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**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)*



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## 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. In the field of information technology, ISO and IEC have established a joint technical committee, ISO/IEC JTC 1.

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](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

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

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: [Foreword - Supplementary information](#)

The committee responsible for this document is ISO/IEC JTC 1, *Information technology, 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.

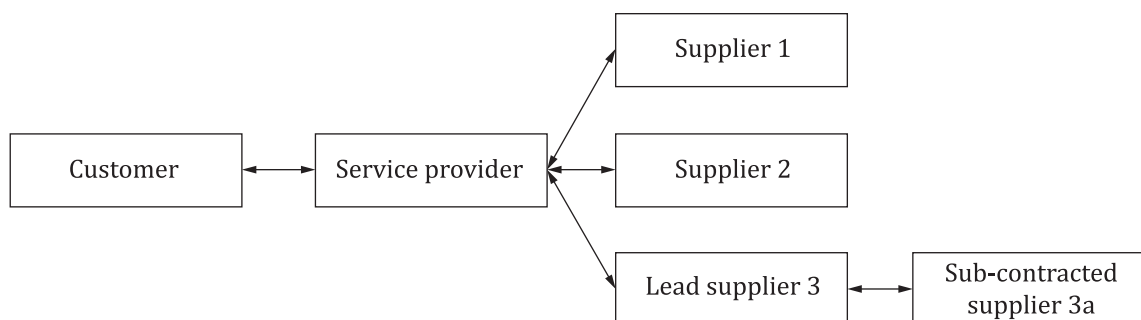
## Introduction

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 20000-1:2011, 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.

## ISO/IEC 30105-2:2016(E)

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.

# 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)*