4
BPs	**BP1. Identify knowledge transfer scope:** Identify the knowledge transfer requirements, including the processes, specific teams and locations and knowledge management objectives. [Outcome a)] **BP2. Establish knowledge transfer plan:** Define a knowledge transfer plan, including the overall duration to acquire knowledge, team sizes undertaking knowledge acquisition, data collection activities, sign-off criteria and assessment methods. [Outcome b)] **BP3. Create knowledge assets:** Obtain or produce process knowledge assets during knowledge acquisition, such as process maps, presentations, videos, etc. Retain knowledge assets with a mechanism to update. Manage and update the knowledge assets continually, based on changing customer requirements and processes. [Outcome c)] **BP4. Acquire knowledge:** Acquire knowledge to understand implemented process complexity, customer impact, current methods, tools, transfer procedures, cultural and other implications. Deploy detailed data collection plan to understand process characteristics. Track all practice cases based on the knowledge transfer plan. [Outcome d)] **BP5. Transfer knowledge to identified employees:** Transfer knowledge to the mobilized teams using the knowledge assets created by the initial core teams who undertook knowledge acquisition. [Outcome d)] **BP6. Develop assessment mechanisms for acceptance:** Determine and establish assessment mechanisms to assess the completeness of the knowledge acquired. Assessment mechanisms can include contextual practical exercises depending on the process area. Gain formal acceptance from customers based on assessment results against acceptance criteria. [Outcome d), e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 28, row "Outcomes".	

Table 30 — TRN4 Knowledge transfer process information items

Information items	
Inputs	**Outputs**
2.08 Contract [Outcome a)] 3.34 Resource forecast [Outcome a)] 2.02 Delivery organization chart [Outcome a), b)] 3.43 Transition plan [Outcome a), b)] 5.01 As-is process documentation [Outcome a), b), c), d)] 6.12 Delivery capability assessment report [Outcome e)] 8.01 Acceptance criteria [Outcome e)]	8.23 Role competencies [Outcome a)] 3.29 Knowledge transfer plan [Outcome b)] 3.32 Process documentation plan [Outcome b)] 5.10 Process maps and procedures [Outcome c)] 9.22 Knowledge asset [Outcome c)] 2.06 Training material [Outcome d)] 2.16 Trained and skilled resources list [Outcome d)] 8.01 Acceptance criteria [Outcome e)] 9.14 Customer sign-off [Outcome e)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 28, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 31 — TRN5 Service delivery planning process purpose and outcomes

ID	**TRN5**
Name	**Service delivery planning**
Purpose	The purpose of the TRN5 process is to establish an operational delivery and governance plan for service delivery.
Outcomes	As a result of the successful implementation of this process: a) human resource management is planned and established; b) business process management is planned and established; c) infrastructure — technology is planned and established; d) infrastructure— non-technology is planned and established; e) financial, operations, risk, business continuity, security, compliance and improvement plans are established; f) metrics and measurement systems are established; g) communication and governance mechanisms are established to provide monitoring, review, joint decision-making and issue resolution; h) a service delivery plan is agreed upon by the customer in accordance with the acceptance criteria.

Table 32 — TRN5 Service delivery planning process BPs

ID	**TRN5**
BPs	**BP1. Plan operations:** Establish an approach for scheduling, allocation of operational activities and responsibilities. [Outcome a), b), c), d), e)] **BP2. Establish measurement and reporting:** Establish metrics and measurement systems to monitor, report and act on the process performance, including customer feedback and corrective actions. [Outcome f)] **BP3. Establish communications plan and governance framework:** Establish steady state governance and ongoing communication channels to review, report and publish performance to stakeholders. [Outcome g)] **BP4. Achieve service delivery plan sign-off:** Ensure service delivery plan is in line with the acceptance criteria, meets the service delivery requirements and is signed off by all stakeholders and customers. [Outcome h)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 31, row "Outcomes".	

