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

**Part 1:
Process reference model (PRM)**

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

Partie 1: Modèle de référence du processus (PRM)

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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).

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).

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 World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

The committee responsible for this document is ISO/IEC JTC 1, *Information technology*, Subcommittee SC 40, *IT Service Management and IT Governance*.

A list of 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 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 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 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 ITES-BPO service. It includes the customer, the ITES-BPO service provider and various levels of suppliers. This is as per the supply chain relationship depicted in ISO/IEC 20000-1:2011, 7.2.

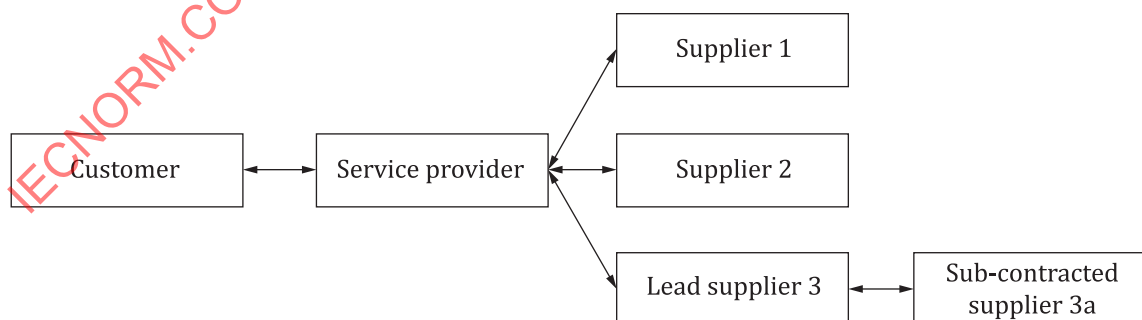


Figure 1 — ITES-BPO key entities

This document details the PRM. It contains process definitions across the lifecycle described in terms of process context, purpose and outcomes, together with a framework defining relationships between the processes.

The process purpose details the high level objective of performing the process such that implementation of the process leads to tangible benefits for stakeholders. The process outcomes are clearly defined by observable results and aligned to the business benefits derived by the customer and service provider.

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

Part 1: Process reference model (PRM)

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 address IT processes but includes references to them at key touchpoints 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 reference model for organizations providing ITES-BPO services.

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*.

3 Terms and definitions

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

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

- IEC Electropedia: available at <http://www.electropedia.org/>
- ISO Online browsing platform: available at <http://www.iso.org/obp>

4 Overview of process reference model

ISO/IEC 33004 requires that processes included in a process reference model satisfy the following. [Annex A](#) provides detailed requirements as per ISO/IEC 33004.

A process description shall meet the following requirements:

- a) a process shall be described in terms of its purpose and outcomes;
- b) the set of process outcomes shall be necessary and sufficient to achieve the purpose of the process;
- c) process descriptions shall not contain or imply aspects of the process quality characteristic beyond the basic level of any relevant process measurement framework conformant with ISO/IEC 33003.

Each process in the PRM has the following descriptive elements.

- a) **Name:** the name of a process is a short noun phrase that summarizes the scope of the process, identifying the principal concern of the process, and distinguishes it from other processes within scope of the process reference model.
- b) **Context:** for each process, a brief overview describes the intended context of the application of the process.
- c) **Purpose:** the purpose of the process is a high level and overall goal for performing the process.
- d) **Outcomes:** an outcome is an observable result of the successful achievement of the process purpose. Outcomes are measurable, tangible technical or business results that are achieved by a process. They are observable and assessable.

Figure 2 lists the processes from this document that are included in the process dimension of the process assessment model for ITES-BPO. It includes all aspects of an ITES-BPO outsourced service, from developing an ITES-BPO solution through service delivery and to transitioning out. It includes the leadership, relationship management and enabling processes which support the outsourced business across its lifecycle.

