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

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

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

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

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Foreword

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).

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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*.

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.

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Introduction

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

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

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

a) identification and actioned analyses of improvement opportunities;

b) planning and implementation of continual improvement programmes;

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

d) monitoring and review of programmes against objectives;

e) communication of progress to relevant stakeholders;

f) involvement of the customer organization as appropriate;

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

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

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

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1 Scope

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

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

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

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

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

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

3.1
ITES-BPO service adaptability
degree to which a service can be configured or be modified to meet new needs

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

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

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

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

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

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

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