Table 33 — TRN5 Service delivery planning process information items

Information items	
Inputs	**Outputs**
3.43 Transition plan [Outcome a), b), c), d), e)]	3.38 Service delivery plan [Outcome a), b), c), d), e)]
8.05 Customer approved solution document [Outcome a), b), c), d), e), f)]	8.30 Service readiness checklist [Outcome a), b), c), d), e), h)]
8.30 Service readiness checklist [Outcome a), b), c), d), e), h)]	5.08 Measurement systems [Outcome f)]
2.08 Contract [Outcome f), g), h)]	3.14 Communication plan [Outcome g)]
3.22 Governance plan [Outcome g)]	5.05 Governance framework [Outcome g)]
8.01 Acceptance criteria [Outcome h)]	9.14 Customer sign-off [Outcome h)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 31, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 34 — TRN6 Pilot implementation process purpose and outcomes

ID	**TRN6**
Name	**Pilot implementation**
Purpose	The purpose of the TRN6 process is to verify the solution design in a safe environment before deployment of a full-scale service delivery solution.
Outcomes	As a result of the successful implementation of this process: a) a pilot plan and pilot success criteria are defined; b) human resource management and knowledge transfer is tested; c) business process management is tested; d) infrastructure — technology is tested; e) infrastructure — non-technology is tested; f) financial, operations, risk, security, compliance, change, issue and improvement plans are tested; g) business continuity plans are tested; h) operations are tested; i) piloted service level performance and volumes are verified; j) customer feedback is recorded and corrective actions are tracked to closure; k) pilot completion and new or changed service deployment are agreed upon by the service provider in accordance with the acceptance criteria.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 35 — TRN6 Pilot implementation process BPs

ID	TRN 6
BPs	**BP1. Develop pilot plan:** Develop pilot plan with details on the process or sub-process, duration, volumes to be tested, resources required and success criteria. [Outcome a)] **BP2. Test risk, business continuity:** Establish and implement the processes to ensure risk and business continuity of the outsourced process are tested in a pilot environment. Feedback is recorded, communicated to stakeholders, resolved and incorporated in service delivery planning. [Outcome b), f), g), j)] **BP3. Test infrastructure readiness:** Establish and implement processes to ensure both technology and non-technology infrastructure of the outsourced process are tested in a pilot environment. Feedback is recorded, communicated to stakeholders, resolved and incorporated in service delivery planning. [Outcome c), f), h), j)] **BP4. Verify knowledge transfer:** Establish and implement processes to ensure knowledge of the team performing the outsourced process is tested in a pilot environment. Feedback is recorded, communicated to stakeholders, resolved and incorporated in service delivery planning. [Outcome d), f), j)] **BP5. Verify capacity and service performance levels:** Establish and implement processes to ensure volumetric and quality of performance of the outsourced process is tested in a pilot environment. Feedback is recorded, communicated to stakeholders, resolved and incorporated in service delivery planning. Variance between quality checks done by the service provider and customer are tracked and reported. Calibrate to ensure service quality levels are consistent. [Outcome e), f), j)] **BP6. Assess service delivery readiness:** Summarize conclusions from all testing and other learnings from pilot. Identify any further potential changes or improvements for execution during service delivery. [Outcome b), c), d), e), f), g), h), i)] **BP7. Achieve pilot sign-off:** Establish the process for formal pilot evaluation and acceptance against acceptance criteria. Achieve sign-off. [Outcome a), j), k)] **BP8. Achieve transition sign-off:** Ensure all transition milestones and deliverables are completed and acceptance criteria approved and signed off by all stakeholders and customers. [Outcome k)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 34 row, "Outcomes".	

Table 36 — TRN6 Pilot implementation process information items

Information items	
Inputs	**Outputs**
8.07 Customer requirement [Outcome a)] 8.05 Customer approved solution document [Outcome a), b), c), d), e), f), g), h), i)] 8.27 Service level agreement (SLA) [Outcome a), h)] 2.08 Contract [Outcome a), i)] 3.43 Transition plan [Outcome b), c), d), e), f), g), h), i)] 8.01 Acceptance criteria [Outcome j), k)]	3.31 Pilot plan [Outcome a), b), c), d), e), f), g), h), i)] 6.25 Pilot report [Outcome b), c), d), e)] 3.38 Service delivery plan [Outcome b), c), d), e), f), g), h), i)] 9.11 Corrective or preventive actions records [Outcome b), c), d), e), f), g), h), i)] 9.12 Customer feedback [Outcome b), c), d), e), f), g), h), i)] 9.30 Risk log [Outcome f)] 6.02 Business continuity test report [Outcome g)] 8.01 Acceptance criteria [Outcome j), k)] 9.28 Pilot sign-off [Outcome j), k)] 9.35 Transition sign-off [Outcome k)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 34 row, "Outcomes".	

