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

Part 7: Exemplar for maturity assessment

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO 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).

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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.

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.

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.

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

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

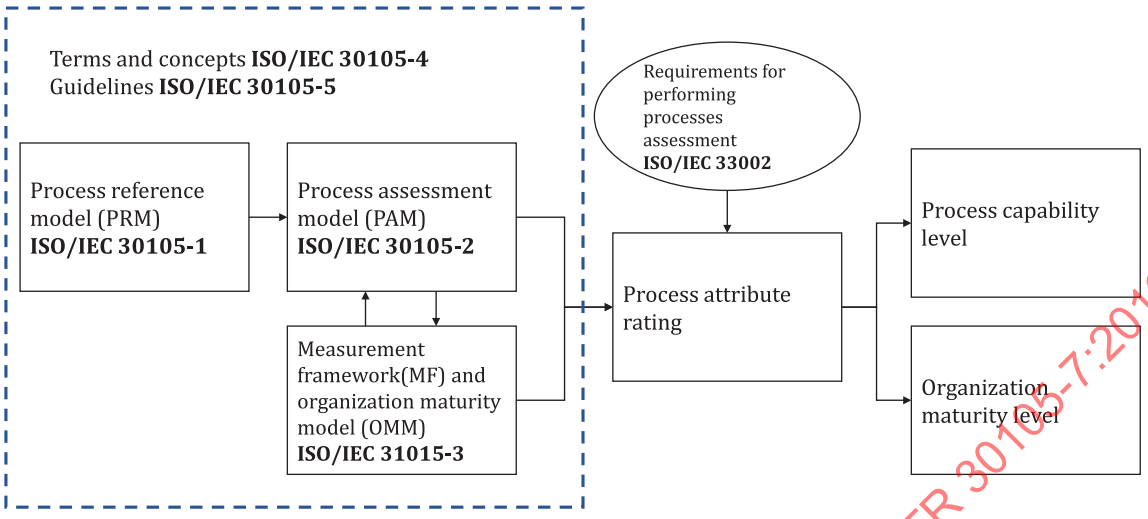

Figure 1 — Interrelationship across the parts of the ISO/IEC 30105 series

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.

5.2 Set up the assessment activity

5.2.1 Set up the assessment activity at audit entity level

This exemplar is based on a spreadsheet model. As assessments may vary by organization, ITES-BPO organizations should create their own assessment model based on the assessment logic outlined in this document and in accordance with the assessment logic in ISO/IEC 30105-2 and ISO/IEC 30105-3 and the defined process attribute rating scale in ISO/IEC 30105-3.

The assessment activity should be set up based on audit entity level, i.e. to support auditing of each process in the PRM across every business process service within scope. The key steps include:

a) the assessor creates a template, as shown in Table 1, for audit entity information: including columns for key practices;

b) the assessor pre-populates the template columns from ISO/IEC 30105-2, for ease of reference:

   — key practices: all base practices (BPs) and generic practices (GP);

   — work products (inputs and outputs): all relevant for each BP or GP;

c) the percentage achievement for each key practice (a BP or a GP) is calculated based on the number of key practices achieving a compliance status of 'Y' as a percentage of the total number of applicable practices (Y and N, excludes N/A);

d) as the key practice achievement corresponds with the PA achievement, the achievement percentage can be used to determine the key practice rating, based on the process attribute rating scale defined in ISO/IEC 30105-3:2016, 6.1:

A process attribute is measured using an ordinal scale as defined below.

N Not achieved: There is little or no evidence of achievement of the defined process attribute in the assessed process.

P- Partially achieved: There is some evidence of an approach to, and some achievement of, the defined process attribute in the assessed process. Many aspects of achievement of the process attribute may be unpredictable.

P+ Partially achieved: There is some evidence of an approach to, and some achievement of, the defined process attribute in the assessed process. Some aspects of achievement of the process attribute may be unpredictable.

L- Largely achieved: There is evidence of a systematic approach to, and significant achievement of, the defined process attribute in the assessed process. Many weaknesses related to this process attribute may exist in the assessed process.

L+ Largely achieved: There is evidence of a systematic approach to, and significant achievement of, the defined process attribute in the assessed process. Some weaknesses related to this process attribute may exist in the assessed process.

F Fully achieved: There is evidence of a complete and systematic approach to, and full achievement of, the defined process attribute in the assessed process. No significant weaknesses related to this process attribute exist in the assessed process.