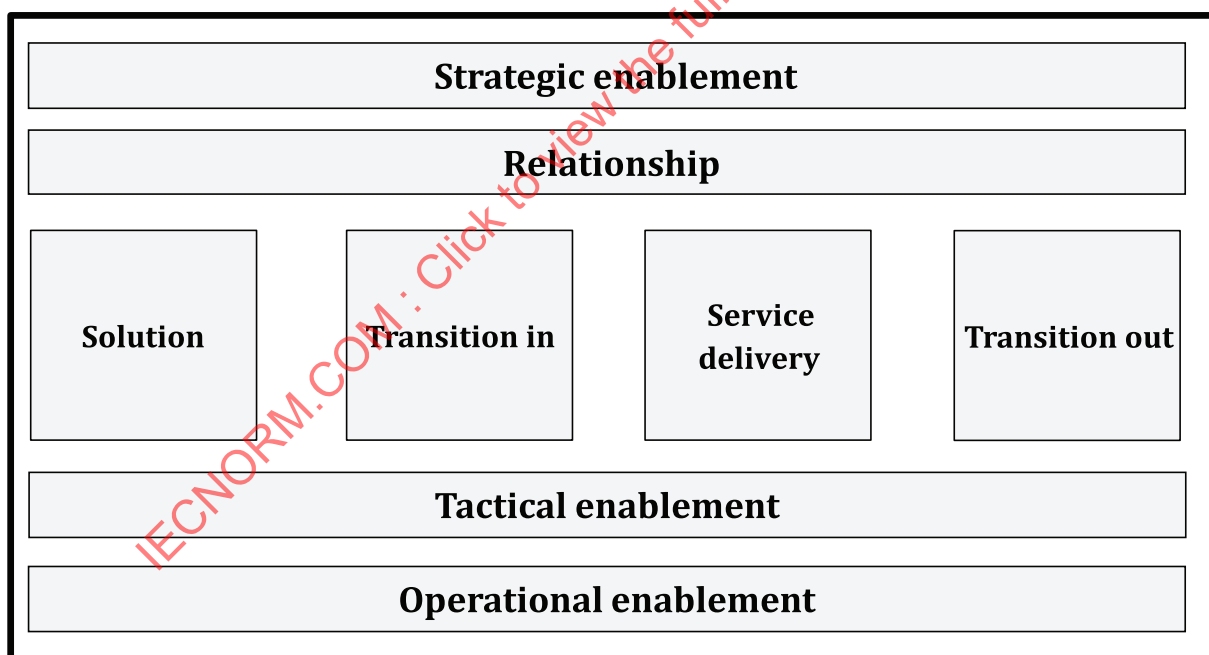


Figure 2 — ITES-BPO lifecycle process categories

The ITES-BPO process categories are as follows.

- **Strategic enablement processes:** include strategic direction and review of the business performance against plan for the service provider organization and Innovation process to bring in breakthrough changes.

- **Relationship processes:** cover the relationship of the service provider with the customer and the suppliers.
- **Solution processes:** include details on how the ITES-BPO solution is envisaged and the contract developed and managed.
- **Transition in processes:** cover the movement of business process delivery from the customer to the service provider, establishing the required management, people and infrastructure capability, and concluding with piloting the transitioned service.
- **Service delivery processes:** include all the processes that are required for the day-to-day management and delivery of ITES-BPO services.
- **Transition out process:** covers the movement of the business process delivery back to the customer or to a different service provider.
- **Tactical enablement processes:** involve a set of processes that enables achievement of the objective of the core service delivery processes. These are tactical in nature.
- **Operational enablement processes:** involve a set of processes that ensures day-to-day operations of service delivery are supported and are performed alongside the service delivery processes.

Figure 3 shows process categories and processes in the ITES-BPO lifecycle.