5.2.5 Service delivery (SDL) processes

There are four processes under this category:

a) SDL1: Service delivery execution;

b) SDL2: Service delivery reporting;

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

c) SDL3: Service level management;

d) SDL4: Business process management.

Tables 37 –48 contain the relevant processes related to service delivery:

— Table 37: SDL1: Service delivery execution process purpose and outcomes;

— Table 38: SDL1: Service delivery execution process BPs;

— Table 39: SDL1: Service delivery execution process information items;

— Table 40: SDL2: Service delivery reporting process purpose and outcomes;

— Table 41: SDL2: Service delivery reporting process BPs;

— Table 42: SDL2: Service delivery reporting process information items;

— Table 43: SDL3: Service level management process purpose and outcomes;

— Table 44: SDL3: Service level management process BPs;

— Table 45: SDL3: Service level management process information items;

— Table 46: SDL4: Business process management process purpose and outcomes;

— Table 47: SDL4: Business process management process BPs;

— Table 48: SDL4: Business process management process information items.

Table 37 — SDL1 Service delivery execution process purpose and outcomes

ID	**SDL1**
Name	**Service delivery execution**
Purpose	The purpose of the SDL1 process is to manage, operate and control ongoing service delivery to achieve the desired performance levels.
Outcomes	As a result of the successful implementation of this process: a) roles and responsibilities for delivering services are maintained and assigned; b) daily operations are controlled; c) service delivery is monitored against operational performance targets; d) a governance framework is implemented; e) performance of daily operations is communicated to relevant stakeholders; f) service delivery plans are reviewed and maintained in line with service changes and customer feedback.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 38 — SDL1 Service delivery execution process BPs

ID	SDL1
BPs	**BP1. Schedule human resources:** Schedule the available human resources based on the incoming volume or transaction forecast. [Outcome a), c)] **BP2. Assign and train roles to required competency levels:** Train the deployed human resources in line with the required skills and knowledge for each role and activity. Monitor delivery against required performance and identify training needs. [Outcome a), c)] **BP3. Schedule operations:** Deploy a structured approach for scheduling, allocation of operational activities and responsibilities. [Outcome a), b), c)] **BP4. Monitor operations:** Monitor operational performance and identify performance variations and target gaps. [Outcome b), c)] **BP5. Establish communications plan and governance framework:** Establish steady state governance and ongoing communication channels to review, report and publish performance to stakeholders. [Outcome c), d), e), f)] **BP6. Update service delivery plan:** Ensure changes and feedback are recorded, communicated to stakeholders, resolved and incorporated in service delivery planning. [Outcome e), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 37, row "Outcomes".	

Table 39 — SDL1 Service delivery execution process information items

Information items	
Inputs	**Outputs**
2.05 Skills framework [Outcome a)] 2.06 Training material [Outcome a)] 8.29 Service performance targets [Outcome a), c)] 3.45 Work schedule [Outcome b)] 3.38 Service delivery plan [Outcome b), c), f)] 5.08 Measurement systems [Outcome c)] 6.27 Service performance report [Outcome c), d), e)] 5.05 Governance framework [Outcome d)] 3.14 Communication plan [Outcome e)] 9.03 Change request records [Outcome f)] 9.12 Customer feedback [Outcome f)]	2.02 Delivery organization chart [Outcome a)] 2.10 Deployable resources list [Outcome a)] 2.17 Training needs analysis [Outcome a)] 8.24 Roles and responsibilities [Outcome a)] 9.33 Training records [Outcome a)] 3.45 Work schedule [Outcome b)] 9.11 Corrective or preventive actions records [Outcome b), c)] 5.05 Governance framework [Outcome d)] 3.14 Communication plan [Outcome e)] 9.05 Communication records [Outcome e)] 3.38 Service delivery plan [Outcome f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 37, row "Outcomes".	