The corresponding percentages shall be as follows:

— *N Not achieved 0 % to ≤15 % achievement;*

— *P- Partially achieved ->15 % to ≤32,5 % achievement;*

— *P+ Partially achieved+>32,5 % to ≤50 % achievement;*

— *L- Largely achieved->50 % to ≤ 67,5 % achievement;*

— *L+ Largely achieved+>67,5 % to ≤85 % achievement;*

— *F Fully achieved >85 % to ≤100 % achievement.*

e) the assessment activity should be carried out for all selected audit entities and processes.

Using the defined process capability ratings in ISO/IEC 30105-3, the process attribute ratings achieved can be used to determine the process capability level for each process within each service.

In this document, OEN2 is used as an example process for audit entity level (see Table 1). All the applicable services and processes should be assessed in the same way. Table 1 shows an example template with the compliance status column completed to illustrate the calculation of the achievement.

Table 1 — Sample assessment template at entity level (partially completed)

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
BP	**BP1. Define information security policy**	Y				1.02 Contract	4.02 Information security policy	80 %	L+
	BP2. Agree on new and changed information security requirements: Analyse evolving business requirements, information flows, organizational policies, customer requirements, contractual obligations, regulatory requirements, technology environments and threat environments from the perspective of information security on a regular basis. Identify, evaluate, modify and report information security requirements in agreement with all relevant stakeholders.	Y				8.16 Legal. Statutory and regulatory requirements	8.12 Information security requirements		
						4.02 Information security policy	5.15 Security risk management approach		

Table 1 *(continued)*

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
BP	**BP3. Define a risk management approach:** Identify suitable risk acceptance levels, mitigation, criteria for assessment and assessment frequency. Determine required security assessor competencies and qualifications. Classify information of information security risks.	Y				8.12 Information security requirements	9.30 Risk log	80 %	L+
						5.15 Security risk management approach	5.14 Security controls procedure		
	BP4. Apply risk management approach: Apply defined risk management approach across the information lifecycle at defined frequency. Identify and select appropriate security controls.	N				6.18 Information security action log	2.06 Training material		
						6.19 Information security audit report	6.20 Information security incident report		
	BP5. Deploy selected information security controls: Secure information with selected information security controls.	NA				3.26 Information security awareness plan	9.05 Communication record		
						5.14 Security controls procedure			
BP	**BP6. Establish awareness of information security**: Define and implement training and awareness for information security.	NA				3.14 Communication plan		80 %	L+
BP	**BP7. Manage information security incidents to closure:** Manage information security incidents including identification, categorization, notification, and response and reporting.	Y				6.20 Information security incident report			

Table 1 *(continued)*

Process	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
OEN2		Y/N/NA	Corporation/Function	Service					
GP 2.1.X	**GP 2.1.1** Identify the objectives for the performance of the process.	Y				Human resources with identified objectives, responsibilities and authorities;	3.00 Plan	100 %	F
	GP 2.1.2 Plan the performance of the process to fulfil the identified objectives.	Y				Facilities and infrastructure resources	6.00 Report		
GP 2.1.X	**GP 2.1.3** Monitor the performance of the process against the plans.	Y				Planning, management and control tools, including time and cost reporting, shift, off-time rosters	9.00 Record	100 %	F
	GP 2.1.4 Adjust the performance of the process.	Y				Workflow management system			
	GP 2.1.5 Define responsibilities and authorities for performing the process.	Y				Email and/or other communication mechanisms			
	Prepare those performing the process to execute the process.	Y				Information and/or experience repository			
	GP 2.1.7 Identify and make available resources to perform the process according to plan.	Y				Problem and issue management mechanisms			
	GP 2.1.8 Manage the interfaces between involved parties.	Y							

Table 1 *(continued)*

Process	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
OEN2		Y/N/NA	Corporation/Function	Service					
GP 2.2.X	**GP 2.2.1** Define the requirements for the work products.	Y				Requirement management method	3.00 Plan	100 %	F
						Configuration management system	5.00 Record		
	GP 2.2.2 Define the requirements for documentation and control of the work products.	Y				Detailed elaboration and support tool	8.00 Specification		
						Document identification and control procedure			
	GP 2.2.3 Identify, document and control the work products.	Y				Work product review methods and experiences			
						Review management method/toolset			
	GP 2.2.4 Review and adjust work products to meet the defined requirements.	Y				Intranets, extranets and/or other communication mechanisms			
						Problem and issue management mechanisms			