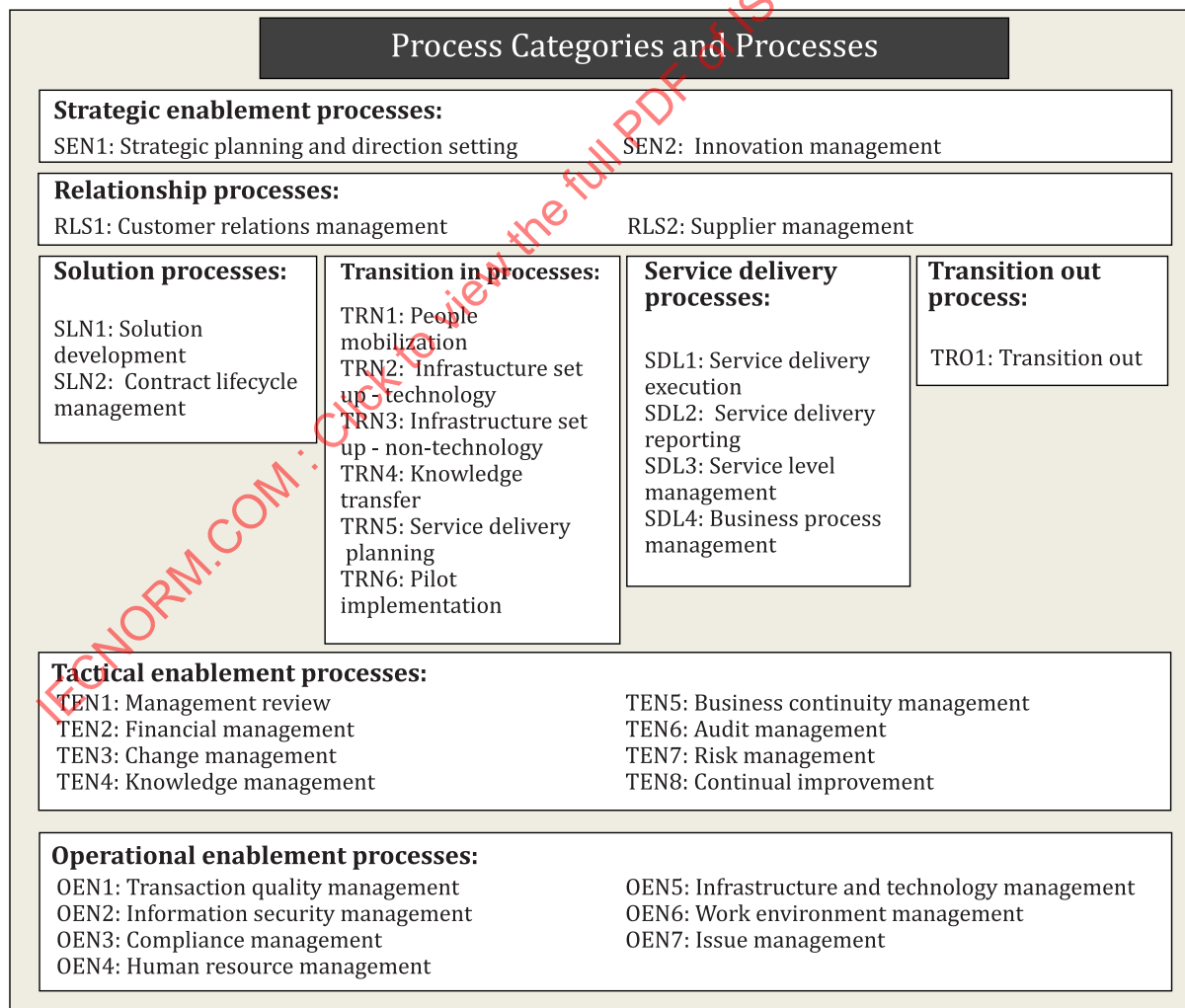


Figure 3 — ITES-BPO lifecycle process categories and processes

The ITES-BPO processes and the categories described in [Figure 3](#) are not based on any particular service provider and it is not mandated to implement them.

The purpose of a process reference model is to define a set of processes that collectively can support the primary aims of a community of interest. A process reference model can provide the basis for one or more process assessment models. Process assessment models use the same process descriptions provided in the process reference model. [Figure 4](#) shows the relationship with the assessment process, measurement framework, and organization maturity model that enable process capability assessment and organization maturity determination.