Table 40 — SDL2 Service delivery reporting process purpose and outcomes

ID	SDL2
Name	**Service delivery reporting**
Purpose	The purpose of the SDL2 process is to produce timely and accurate service reports to support effective communication and to make informed decisions.
Outcomes	As a result of the successful implementation of this process: a) service delivery reporting needs are identified; b) service delivery reports are produced, according to service report requirements, which are understandable and provide effective business support; c) service delivery reports are communicated to relevant stakeholders; d) improvement actions are identified and reported; e) service delivery reports are reviewed and maintained in line with service changes and customer feedback; f) decisions are made based on quantifiable and accurate reported performance data.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 41 — SDL2 Service delivery reporting process BPs

ID	SDL2
BPs	**BP1. Define the reporting mechanism:** Define the content, format, graphics, channels and templates for reporting performance and metrics, review and maintain. [Outcome a), e)] **BP2. Plan reporting**: Define the types of reports, frequency of reporting and relevant stakeholders to receive the reports. [Outcome a)] **BP3. Collect data and distribute report:** Collect defined data, produce defined reports and communicate reports to stakeholders. [Outcome b), c)] **BP4. Identify and record improvements:** Analyse data and reports to identify improvements and record. [Outcome d)] **BP5. Make decisions based on data:** Business decisions are based on relevant data with resulting quantifiable improvements in operational performance. [Outcome b), c), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 40, row "Outcomes".	

Table 42 — SDL2 Service delivery reporting process information items

Information items	
Inputs	**Outputs**
2.08 Contract [Outcome a)] 3.38 Service delivery plan [Outcome a)] 8.28 Service performance reporting requirements [Outcome a), b), e)] 3.40 Technology requirements and fulfilment plan [Outcome b)] 6.04 Business performance reports [Outcome b)] 3.14 Communication plan [Outcome b), c), d), f)] 8.29 Service performance targets [Outcome b), c), f)] 5.08 Measurement systems [Outcome b), e)] 6.05 Business review report [Outcome b), f)] 6.27 Service performance report [Outcome b), f)]	2.12 Service performance report templates [Outcome a), b), e)] 6.04 Business performance reports [Outcome b)] 9.05 Communication record [Outcome b, c), d)] 9.19 Improvement opportunity record [Outcome b), d), f)] 6.27 Service performance report [Outcome b), e), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 40, row "Outcomes".	

Table 43 — SDL3 Service level management process purpose and outcomes

ID	SDL3
Name	**Service level management**
Purpose	The purpose of the SDL3 process is to ensure that the agreed service level targets are met.
Outcomes	As a result of the successful implementation of this process: a) service level targets, workload characteristics and exceptions for services are defined in SLAs; b) service performance is monitored against SLAs; c) corrective and preventive actions are identified and tracked to closure in order to avoid or correct them according to service level performance deviations.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 44 — SDL3 Service level management process BPs

ID	SDL3
BPs	**BP1. Define measurable service level targets:** Identify and agree service, service level targets, dependencies and workload characteristics in line with the contract. [Outcome a)] **BP2. Identify deviations to SLA:** Monitor service levels against the target, identify deviations where SLA is missed. [Outcome b)] **BP3. Identify and take corrective and preventive actions**: Analyse deviations to the agreed SLAs, determine corrective and preventive actions and implement the actions. [Outcome c)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 43, row "Outcomes".	

Table 45 — SDL3 Service level management process information items

Information items	
Inputs	**Outputs**
2.08 Contract [Outcome a)] 3.38 Service delivery plan [Outcome a), b)] 5.08 Measurement systems [Outcome a), b)] 8.27 Service level agreement (SLA) [Outcome b)] 6.27 Service performance report [Outcome b), c)]	8.27 SLA [Outcome a)] 6.27 Service performance report [Outcome b)] 9.11 Corrective or preventive actions records [Outcome c)] 9.19 Improvement opportunity record [Outcome c)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 43, row "Outcomes".	