Table 1 *(continued)*

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
GP 3.1.X	**GP 3.1.1** Define the standard process that will support the deployment of the defined process.	Y				Process modelling methods/tools	2.00 Description	75 %	L+
	GP 3.1.2 Determine the sequence and interaction between processes so that they work as an integrated system of processes.	Y				Training material and courses	3.00 Plan		
	GP 3.1.3 Identify the roles and competencies for performing the process.	N				Resource management system	5.00 Procedure		
	GP 3.1.4 Identify the required infrastructure and work environment for performing the process.	NA				Process infrastructure	8.00 Specification		
						Audit and trend analysis tools	9.00 Record		
	GP 3.1.5 Determine suitable methods to monitor the effectiveness and suitability of the process.	Y				Process monitoring method			
						Process transition method			

Table 1 *(continued)*

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
GP 3.2.X	**GP 3.2.1** Determine suitable methods to monitor the effectiveness and suitability of the process.	Y				Feedback mechanisms (customer, staff, other stakeholders)	2.00 Description	80 %	L+
						Process repository			
	GP 3.2.2 Assign and communicate roles, responsibilities and authorities for performing the defined process	N				Resource management system	3.00 Plan		
						Knowledge management system	6.00 Report		
	GP 3.2.3 Ensure necessary competencies for performing the defined process.	NA				Problem and change management system	8.00 Specification		
	GP 3.2.4 Provide resources and information to support the performance of the defined process	Y				Working environment and infrastructure	9.00 Record		
						Data collection analysis system			
	GP 3.2.5 Provide process infrastructure to support the performance of the defined process.	Y				Process assessment framework			
GP 3.2.X	**GP 3.2.6** Collect and analyse data about performance of the process to demonstrate its effectiveness and suitability.	Y				Audit/review system		80 %	L+

Table 1 *(continued)*

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
GP 4.1.X	**GP 4.1.1** Align the process with quantitative business goals.	Y				Management information (cost, time, reliability, profitability, customer benefits, risks, etc.)	2.00 Description	83 %	L+
	GP 4.1.2 Identify process information needs, in relation with quantitative business goals.	N				Applicable measurement techniques	3.00 Plan		
	GP 4.1.3 Derive process measurement objective from process information needs.	Y				Product and process measurement tools and results databases	5.00 Record		
	GP 4.1.4 Identify measurable relationships between process elements that contribute to the process performance.	Y				Measurement framework	6.00 Report		
GP 4.1.X	**GP 4.1.5** Establish quantitative objectives for the performance of the defined process, according to the alignment of the process with the business goals.	Y				Tools for data analysis and measurement	8.00 Specification	83 %	L+
	GP 4.1.6 Identify product and process measure that support the achievement of the quantitative objectives for process performance.	Y							
	GP 4.1.7 Collect product and process measurement results through performing the defined process.	NA							

Table 1 *(continued)*

Process OEN2	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
		Y/N/NA	Corporation/Function	Service					
GP 4.2.X	**GP 4.2.1** Select analysis techniques, appropriate to collected data.	Y				Process control and analysis techniques	2.00 Description	60 %	L-
	GP 4.2.2 Determine assignable causes of process variation by analysing the collect data.	Y				Statistical analysis tools/applications	3.00 Plan		
	GP 4.2.3 Establish distributions that characterize the process performance.	Y				Process control tools/applications	6.00 Report		
GP 4.2.X	**GP 4.2.4** Identify and implement corrective actions to address assignable causes.	N					9.00 Record	60 %	L-
	GP 4.2.5 Establish separate distributions for analysing the process under the influence of assignable causes of variation.	N							
GP 5.1.X	**GP 5.1.1** Define the process innovation objectives for the process that support the relevant business goals.	Y				Process improvement framework	2.00 Description	100 %	F
	GP 5.1.2 Analyse data of the process to identify opportunities for best practices and innovation.	Y				Process feedback and analysis system (measurement data, causal analysis results, etc.)	3.00 Plan		
	GP 5.1.3 Identify innovation opportunities of the process from new technologies and process concepts.	NA				Piloting and trialing mechanism	5.00 Procedure		
GP 5.1.X	**GP 5.1.4** Derive an implementation strategy based on long-term innovation vision and objectives.	Y					6.00 Report	100 %	F
							8.00 Specification		
							9.00 Record		

Table 1 *(continued)*

Process	Key practice	Applicability			Notes for the auditor	Work product (Input)	Work product (Output)	Achievement (%)	Rating result
OEN2		Y/N/NA	Corporation/Function	Service					
GP 5.2.X	**GP 5.2.1** Assess the impact of each proposed change against the objectives of the defined and standard process.	Y				Change management system	2.00 Description	50 %	P+
	GP 5.2.2 Manage the implementation of agreed changes to selected areas of the defined and standard process according to the implementation strategy.	N				Process evaluation system (impact analysis, etc.)	3.00 Plan		
	GP 5.2.3 Evaluate the effectiveness of process change on the basis of actual performance against process objectives and business goals.	NA					6.00 Report		
							8.00 Specification		
							9.00 Record		

