



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

**Part 2: Process assessment model
(PAM)**

STANDARDS
Australia



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Australian Standard®

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Services-Business Process Outsourcing
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PREFACE

This Standard was prepared by the Standards Australia Committee IT-030, ICT Governance and Management.

The objective of the AS ISO/IEC 30105 series is to assess the capability of lifecycle processes performed by the IT-enabled services business process outsourcing service provider. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. This Standard is directed at assessment sponsors and competent assessors who wish to select a model and associated documented assessment process, for the ITES-BPO lifecycle processes, for risk determination or process improvement.

This Standard is identical with, and has been reproduced from ISO/IEC 30105-2:2016, *Information technology—IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes, Part 2: Process assessment model (PAM)*.

This Standard is part of a series for the lifecycle processes requirements involved in the ITES-BPO industry, as follows:

AS ISO/IEC

- 30105 Information technology—IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes
- 30105.1 Part 1: Process reference model (PRM)
- 30105.2 Part 2: Process assessment model (PAM) (this Standard)
- 30105.3 Part 3: Measurement framework (MF) and organizational maturity model (OMM)
- 30105.4 Part 4: Terms and concepts
- 30105.5 Part 5: Guidelines

As this Standard is reproduced from an International Standard, the following applies:

- (a) In the source text ‘this part of 30105’ should read ‘this Australian Standard’.
- (b) A full point substitutes for a comma when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms ‘normative’ and ‘informative’ are used in a Standard to define the application of the appendices or annexes to which they apply. A ‘normative’ appendix or annex is an integral part of a Standard, whereas an ‘informative’ appendix or annex is only for information and guidance.

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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 an appropriate technology to deliver a 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, telecommunications, manufacturing, etc. These services provide business solutions to customers across the globe and form the part of the core service delivery chain for customers.

ISO/IEC 30105 (all parts) specifies the lifecycle processes requirements involved in the ITES-BPO industry.

- It provides an overarching standard 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 ITES-BPO 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 is an improvement standard that enables risk determination and improvement for service providers performing outsourced business processes. It also serves as a process reference model 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 implemented using ISO/IEC 30105 (all parts) can lead to a clear return on investment for customers and service providers.
- Alignment to ISO/IEC 30105 (all parts) can improve consistency, delivery quality and predictability in delivery of services.

[Figure 1](#) illustrates the key entities and relationships involved in an ITES-BPO service. It includes the customer, the ITES-BPO service provider, and various levels of suppliers. This is in line with the supply chain relationship depicted in ISO/IEC 30000-1:2011, 7.2.

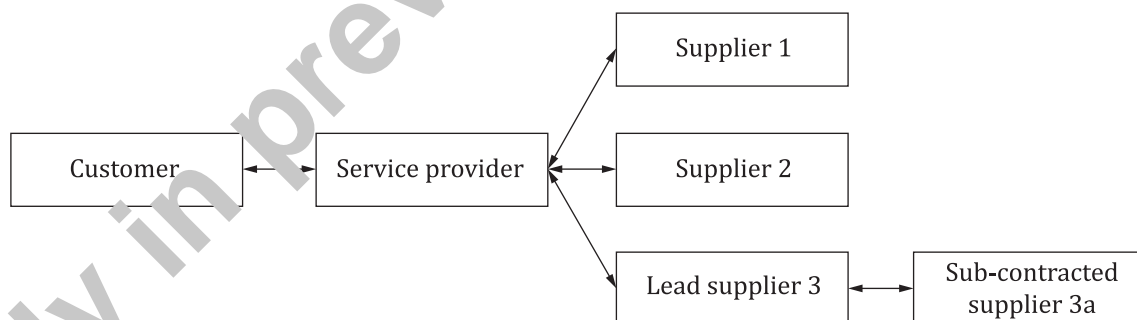


Figure 1 — ITES-BPO key entities

This document details the process assessment model (PAM). This PAM contains process definitions of ITES-BPO lifecycle defined in ISO/IEC 30105-1 and a model suitable for assessing a specified process quality characteristic. The outcomes in the PAM are clearly defined observable results, aligned to the business benefits derived by the customer and service provider.

This document defines a process assessment model that is an improvement standard that enables risk determination and improvement for ITES-BPO service providers. ISO/IEC 20000-1 is a service management system standard which defines the criteria for a conformity assessment. Whilst there is potential for overlaps between this document and ISO/IEC 20000-1, in fact, they complement each other. [Annex C](#) describes the potential overlaps and differences, and their complementary nature.

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AUSTRALIAN STANDARD

Information technology—IT Enabled Services-Business Process Outsourcing (ITES-BPO) lifecycle processes**Part 2:
Process assessment model (PAM)****1 Scope**

ISO/IEC 30105 specifies the lifecycle process requirements performed by the IT enabled business process outsourcing service provider for the outsourced business processes. It defines the processes to plan, establish, implement, operate, monitor, review, maintain and improve its services. This document:

- covers IT enabled business processes that are outsourced;
- is not intended to cover IT services but includes similar, relevant process for completeness;
- is applicable to the service provider, not to the customer;
- is applicable to all lifecycle processes of ITES-BPO;
- serves as a process assessment model for organizations providing ITES-BPO services that:
 - conforms to the requirements of ISO/IEC 33004;
 - supports the performance assessment by providing indicators for the interpretation of the process purposes and outcomes, as defined in ISO/IEC 24774, and the process attributes, as defined in ISO/IEC 33020.

A process assessment model 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 that are appropriate to the context and scope of the assessment should be selected.

The process assessment model in this document is directed at assessment sponsors and competent assessors who wish to select a model, and associated documented assessment process, for the ITES-BPO lifecycle processes, for risk determination or process improvement.

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 33004:2015, *Information technology — Process assessment — Requirements for process reference, process assessment and maturity models*

ISO/IEC 30105-3, *Information Technology — IT enabled services-business process outsourcing (ITES-BPO) lifecycle processes — Part 3: Measurement framework (MF) and organization maturity model (OMM)*

3 Terms and definitions

For the purpose of this document, the terms and definitions given in ISO/IEC 30105-4, ISO/IEC 33001 and ISO/IEC TR 20000-10 apply.