Table 46 — SDL4 Business process management process purpose and outcomes

ID	SDL4
Name	**Business process management**
Purpose	The purpose of the SDL4 process is to manage delivery of business processes, aligned to customer requirements and related external requirements, leading to consistency, reliability, quality, efficiency, effectiveness, continual improvement and regulatory compliance.
Outcomes	As a result of the successful implementation of this process: a) business processes are defined and implemented in accordance with customer requirements; b) business process objectives and service delivery objectives are aligned; c) performance of business processes is monitored, reviewed, controlled; d) corrective actions are taken when necessary and tracked to closure; e) business processes perform in alignment with service level and customer satisfaction targets; f) business process performance is communicated to stakeholders.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 47 — SDL4 Business process management process BPs

ID	SDL4
BPs	**BP1. Define process mission:** Develop process mission based on the expected business outcome for the outsourced business process. [Outcome a), b)] **BP2. Document customer requirements:** Discuss and finalize the specific expectations from the customer at different levels. Integrate customer requirements into business processes and targets. [Outcome a)] **BP3. Document processes:** Develop and document the standard operating procedures, process maps. [Outcome a), b)] **BP4. Define implementation approach:** Document deployment charts, process steps and responsibility for implementation. [Outcome a), b)] **BP5. Execute business process:** Execute business process according to standard operating procedures and implementation approach. [Outcome a), b)] **BP6. Assess the status and performance of business processes**: Review the business process performance to ensure the process objectives are achieved. Engage in regular performance reviews and discussions with the responsible parties to discuss performance against committed targets and obligations. Seek remedial plans for any non-performance. [Outcome c)] **BP7. Monitor business process execution:** Monitor operational performance and identify performance variations and deviations against targets. [Outcome c), d)] **BP8. Identify and take corrective and preventive actions:** Analyse deviations to agreed targets, determine corrective and preventive actions and implement the actions. [Outcome d)] **BP9. Communicate adherence and actions taken:** Communicate performance to targets and actions taken for deviations to the stakeholders. [Outcome f)] **BP10. Maintain and communicate modifications to targets and processes**: Review requested changes to the service level and customer satisfaction targets and processes to ensure all changes required to the processes are evaluated. Define, agree and communicate changes in the processes. [Outcome a), b), f)] **BP11. Review and update processes**: Review and update processes periodically, as agreed with customers. [Outcome d), e), f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 46, row "Outcomes".	

Table 48 — SDL4 Business process management process information items

Information items	
Inputs	**Outputs**
3.32 Process documentation plan [Outcome a)] 8.02 Business process objectives [Outcome a)] 8.07 Customer requirements [Outcome a)] 3.38 Service delivery plan [Outcome a), b), c)] 5.08 Measurement systems [Outcome c)] 6.27 Service performance report [Outcome c), e)] 6.04 Business performance reports [Outcome d), e), f)] 9.12 Customer feedback [Outcome d), e), f)] 2.08 Contract [Outcome e)] 6.11 Customer satisfaction analysis [Outcome e), f)] 3.14 Communication plan [Outcome f)]	5.10 Process maps and procedures [Outcome a), b), c)] 5.16 Standard operating procedures [Outcome a), b), c)] 6.27 Service performance report [Outcome b), e), f)] 9.11 Corrective or preventive actions records [Outcome c), d)] 9.19 Improvement opportunity record [Outcome d), e)] 6.04 Business performance reports [Outcome e), f)] 9.05 Communication record [Outcome f)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 46, row "Outcomes".	

5.2.6 Transition out (TRO) process

There is one process under this category:

a) TRO1: Transition out.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Tables 49 – 51 contain the relevant processes related to transition out:

— Table 49: TRO1: Transition out process purpose and outcomes;

— Table 50: TRO1: Transition out process BPs;

— Table 51: TRO1: Transition out process information items.

