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SOUTH AFRICAN NATIONAL STANDARD

Business process outsourcing and offshoring operations

Part 3: Back-office processing operations

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Table of changes

Change No.	Date	Scope

Foreword

This South African standard was prepared by National Committee SABS/TC 273, *Customer contact centres*, in accordance with procedures of the South African Bureau of Standards, in compliance with annex 3 of the WTO/TBT agreement.

This document was published in September 2008.

This document supersedes ARP 099-3:2007 (edition 1).

SANS 990 consists of the following parts, under the general title *Business process outsourcing and offshoring operations*:

Part 1: Outbound contact centre operations.

Part 2: Inbound contact centre operations.

Part 3: Back-office processing operations.

A reference is made in 5.9.6, 5.11.2, 6.3.7 and 6.3.8 to the "relevant national legislation". In South Africa this means the Labour Relations Act (Act No. 66 of 1995).

In South Africa, the following legislation also applies:

- a) the Basic Conditions of Employment Act (Act No. 75 of 1997);
- b) the Employment Equity Act (Act No. 55 of 1998);
- c) the Skills Development Act (Act No. 97 of 1998);
- d) the Occupational Health and Safety Act (Act No. 85 of 1993);
- e) the Skills Development Levies Act (Act No. 9 of 1999);
- f) the Unemployment Insurance Act (Act No. 63 of 2001);
- g) the Compensation for Occupational Injuries and Diseases Act (Act No. 130 of 1993); and
- h) the Broad-based Black Economic Empowerment Act (Act No. 53 of 2003).

Annexes A, B and C form an integral part of this document.

Compliance with this document cannot confer immunity from legal obligations.

<p>Reaffirmed and reprinted in June 2020. This document will be reviewed every five years and be reaffirmed, amended, revised or withdrawn.</p>
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Introduction

Effective quality management strikes a balance between the positive experience of the customer who receives a service and the business risk of the service provider who delivers the service, which will ensure benefit to both parties.

Management practices have been divided into four categories in this standard, namely:

- leadership and customer service management practices;
- human resource management practices;
- operations management practices; and
- technical resource management practices.

This standard focuses as much on the **service delivery** dimension of quality management as on the existence and intended function of the **underlying processes** on which such delivery is based.