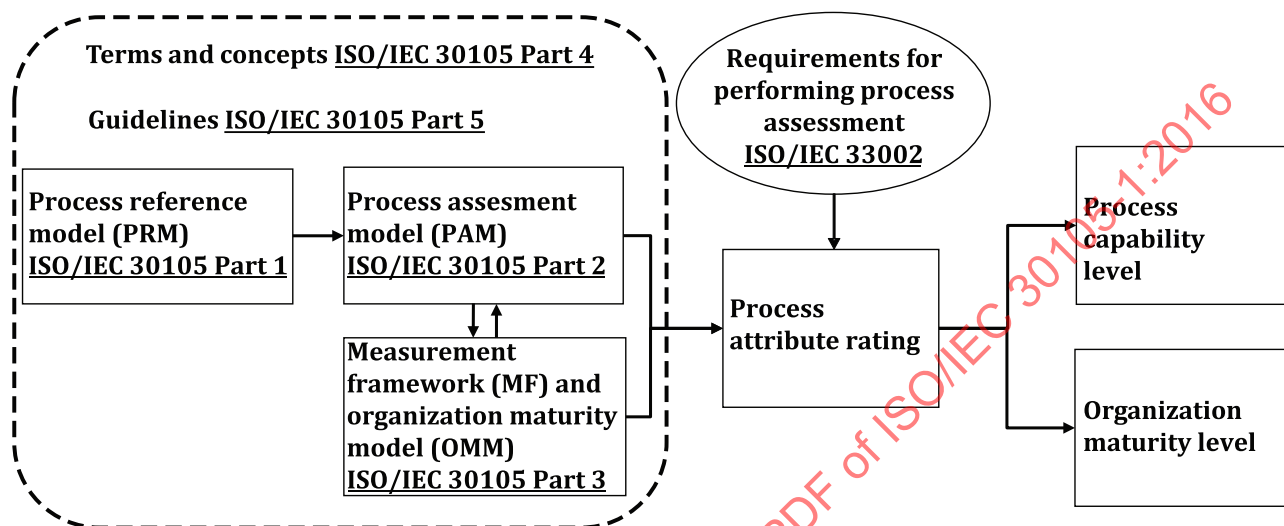


Figure 4 — Interrelationship across the parts of ISO/IEC 30105

5 Process reference model

5.1 Strategic enablement processes

There are two processes under this category:

- SEN1: Strategic planning and direction setting;
- SEN2: Innovation management.

SEN1: Strategic planning and direction setting

Name	Strategic planning and direction setting
Context	This process covers establishing business objectives and strategies for the service provider. This involves analysing the external environment and finalizing the strategic goals. It includes defining the market, developing the offerings, building the strategic assets and preparing the organization for service delivery in line with the business objectives of the service provider.
Purpose	The purpose of the SEN1 process is to define and share business objectives, strategies and the organizational road map to achieve these business objectives.
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.

SEN2: Innovation management

Name	Innovation management
Context	This process covers the new or different ways of delivering improved and enhanced services for the benefit of the customer and service provider. Innovation differs from improvement in that innovation refers to an organization performing differently rather than doing the same thing better.
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; g) the impact of changes, issues and improvements on innovation management policy and measures is analysed and reported.

5.2 Relationship processes

There are two processes under this category:

- a) RLS1: Customer relations management;
- b) RLS2: Supplier management.

RLS1: Customer relations management

Name	Customer relations management
Context	This process covers the management of customer relations and it includes the definition, understanding, and management of agreed customer requirements, measurement of customer satisfaction, management of customer complaints and/or escalations and overall management of the well-being of the relationship. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
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 successful implementation of this process: a) all customers, users and stakeholders are identified and defined; b) customer requirements and expectations are identified, reviewed and agreed; c) customer satisfaction is measured, analysed and communicated to relevant stakeholders; d) customer escalations and complaints are recorded, tracked and resolved; e) updates, escalations, complaints, and actions taken are communicated to relevant stakeholders; f) actions to improve customer satisfaction are identified, recorded and tracked until closure.

RLS2: Supplier management

Name	Supplier management
Context	This process covers the engagement between the service provider and their suppliers. It ensures that commitments are in line with customer requirements. It enables the service provider to manage suppliers to meet their contractual obligations and commitments. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
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 products or services; b) relationships between the service provider and suppliers are managed; c) services to be provided are negotiated with each supplier; d) roles and relationships between suppliers are determined; e) supplier obligations to meet service requirements, including security and privacy standards, are monitored and managed; f) supplier performance against agreed criteria is monitored and managed; g) corrective and preventive actions are identified and tracked to closure for performance deviations; h) service level requirements remain in line with overall committed customer needs or are actively managed where not.