Table 49 — TRO1 Transition out process purpose and outcomes

ID	**TRO1**
Name	**Transition out**
Purpose	The purpose of the TRO1 process is to transfer the services, in part or full, to another service provider or back to the customer to meet defined business requirements and contractual commitments.
Outcomes	As a result of the successful implementation of this process: a) requirements and known constraints are defined; b) project plans for the transitioning out of the identified business processes are defined; c) modified service delivery plans are formally accepted by the customer; d) customer success criteria are clearly defined; e) knowledge is transferred; f) people, technology, non-technology assets are transferred or transitioned as defined in the contract; g) process interfaces are assessed and redefined; h) service performance is maintained to agreed levels during service transition out; i) transition out progress is communicated to relevant stakeholders; j) transition out is agreed upon by the customer and both the incumbent and new service provider in accordance with the acceptance criteria.

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

Table 50 — TRO1 Transition out process BPs

ID	TRO1
BPs	**BP1. Define transition out requirements:** Define required process changes (changed process maps), timelines for transfer of the process, milestone reviews, escalation process and project risk management. [Outcome a), b)] **BP2. Define transition out plan:** Define transition out plan, including knowledge, issue and risk management based on the requirements, and a governance structure. [Outcome a), b), c), d), g)] **BP3. Establish transition out governance structure:** Establish a governance structure to effectively manage transition out, monitor effectiveness of transition out, identify potential service impacts, and address issues. [Outcome a), b), g)] **BP4. Define ramp-down plan:** Develop ramp-down plan with financial reports and measures to reduce the volume and infrastructure supported by the current provider in a phased manner. [Outcome e), f), g)] **BP5. Define knowledge transfer out plan:** Develop plan for transfer out of the applicable standard operating procedures with transferred roles and responsibilities, training materials and manuals created. [Outcome e)] **BP6. Define resource redeployment plan:** Develop redeployment plan, in line with relevant regulatory and customer contractual requirements, to appropriately reallocate resources (with maintained knowledge, skills and continuing professional development) into new roles and responsibilities. Release resources in line with redeployment plan. [Outcome f)] **BP7. Define assets transfer and disposal plan:** Develop plan for transfer out or sale/release of any identified assets or as defined in the contract, such as buildings and furniture. [Outcome g)] **BP8. Establish communication plan:** Establish plan and mechanisms to communicate to stakeholders the progress of transition and address issues. [Outcome i)] **BP9. Undertake transition out:** Execute transition out activities aligned with the transition out plans. Monitor and report progress with corrective actions for any deviations. [Outcome h), j)] **BP10. Achieve acceptance of transition out:** Define acceptance criteria and obtain formal acceptance of transition out completion from customer. [Outcome c), j)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 49, row "Outcomes".	

Table 51 — TRO1 Transition out process information items

Information items	
Inputs	**Outputs**
7.01 Transition out request [Outcome a), b), i)] 2.08 Contract [Outcome c), d), f), h), j)] 8.01 Acceptance criteria [Outcome c), d), j)] 2.13 Stakeholder list [Outcome e), f)] 3.42 Transition out plan [Outcome e), f), g), h)] 9.22 Knowledge assets [Outcome e), g)] 9.23 Knowledge repository [Outcome e), g)] 2.10 Deployable resources list [Outcome f), g)]	2.08 Contract [Outcome a), b), f)] 3.42 Transition out plan [Outcome a), b), i)] 8.01 Acceptance criteria [Outcome c), d), j)] 9.14 Customer sign-off [Outcome c), d), j)] 3.01 Asset transfer plan [Outcome d), f), g)] 3.29 Knowledge transfer plan [Outcome e)] 3.33 Ramp down plan [Outcome e), f), g), h)] 6.27 Service performance report [Outcome g)] 9.05 Communication record [Outcome i)] 3.14 Communication plan [Outcome i), j)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 49, row "Outcomes".	

5.2.7 Tactical enablement (TEN) processes

There are ten processes under this category:

a) TEN1: Management review;

b) TEN2: Financial management;

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

c) TEN3: Change management;

d) TEN4: Knowledge management;

e) TEN5: Business continuity management;

f) TEN6: Audit management;

g) TEN7: Risk management;

h) TEN8: Continual improvement;

i) TEN9: Communication management;

j) TEN10: Documentation management.