5.2.2 Consolidate the selected entity information along with process area

The process assessment compliance status (Y, N, N/A) for all key practices (BPs and GPs) should be consolidated based on the entity level auditing results for all services across every process within the ITES-BPO organization. This will provide an overall consolidated rating for the process across the ITES-BPO organization. The key steps include:

a) To consolidate all practices, define a formula in the assessment table, dividing the total number of achieved (compliant) processes by the number of defined and relevant practices and multiply by 100.This calculates the overall percentage achievement across all services assessed;

b) consolidate process compliance status outcomes for all GPs for all the services to determine rating from PA2.1 to PA5.2. The calculating of the percentage of GPs is the same as for BPs;

c) the consolidated process-based percentage achievement is then used to determine the overall process attribute rating, based on the defined process attribute rating scale in ISO/IEC 30105-3, which can be set up to automatically generate in the assessment model.

Using the defined process capability ratings in ISO/IEC 30105-3, the overall process attribute ratings achieved can be used to determine the process capability level for each process across the ITES-BPO organization.

Following on with the sample assessment form, in Table 1, OEN2 is used as an example process to illustrate the consolidated process rating outcome, as shown in Table 2. All applicable services and processes should be assessed in the same way.

In Table 2, the numbers defined under each service for BPs and GPs are examples, calculated based on the assessed compliance status for each process/service from Table 1.

Table 2 — Sample process outcome rating template

OEN 2	Service 1	Service 2	Service 3	Service 4	Service 5	Service 6	Service 7	Service 8	Service 9	Service 10	Total achieved	Total defined	Achievement %	Rating results
BP	4	4	4	4	4	4	4	4	4	4	40	50	80 %	L+
GP 2.1	8	8	8	8	8	8	8	8	8	8	80	80	100 %	F
GP 2.2	4	4	4	4	4	4	4	4	4	4	40	40	100 %	F
GP 3.1	3	3	3	3	3	3	3	3	3	3	30	40	75 %	L+
GP 3.2	4	4	4	4	4	4	4	4	4	4	40	50	80 %	L+
GP 4.1	5	5	5	5	5	5	5	5	5	5	50	50	100 %	F
GP 4.2	3	3	3	3	3	3	3	3	3	3	30	60	50 %	P+
GP 5.1	3	3	3	3	3	3	3	3	3	3	30	30	100 %	F
GP 5.2	1	1	1	1	1	1	1	1	1	1	10	20	50 %	P+

5.2.3 Final outcome determination for organization maturity level

In the measurement framework in ISO/IEC 30105-3, organization maturity level is derived from the underlying process capability measurements.

Using the consolidated process capability results for all processes/services across the ITES-BPO organization, the organization maturity level rating can be determined.

After the assessor or the assessed organization has collected the required data and determined an overall process capability rating for each of the processes listed in Table 1, the user can review the process capability rating results against the defined process capability levels in the organization maturity level tables in ISO/IEC 30105-3.

Table 3 shows a sample table for consolidating all the process rating results for the ITES-BPO organization, where OEN2 is used as the example, continuing from the results sampled in Table 2.

The full list of processes is shown in Table 3, using the process reference identifiers as defined in ISO/IEC 30105-1.

Table 3 — Sample organization maturity level rating table

Organization 1	PA 1.1	PA 2.1	PA 2.2	PA 3.1	PA 3.2	PA 4.1	PA 4.2	PA 5.1	PA 5.2
OEN2	L+	F	F	L+	L+	L+	L-	F	P+
OEN3									
OEN4									
SDL1									
SDL4									
SLN1									
SLN2									
TEN2									
TRN1									
TRN2									
TRN3									
OEN5									
OEN1									
OEN6									
RLS1									
RLS2									
SDL2									
SDL3									
TEN3									
TEN5									
TEN6									
TRN5									
TRN6									
TRO1									
TEN7									
OEN7									
TEN1									
TEN4									
TRN4									

Table 3 *(continued)*

Organization 1	PA 1.1	PA 2.1	PA 2.2	PA 3.1	PA 3.2	PA 4.1	PA 4.2	PA 5.1	PA 5.2
TEN8									
SEN1									
SEN2									

5.2.4 Compare the rating results under the defined matrix in ISO/IEC 30105-3

From organization maturity level 1 to level 5, the processes capability requirements are incremental for each organization maturity level, as defined in ISO/IEC 30105-3 and replicated in Tables 4, 5, 6, 7 and 8.

