eSCM-CL v1.1 Errata

The following errata list refers to the eSourcing Capability Model for Client Organizations (eSCM-CL) V1.1 documents, both printed and on the web.

1. Sourced Services Management
The Sourced Services Management Capability Area is incorrectly referred to as “Sourced Service Management” in the following locations:

eSCM-CL, Part 1: Model Overview
- Page 32, Figure 6 [image]
- Page 33, Figure 7 [image]
- Page 71, Paragraph 2.
- Page 101, table header.
- Page 105, table header.

eSCM-CL, Part 2: Practice Details
- Page vii, List of Practices.
- Page 262, Activity b1a Supplemental.
- Page 324, table header.
- Page 328, table header.
- Page 332, table header.

2. General Errata

eSCM-CL, Part 1: Model Overview
- Page 34. The single bullet point in Sourcing Strategy Management (str) should read as follows:
  - Sourcing strategy: Determining the sourcing strategy of the organization, not of any particular sourced service. Managing this strategy is iterative and will have inputs from sourcing history of the organization. Will help address issues like what will the organization be sourcing, how to structure the sourcing, and what kind of sourcing strategy to follow in terms of the forms of sourcing relationships that the organization may choose to pursue.

- Page 36. The first bullet point in Value Management (val) should read as follows:
  - Reviewing and analyzing sourcing performance: reviewing the sourcing performance against market benchmarks by benchmarking the sourcing performance of the organization, competitive analysis of its sourcing performance as compared to that of other client organizations, and analyzing performance of internal sourcing processes.
Page 39. The first four sentences in Sourcing Planning (pln) should read as follows:

The Sourcing Planning Practices focus on planning for implementation of the sourcing approach for a planned sourcing action. The procurement methods adopted may vary according to the complexity of the procurement, the size of the expenditure, the requirement, the circumstances, and the market. Some of the planning issues addressed by this Capability Area include capacity planning, identifying the in-house skill-set, identifying the need for third party assistance, defining the procedures for service provider selection, establishing agreements, and maintaining agreements. Other important issues, which this Capability Area will deal with, are preparation of Services Requirements Document or Services Definitions Documents and definition of services/scope along with risks identification and mitigation.

Page 40. The three issues covered in Sourcing Planning should read as follows:

- **Sourcing project:** Establishing a capability to plan and manage the sourced service. Ensuring that all resources, including manpower, are ready to execute the sourcing agreement.

- **Plan sourcing:** Developing a sourcing implementation plan for a planned sourcing activity. Develop service provider selection procedures and criteria to be used in evaluating and selecting service partners.

- **Define requirements and agreement:** Developing the Services Requirements Document or Services Definitions Document, and having the basic structure of the agreement in place. Developing any documentation needed to communicate the client organization’s inquiries, requests, and requirements to prospective service providers.

Page 41. Change “transfer” to “transition” in the first bullet point under Service Transfer (tfr).

Page 42. In the first sentence under Sourcing Completion (cmp) change “project” to “sourced service.”

Page 80. In the glossary definition of **engagement**, change the target of the “See also” from “sourcing activity” to “sourcing action.”

Page 84. Change “eSCM-SP” to “eSCM-CL” in the glossary definition for **relationship**. (Although it is correct that these categories are also defined in eSCM-SP, it is easier to refer to the reader to the current document.)

Page 85. Replace the phrase “IT-enabled services” with “sourced services” in the glossary definition of **service provider**.

Page 86. Add this glossary entry:

**sourcing action**  As used in the eSCM-CL Practices, a sourcing action is the initiative to obtain sourced services from a service provider. A client organization engages in a sourcing action when it prepares to source or sources a specific service or services to service providers.
eSCM-CL, Part 2: Practice Details

Page 16, Figure 13. The circled callouts numbered 8 and 9 on the example page showing the part of the Practice should be reversed. The number 8 belongs on Recommended Activity a, and the number 9 belongs on the Supplemental Information.

Page 51, Governance Management (gov). The three bullet points should read as follows:

- Organizational sourcing functions: Deals with establishing an office or capability to coordinate the organization's sourcing process.
- Sourcing processes and procedures: Establish and improve procedures and processes for sourcing, and effectively managing the use of process assets for sourcing across the organization, ensuring consistency as appropriate. Reusing process assets to improve the effectiveness of personnel and to take advantage of expert practices.
- Aligning sourcing with the business: Ensuring alignment of sourced services with the client organization’s strategy and architecture. Addresses issues related to aligning sourcing with the technology strategy, control of technology architecture and design, and future technology direction for the client organization.

Page 113, Organizational Change Management (ocm). The first bullet point should read as follows:

- Planning for change management: Preparing for the change management process to guide the client organization’s adoption of the new systems (the organizational and technological changes), defining the proper strategy for managing change, developing a team of change management leaders, identifying and employing long term change management practices, and engaging employees and service providers.

Page 181, Sourcing Opportunity Analysis (opa). The fourth bullet point (Business case) should be removed.

Page 191, Sourcing Approach (app). The following bullet point should be inserted between the first and second bullets:

- Business case: Preparing a business case for sourcing which includes carrying out a cost-benefit analysis and determining stakeholder buy-in.

Page 193, app01. The second Recommended Activity b5e should be labeled b5f.

Page 207, pln02. The last three Recommended Activities in b3 should be labeled b3c, b3d, and b3e.

Page 218-224, spe01, spe02 and spe03. The Capability Area for these three Practices (shown as the first Practice Attribute on the left side of the page below the Practice ID and the Practice icon) should read “Service Provider Evaluation.”

Page 251, tfr01. The second Recommended Activity b11c should be labeled b11d.

Page 258, tfr05. In paragraph 3 of the Practice description, insert the word “transfer” after the third word “knowledge.”

Page 269, mgt03. The second Recommended Activity b5b should be labeled b5c.
Page 293, Sourcing Completion (cmp). The description paragraph should read:

The Sourcing Completion Practices focus on planning and making provisions for the closure of the relationship/sourced service and ensuring that the hand off is smooth. All Sourcing Completion Practices are in the Completion phase of the Sourcing Life-cycle.

Page 295, cmp01. In the second line of the Supplemental information in Required Activity b3, replace the word “me” with the word “be.”

Page 298, cmp02. In the second line of the Supplemental Information in Required Activity b1, insert the missing letter “o” in the word “of.”

Page 315. Change “eSCM-SP” to “eSCM-CL” in the glossary definition for relationship. (Although it is correct that these categories are also defined in eSCM-SP, it is easier to refer to the reader to the current document.)

Page 316. Replace the phrase “IT services” with “sourced services” in the glossary definition of service provider.