Tables 52 – 81 contain the relevant processes related to tactical enablement:

— Table 52: TEN1: Management review process purpose and outcomes;

— Table 53: TEN1: Management review process BPs;

— Table 54: TEN1: Management review process information items;

— Table 55: TEN2: Financial management process purpose and outcomes;

— Table 56: TEN2: Financial management process BPs;

— Table 57: TEN2: Financial management process information items;

— Table 58: TEN3: Change management process purpose and outcomes;

— Table 59: TEN3: Change management process BPs;

— Table 60: TEN3: Change management process information items;

— Table 61: TEN4: Knowledge management process purpose and outcomes;

— Table 62: TEN4: Knowledge management process BPs;

— Table 63: TEN4: Knowledge management process information items;

— Table 64: TEN5: Business continuity management process purpose and outcomes;

— Table 65: TEN5: Business continuity management process BPs;

— Table 66: TEN5: Business continuity management process information items;

— Table 67: TEN6: Audit management process purpose and outcomes;

— Table 68: TEN6: Audit management process BPs;

— Table 69: TEN6: Audit management process information items;

— Table 70: TEN7: Risk management process purpose and outcomes;

— Table 71: TEN7: Risk management process BPs;

— Table 72: TEN7: Risk management process information items;

— Table 73: TEN8: Continual improvement process purpose and outcomes;

— Table 74: TEN8: Continual improvement process BPs;

— Table 75: TEN8: Continual improvement process information items;

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024

— Table 76: TEN9: Communication management process purpose and outcomes;

— Table 77: TEN9: Communication management process BPs;

— Table 78: TEN9: Communication management process information items;

— Table 79: TEN10: Documentation management process purpose and outcomes;

— Table 80: TEN10: Documentation management process BPs;

— Table 81: TEN10: Documentation management process information items.

Table 52 — TEN1 Management review process purpose and outcomes

ID	**TEN1**
Name	**Management review**
Purpose	The purpose of the TEN1 process is to assess the business performance of the outsourced service provider and to identify and make decisions regarding potential improvements.
Outcomes	As a result of the successful implementation of this process: a) the objectives of the review are established; b) the status and performance against the business plan, identified activity or process are assessed in terms of the established objectives; c) risks, problems and opportunities for improvement are identified.

Table 53 — TEN1 Management review process BPs

ID	**TEN1**
BPs	**BP1. Establish review objectives:** Identify and agree objectives for financial, people, customer, supplier and other factors for review. [Outcome a)] **BP2. Assess the status and performance of an activity or process:** Review of the service provider's performance by top management to ensure the direction and derived strategy is followed. [Outcome b)] **BP3. Identify risks, problems and opportunities for improvement:** Assess opportunities for improvement and the need for changes to the direction of the policy and objectives. Record the results of management reviews, concerns and actions. [Outcome c)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 52, row "Outcomes".	

Table 54 — TEN1 Management review process information items

Information items	
Inputs	**Outputs**
3.09 Business plan [Outcome a), b)] 3.18 Department/unit implementation plans [Outcome a), b)] 3.37 Roadmap [Outcome a), b)] 3.39 Strategic plan [Outcome a), b)] 6.05 Business review report [Outcome a), b)] 6.11 Customer satisfaction analysis [Outcome a), b)] 6.27 Service performance report [Outcome a), b)] 6.29 Supplier performance report [Outcome a), b)] 8.19 Organizational objectives [Outcome a), b)] 9.19 Improvement opportunity record [Outcome c)] 9.30 Risk log [Outcome c)]	8.17 Management review objectives [Outcome a)] 9.24 Management review record [Outcome b)] 9.19 Improvement opportunity record [Outcome c)] 9.30 Risk log [Outcome c)]
NOTE Letter references [i.e. "Outcome a)", "Outcome b)"] refer to the list items of Table 52, row "Outcomes".	

© ISO/IEC 2024 – All rights reserved

Documents
Document Sharing Hub
Full document details: ISO IEC 30105-2-2024