The consolidated results of the assessed process capability levels, as shown in Table 3, provide the ITES-BPO organization with a clear view of the overall capability level of a particular process. The sequence of the processes listed in Table 3 is based on the sequence listed for organization maturity level 5 in ISO/IEC 30105-3. These consolidated results are used to determine the maturity level of the organization by comparison with the requirements for each organization maturity level, Tables 4 to 8. All the process capability requirements have to be achieved to attain a maturity level, plus those for all lower maturity levels.

To illustrate, using the sample in Table 3, the process capability rating results for the sampled process OEN2, for PA 1.1 is "L+". However, for organization maturity level 1, the required PA 1.1 ratings for OEN2 is "F", see Table 4. Therefore, in this example, the ITES-BPO organization failed to meet the requirement of organization maturity level 1. The ITES-BPO organization would need to resolve the non-compliant BP in order to achieve "F" rating result and meet the required PA 1.1 rating for organization maturity level 1 for OEN2.

Tables 4, 5, 6, 7, and 8 (replicated from ISO/IEC 30105-3 for ease of reference) show the incremental process capability level requirements for each organization maturity level.

Table 4 — Maturity level 1 PA ratings

Code	Process areas	PA 1.1
OEN2	Information security management (Additional Optional)	F
OEN3	Compliance management (Additional Required)	P+
OEN4	Human resource management	L+
SDL1	Service delivery execution	F
SDL4	Business process management	L+
SLN1	Solution development (Additional Optional)	P+
SLN2	Contract lifecycle management (Additional Optional)	F
TEN2	Financial management	L+
TRN1	People mobilization	F
TRN2	Infrastructure set up — Technology (Additional Optional)	P+
TRN3	Infrastructure set up — Non-technology (Additional Optional)	P+

Table 5 — Maturity level 2 PA ratings

Code	Process areas	PA 1.1	PA 2.1 and 2.2
OEN2	Information security management (Additional Optional)	F	F
OEN3	Compliance management (Additional Required)	F	F
OEN4	Human resource management	F	P+
SDL1	Service delivery execution	F	F

Table 5 *(continued)*

Code	Process areas	PA 1.1	PA 2.1 and 2.2
SDL4	Business process management	F	P+
SLN1	Solution development (Additional Optional)	F	L+
SLN2	Contract lifecycle management (Additional Optional)	F	F
TEN2	Financial management	F	P+
TRN1	People mobilization	F	F
TRN2	Infrastructure set up — Technology (Additional Optional)	F	F
TRN3	Infrastructure set up — Non-technology (Additional Optional)	F	F
OEN5	Infrastructure and technology management	F	L+
OEN1	Transaction quality management	F	F
OEN6	Work environment management	F	L+
RLS1	Customer relations management	F	P+
RLS2	Supplier management (Additional Optional)	F	F
SDL2	Service delivery reporting	F	F
SDL3	Service level management	F	F
TEN3	Change management	F	F
TEN5	Business continuity management	F	P+
TEN6	Audit management	F	P+
TRN5	Service delivery planning	F	L+
TRN6	Pilot implementation (Additional Optional)	F	P+
TRO1	Transition out (Additional Optional)	F	L+

Table 6 — Maturity level 3 PA ratings

Code	Process areas	PA 1.1	PA 2.1 and 2.2	PA 3.1 and 3.2
OEN2	Information security management (Additional Optional)	F	F	F
OEN3	Compliance management (Additional Required)	F	F	F
OEN4	Human resource management	F	F	L+
SDL1	Service delivery execution	F	F	F
SDL4	Business process management	F	F	F
SLN1	Solution development (Additional Optional)	F	F	F
SLN2	Contract lifecycle management (Additional Optional)	F	F	F
TEN2	Financial management	F	F	L+
TRN1	People mobilization	F	F	F
TRN2	Infrastructure set up — Technology (Additional Optional)	F	F	F
TRN3	Infrastructure set up — Non-technology (Additional Optional)	F	F	F
OEN5	Infrastructure and technology management	F	F	F
OEN1	Transaction quality management	F	F	F
OEN6	Work environment management	F	F	F
RLS1	Customer relations management	F	F	F
RLS2	Supplier management (Additional Optional)	F	F	F
SDL2	Service delivery reporting	F	F	F
SDL3	Service level management	F	F	F
TEN3	Change management	F	F	F