5.3 Solution processes

There are two processes under this category:

- a) SLN1: Solution development;
- b) SLN2: Contract lifecycle management.

SLN1: Solution development

Name	Solution development
Context	This process covers the development of a solution to meet customer requirements.
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 out-sourced business processes; c) solutions are identified for the transition and the delivery of services that meet agreed current and future business needs; e) customer success criteria are clearly defined; f) solutions are formally accepted by the customer.

SLN2: Contract lifecycle management

Name	Contract lifecycle management
Context	This process covers the negotiation, renegotiation, agreement and ongoing management of contractual requirements between the customer and service provider.
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 the successful implementation of this process: a) goals and objectives of the contracting parties are aligned; b) obligations of the contracting parties are agreed; c) risks are clarified and agreed 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 assessed and corrective action put in place to address any deviations.

5.4 Transition in 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.

TRN1: People mobilization

Name	People mobilization
Context	This process covers provision of sufficient experienced human resources capacity and capability to meet the service delivery requirements. It involves identification, sourcing, selection, recruitment, training and ongoing development of people with the skills, experience and capabilities in the right numbers to meet the contracted service delivery requirements. Sourcing may include recruitment or the transfer of employees from any existing pool of resources. Where this transfer is between organizations, this will be in line with relevant laws and regulations.
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.

TRN2: Infrastructure set up — technology

Name	Infrastructure set up — technology
Context	This process covers the planning, design, validation, testing and implementation of technology infrastructure requirements for customer service delivery in line with contractual obligations. Technology infrastructure requirements include connectivity, access to service delivery applications, provision of hardware and software for service delivery, and information technology-related controls, as required by the customer organization.
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 are defined, measured, reviewed, improved and reported; d) technology infrastructure is agreed by the customer in accordance with the acceptance criteria.

TRN3: Infrastructure set up — non-technology

Name	Infrastructure set up — non-technology
Context	This process covers the planning, design, validation, testing and implementation of the non-technology infrastructure requirements for service delivery in line with contractual obligations. Non-technology infrastructure requirements include but may not be limited to: office space, furniture, transportation, cafeteria, health and safety and Corporate Social Responsibility requirements to meet the customer service delivery requirements. This also includes requirements for special working arrangements such as: transport, cafeteria, medical and other support services during non-standard working hours.
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 by the customer in accordance with the acceptance criteria.

TRN4: Knowledge transfer

Name	Knowledge transfer
Context	This process covers the assessment, documentation and transfer of knowledge of the customer's business processes, operating model and data to the service delivery organization to meet the service delivery requirements.
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) scope of required knowledge is identified; b) knowledge transfer plan is defined; c) required knowledge assets are created or collected; d) human resources attain required knowledge to deliver the service; e) knowledge transfer completion is agreed by the customer and the service provider in accordance with the acceptance criteria.

TRN5: Service delivery planning

Name	Service delivery planning
Context	This process covers the creation of the service delivery framework used to manage the delivery of service. This is a continuous process and will occur throughout the solution lifecycle from initial planning, through solution design and service transfer into ongoing service delivery across all key elements of the solution such as process, people, technology infrastructure and non-technology infrastructure. This process focuses on the initial planning stage. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
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, 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) service delivery plan is agreed by the customer in accordance with the acceptance criteria..

TRN6: Pilot implementation

Name	Pilot implementation
Context	This process covers the testing and validation of service delivery performance and capability by the service provider.
Purpose	The purpose of the TRN6 process is to verify the solution design in a safe environment before deployment of 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 is tested; e) infrastructure — non-technology is tested; f) financials, operations, risk, security, compliance, change, issue, 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 by the service provider in accordance with the acceptance criteria.

5.5 Service delivery processes

There are four processes under this category:

- a) SDL1: Service delivery execution;
- b) SDL2: Service delivery reporting;
- c) SDL3: Service level management;
- d) SDL4: Business process management.

