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BSI Standards Publication

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

Part 7: Exemplar for maturity assessment

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National foreword

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Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents 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).

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This document was prepared by Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance*.

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

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.

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Introduction

ITES-BPO services encompass the delegation of one or more IT enabled business processes to a service provider who uses appropriate technology to deliver service. Such a service provider manages, delivers, improves and administers the outsourced business processes in accordance with predefined and measurable performance metrics. This covers diverse business process areas such as finance, human resource management, administration, health care, banking and financial services, supply chain management, travel and hospitality, media, market research, analytics, telecommunication, manufacturing, etc. These services provide business solutions to customers across the globe and form part of the core service delivery chain for customers.

ISO/IEC 30105 (all parts) specifies the lifecycle process requirements involved in the generic ITES-BPO industry, which covers the entire outsourcing lifecycle and defines the processes that are considered as good practice. Alignment to ISO/IEC 30105 (all parts) can improve consistency, quality and predictability in delivery of ITES-BPO services, which can lead to clear return on investment for the customer and service provider.

ISO/IEC 30105-1 specifies the lifecycle process requirements performed by the IT-enabled business process outsourcing service provider for the outsourced business processes, ISO/IEC 30105-2 and ISO/IEC 30105-3 provide a detailed assessment and measurement framework for all business outsourcing processes listed in ISO/IEC 30105-1.

This document presents an assessment exemplar, based on ISO/IEC 30105 (all parts), to enable ITES-BPO organizations intending to apply ISO/IEC TR 30105-7 (this document) to understand the measurement methods defined in ISO/IEC 30105-2 and ISO/IEC 30105-3, and to provide a model that an ITES-BPO organization can adopt to measure the process capability and assess the maturity level. By using this document, an ITES-BPO organization can accelerate delivery of its maturity level assessment. Furthermore, this document assists internal and/or external assessors, to facilitate the assessment activities.

Benefits of applying this document are:

— presenting an efficient assessment procedure: assessment procedures based on ISO/IEC 30105-1, ISO/IEC 30105-2 and ISO/IEC 30105-3 can become more visible and easier to implement through this document, which can significantly improve the assessment efficiency;

— illustrating the assessment framework across the different parts of ISO/IEC 30105: this document illustrates the relationship between ISO/IEC 30105-2 and ISO/IEC 30105-3, especially the relationship between process attribute and process capability level, as well as the relationship between process attribute and maturity level;

— aligning standardizing the assessment practice: this document standardizes the procedures to assess the organization maturity level to maximize the objectivity and minimize the impact limited by a user's knowledge of the ISO/IEC 30105 series.

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

Part 7: Exemplar for maturity assessment

1 Scope

This document presents an exemplar for maturity assessment, following the framework for assessment of process capability levels and measurement of an organization's maturity level for an ITES-BPO service provider.

This document:

— uses the set of indicators for process performance and process capability;

— helps to collect the objective evidence that enables an assessor to determine the process ratings;

— helps to assess the result of the process capability level;

— serves as a measurement framework for processes and provides an organization maturity model for ITES-BPO organizations delivering the services;

— is useful for all users of the ISO/IEC 30105 series, including but not limited to internal assessors, external assessors, ITES-BPO service providers and ITES-BPO service customers;

— supports the performance assessment by providing a framework to measure and derive capability and organization maturity levels.

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 30105-4:2016, *Information technology — IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes — Part 4: Terms and concepts*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 30105-4 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

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

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

4 Interrelationship across the parts of the ISO/IEC 30105 series

Figure 1 shows the interrelationship of the process reference model with the process assessment model, and establishes the link with the measurement framework that enables process capability

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assessment and organization maturity determination. This assessment framework is based on this interrelationship across these parts.

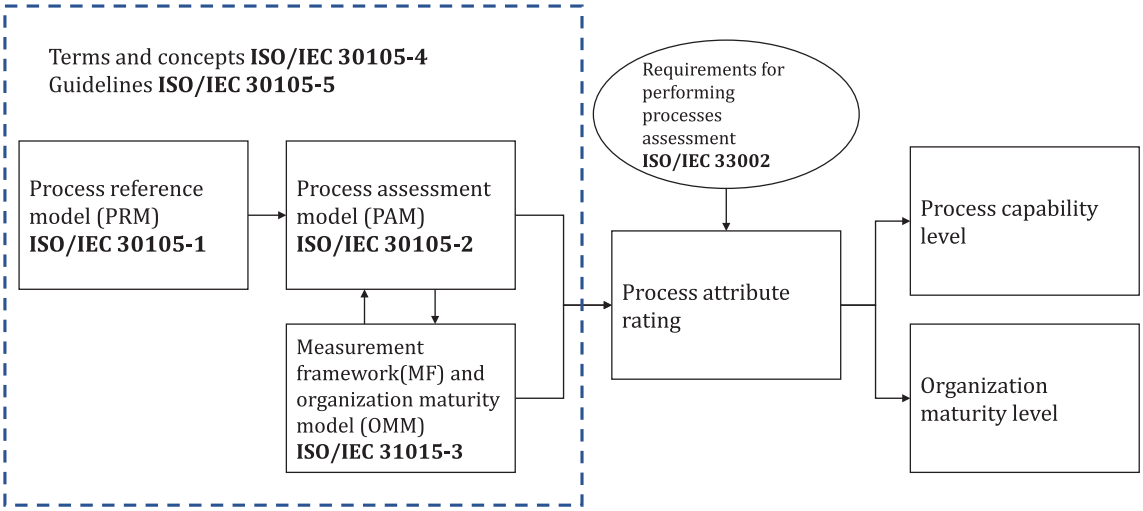

Figure 1 — Interrelationship across the parts of the ISO/IEC 30105 series

5 Undertaking an assessment using the exemplar

5.1 Prepare for the assessment

5.1.1 Identify the processes in scope

ITES-BPO organizations should identify the ITES-BPO services scope and its process model to confirm if the ISO/IEC 30105 series is suitable for the overall environment.

All processes from the ISO/IEC 30105-1 process reference model are included in the process dimension for the process assessment model for ITES-BPO. This includes all aspects of an ITES-BPO outsourced service, from developing an ITES-BPO solution through service delivery and to transition out.

The processes include the leadership, relationship management and enabling processes which support the outsourced business across its lifecycle. The name, context, purpose and outcomes of the process will give an ITES-BPO organization a clear understanding of the processes.

A basic or extended process set will include additional processes that are required for assessments with a particular scope of application, but can be optional depending on the particular circumstances of the organization, as described in ISO/IEC 30105-3.

5.1.2 Prepare required evidence

When the processes in scope have been identified, an ITES-BPO organization should gather all related evidence to support the assessment activities. By examining the assessment indicators in ISO/IEC 30105-2, the ITES-BPO organization can determine how well these processes are performed. Process attributes (PA) are process features which can be evaluated on a scale of achievement to provide a process capability measure. Each process attribute describes a feature of the overall capability in managing and improving process effectiveness in achieving its process purpose and contributing to the organization's business goals. This evidence also provides observable evidence for collection by the assessor.

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