SDL1: Service delivery execution

Name	Service delivery execution
Context	This process covers management and achievement of the expected service delivery results. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the SDL1 process is to manage, operate and control the ongoing service delivery in order 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 the operational performance targets; d) governance framework is implemented; e) performance of daily operations communicated to relevant stakeholders; f) service delivery plans are reviewed and maintained in line with service changes and customer feedback.

SDL2: Service delivery reporting

Name	Service delivery reporting
Context	This process covers the provision of quantitative and qualitative information to enable the service provider to report the service performance. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the SDL2 process is to produce timely and accurate service reports to support effective communication and decision making.
Outcomes	As a result of the successful implementation of this process: a) the service delivery reporting needs are identified; b) service delivery reports are produced according to the service report requirements; 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.

SDL3: Service level management

Name	Service level management
Context	The process covers the definition, measurement and monitoring of service performance characteristics to enable delivery of the service to meet the agreed service level targets of the customer. NOTE Similar to ISO/IEC/TR 20000-4, but aligned to requirements of ITES-BPO.
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) services and dependencies are identified; b) service level targets and workload characteristics for services are defined in service level agreements; c) services are monitored against service level agreements; d) corrective and preventive actions are identified and tracked to closure in order to avoid or correct service level performance deviations; e) service level performance against service level targets is communicated to relevant stakeholders; f) requested changes to service requirements are recorded, reported and processed.

SDL4: Business process management

Name	Business process management
Context	This process covers the control and delivery of the outsourced business processes.
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.

5.6 Transition out process

There is one process under this category.

TR01: Transition out

Name	Transition out
Context	This process covers the transfer of business process delivery from the service provider to another service provider or back to the customer, including human resources, processes, technology and knowledge. It ensures continued service to the customer, during the transition period when the service provider is changed.
Purpose	The purpose of the TR01 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 by the customer, and both the incumbent and new service provider in accordance with the acceptance criteria;

5.7 Tactical enablement processes

There are eight processes under this category:

- a) TEN1: Management review;
- b) TEN2: Financial management;
- 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.

TEN1: Management review

Name	Management review
Context	This process covers managements' periodic review of business performance of the outsourced service. The review will consider progress against the business plan and business objectives with respect to each element of the business including the customer relationship, process, human resources, infrastructure, technology, risks, financials and general contractual terms. This may lead to improved customer satisfaction and organizational efficiency and effectiveness. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN1 process is to assess the business performance of the outsourced service provider and to identify potential improvements.
Outcomes	As a result of 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; c) risks, problems and opportunities for improvement are identified and recorded; d) review results are communicated to relevant stakeholders; e) action items resulting from reviews are tracked to closure.

TEN2: Financial management

Name	Financial management
Context	This process covers the budgeting, accounting, monitoring and management of costs for the service provider's organization and the activities to drive cost effective usage of resources. This also includes decision making on pricing for service delivery.
Purpose	The purpose of the TEN2 process is to acquire and sustain the appropriate level of funding to design, develop and deliver services that meet the strategy of the organization and agreed customer requirements.
Outcomes	As a result of the successful implementation of this process: a) the cost to design, develop and deliver services is understood in accordance with the strategy of the organization and agreed customer requirements and communicated to relevant stakeholders; b) the funds required to provide the services are obtained; c) pricing, costs and incomes are monitored and reported to relevant stakeholders; d) the relationship between cost and incomes and their variance is identified; e) the costs of service provision are recovered; f) clear and justifiable invoices are produced; g) the impact of changes, issues and improvements on financial policy and measures is analysed and reported.

TEN3: Change management

Name	Change management
Context	This process covers changes to services and service components. The changes are planned and controlled to ensure timeliness without unnecessary disruption. Unintended effects of changes are remedied. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN3 process is to ensure all changes are assessed, approved, implemented and reviewed in a controlled manner.
Outcomes	As a result of the successful implementation of this process: a) change requests are recorded classified, and prioritized; b) change requests are assessed using defined criteria; c) change requests are approved before changes are developed and deployed; d) an implementation schedule of changes and releases is established; e) an implementation schedule of changes and releases is communicated to relevant stakeholders; f) approved changes are developed, tested, implemented and reviewed for success; g) unsuccessful changes are reversed or remedied; h) the impact of changes, issues and improvements on change management policy and measures is analysed and reported.

TEN4: Knowledge management

Name	Knowledge management
Context	This process covers recording, retaining and maintaining the knowledge and expertise for delivering the service throughout the life of the contracted service.
Purpose	The purpose of the TEN4 process is to create, disseminate and leverage knowledge and intellectual property based on the contract with the customer.
Outcomes	As a result of the successful implementation of this process: a) knowledge assets are identified, classified, maintained and controlled; b) knowledge assets are verified and agreed by the stakeholders, in accordance with acceptance criteria; c) business process knowledge and delivery capabilities are assessed and identified gaps addressed to meet service delivery requirements; d) knowledge assets are available and used through the service lifecycle; e) the impact of changes, issues and improvements on knowledge management policy and measures is analysed and reported.

TEN5: Business continuity management

Name	Business continuity management
Context	This process covers the ITES-BPO service provider ensuring adequate capability is established to respond to unplanned disruptions in a proactive, structured and planned manner thereby ensuring continuity of services at agreed levels. NOTE Similar to ISO/IEC/TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN5 process is to ensure continuity of business services during and after disruptions to agreed service levels.
Outcomes	As a result of the successful implementation of this process: a) business continuity requirements and plans are defined; b) disaster recovery plans are defined; c) preventive measures to avoid invocation of continuity measures, including facilities and work environment controls are identified; d) alternative means of operation of critical processes are defined and invoked, when needed; e) risk or potential disruptions in business continuity is analysed and minimized; f) event status updates on disruption and alternate means of operations are communicated to relevant stakeholders; g) agreed business continuity service levels are maintained during disruption and normal service levels are returned to after disruption; h) business continuity plans and disaster recovery plans are regularly tested; i) continuity measures and plans are communicated to stakeholders; j) the impact of changes, issues and improvements on continuity policy and measures is analysed and reported.

TEN6: Audit management

Name	Audit management
Context	This process covers the examination of the defined process areas to determine if they are effectively established, maintained, and conform to the requirements for service delivery. Planning for an audit takes into account the importance of the services, processes and areas to be audited, and the results of previous audits. It is performed by independent competent auditors at a defined frequency. Adherence to the principles of auditing such as ethical conduct, fair presentation, due professional care, independence and evidence based approach is assumed. This process covers all the other 31 process areas. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN6 process is to independently determine conformity of selected services, products and processes to the requirements, plans and agreements, as appropriate.
Outcomes	As a result of the successful implementation of this process: a) the scope and purpose of each audit is defined; b) the objectivity and impartiality of the conduct of audits and selection of auditors are assured; c) conformity of selected services, products and processes with requirements, plans and agreements is determined; d) non-conformities are recorded; e) non-conformities are communicated to those responsible for corrective action and resolution; f) corrective actions for non-conformities are verified.

TEN7: Risk management

Name	Risk management
Context	This process covers the identification, assessment and control of risks related to delivering customer services. It applies to all processes across the ITES-BPO lifecycle, including resourcing, technology, infrastructure, information security, business continuity, compliance and change management. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN7 process is to identify, analyse, evaluate, mitigate and monitor risks.
Outcomes	As a result of successful implementation of this process: a) risks are identified; b) identified risks are categorized, assessed and the priority in which to apply resources to mitigate these risks is determined; c) risks and their proposed mitigation plans are communicated to relevant stakeholders; d) assessed risks are monitored; e) appropriate mitigation measures are taken to correct or avoid unacceptable assessed risks; f) the impact of changes, issues and improvements on risk policy and measures is analysed and reported.

TEN8: Continual improvement

Name	Continual improvement
Context	This process covers the practice of continual improvement which is essential to a successful organization. Improvement projects include process analysis, prioritization and deployment of value adding changes and evaluating their effectiveness. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the TEN8 process is to manage the identification, analysis, prioritization and implementation of continual improvements.
Outcomes	As a result of the successful implementation of this process: a) improvement opportunities are identified and analysed; b) continual improvement programmes are planned and implemented; c) specific objectives, goals for the programme are selected based on priority and value add; d) programmes are monitored and reviewed against objectives; e) progress is communicated to relevant stakeholders; f) the customer organization is involved as appropriate; g) the impact of changes, issues and improvements on continual improvement policy and measures is analysed and reported.

5.8 Operational enablement processes

There are seven processes under this category:

- a) OEN1: Transaction quality management;
- b) OEN2: Information security management;
- c) OEN3: Compliance management;
- d) OEN4: Human resource management;
- e) OEN5: Infrastructure and technology management;
- f) OEN6: Work environment management;

g) OEN7: Issue management.

OEN1: Transaction quality management

Name	Transaction quality management
Context	This process covers transaction level quality verification to ensure service delivery process adherence and quality of process outcomes meet the service provider and customer requirements.
Purpose	The purpose of the OEN1 process is to provide independent assurance through defined controls, ensuring transactions, services and processes adhere to specified requirements.
Outcomes	As a result of the successful implementation of this process: a) an independent verification strategy is developed, implemented and maintained for all required transactions, services and processes; b) verification criteria are identified for all required transactions, services and processes; c) a calibration process is established and deployed to ensure consistency of evaluation; d) verification of selected transactions, services and processes with requirements is determined and performed; e) defects are identified, recorded, prioritized and resolved; f) results of the verification activities are communicated to relevant stakeholders; g) the impact of changes, issues and improvements on transaction quality management policy and measures is analysed and reported.

OEN2: Information security management

Name	Information security management
Context	This process covers the ITES-BPO service provider's security policy, controls and measures. This includes personal identifiable information processed on behalf of their customers through implementation of information security practices. It also includes agreed physical security requirements, their implementation and maintenance. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the OEN2 process is to maintain an agreed level of security across all ITES-BPO activities.
Outcomes	As a result of the successful implementation of this process: a) an information security policy is defined to direct security activities; b) information security requirements are identified and assessed; c) criteria for the assessment of information security risks and the acceptable level of risk are identified; d) information security risks, including threats and vulnerabilities, are identified and assessed; e) information security risk measures and controls are defined and implemented; f) security incidents are identified, quantified, recorded and reported to the customer; g) information security concerns are communicated to relevant stakeholders; h) the impact of changes, issues and improvements on security policy and measures is analysed and reported.

OEN3: Compliance management

Name	Compliance management
Context	This process covers the ITES-BPO service provider's compliance with relevant governmental legislative, statutory, regulatory requirements for different geographies and industry verticals. This is in addition to meeting contractual and organizational requirements.
Purpose	The purpose of the OEN3 process is to meet and avoid breaching applicable legislative, regulatory and statutory requirements.
Outcomes	As a result of the successful implementation of this process: a) contracted compliance requirements are identified, tracked and communicated to relevant stakeholders; b) contracts, solutions, relationships and service delivery are aligned with changing compliance requirements; c) compliance requirements are adhered to; d) non-compliances are identified, monitored, reported and addressed; e) the impact of changes, issues and improvements on compliance policy and measures is analysed and reported.

OEN4: Human resource management

Name	Human resource management
Context	This process covers human resource management. It includes management of service provider employee performance, competency, retention and satisfaction in line with relevant laws and regulations. NOTE Similar to ISO/IEC TR 20000-4, but aligned to requirements of ITES-BPO.
Purpose	The purpose of the OEN4 process is to provide the organization with necessary experienced human resources and to maintain their competencies, consistent with business needs and service requirements.
Outcomes	As a result of the successful implementation of this process: a) organizational structure, roles, responsibilities and competencies required for service delivery are maintained; b) performance assessment of human resources is carried out; c) recruitment and attrition are managed; d) training or other actions are completed to address identified competency gaps to meet service delivery requirements; e) grievances are managed; f) reward and recognition mechanisms are defined and implemented; g) feedback mechanisms are implemented to identify levels of employee satisfaction and improvements; h) non-standard working arrangements are defined and managed; i) continual professional development requirements are reviewed, assessed, recorded, tracked and met; j) the impact of changes, issues and improvements on human resource management policy and measures is analysed and reported.