

**服务管理过程**

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过程概览Process Overview

过程目标Process Objective

服务管理过程的目标是为SGC所有的产品支持或客服项目提供路线图和方法指导。

The objective of service management process is to provide the roadmap and methodology for all the product support/customer service projects executed out of SunGard China.

适用范围Scope

该过程适用于SGC所有的产品支持或客服项目。

This process is applicable to all Product support / customer service projects that will be executed by SunGard China.

角色和职责Role and Responsibility

|  |  |
| --- | --- |
| **角色**  **Role** | **职责**  **Responsibility** |
| <服务负责人>  <Service Manager> | <负责产品支持或客服项目的启动、计划、监控和关闭（结项）。>  <Responsible for initiating, planning, monitoring & control and closure of product support/customer service projects> |
| <评审专家组>  <Review Panel> | <负责服务管理计划的评审,评审专家组一般由服务负责人、项目发起人（内部/外部）和业务组成员或者负责人（若需要的话）>  <Responsible for the review of service management plan, review panel may comprise of service manager, project sponsor(internal/external) and operations team member or leader(if any)> |
| <产品支持团队>  <Product Support  Team> | <负责支持服务负责人，如在跟踪处理进度、问题或风险等方面。>  <Responsible for supporting the Service Manager vis-à-vis scope, progress, issues / Risks etc. > |
| <系统管理员或者IT团队>  <System admin /  IT Group> | <负责提供与服务安装环境需求相关的评估>  <Responsible for providing the estimation pertaining to Service Set up environment needs> |

目标读者Intended Audience

服务管理过程旨在为与客服或产品支持项目的相关团队提供参考，如：

Service management process is meant to be a reference document for the teams associated with customer service/product support projects like –

1. 产品支持团队Product Support Team
2. 系统管理员或IT团队System Admin / IT Group
3. 客服执行人员Customer Service Executives

参考文献References

以下是执行服务管理过程中可以参考的相关过程和/或工作产品：

Following are the related processes and/or artifacts that can be referenced while implementing the service management process

1. 产品管理过程Product management process
2. 项目计划过程Project planning process
3. 项目监控过程Project monitoring and control process
4. 服务准备和过渡过程Service setup and transition process
5. 金仕达服务手册<Kingstar> customer services manual
6. 产品支持生命周期指南Product support life cycle guidelines
7. Ticket管理过程Ticket management process

缩略词和定义Acronyms and Definitions

| **缩略词或术语**  **Acronym/Term** | **定义**  **Definition** |
| --- | --- |
| SLA | 服务等级协议Service Level Agreement |
| SOW | 工作说明书Statement of Work |
| SQA | 软件质量保证Software Quality Assurance |
| IT | 信息技术Information Technology |

过程描述Process Description

所有的客服或者产品支持项目都应遵循传统的项目管理生命周期，如启动、计划、监控和关闭。

对于项目的启动来说，正式的商业计划书、工作说明书（SOW）以及合同等需要获得授权。在启动阶段，需要制定项目章程并获得批准。

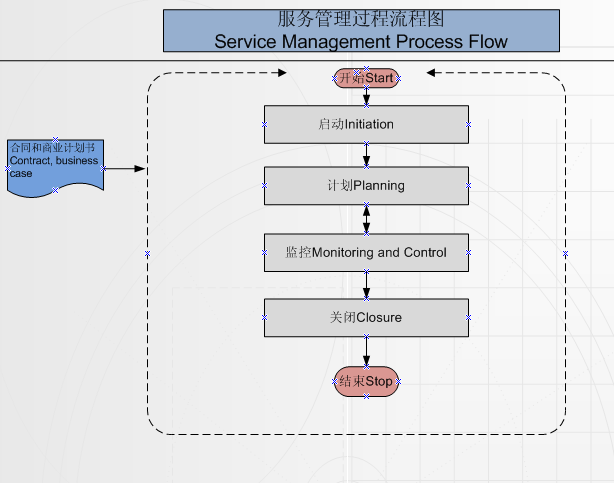
在计划阶段，根据项目章程制定服务管理计划。

参照服务管理计划和服务等级协议（SLA's)度量客服或者产品支持项目的进程。在执行过程中出现的任何重大偏差都需要修订服务管理计划和服务等级协议（SLA's）。当收到正式结项或变更通知时，正式开始结项工作。

在结项阶段，项目的绩效被度量、文档化经验总结、释放资源并对所有项目和过程资产进行归档以供日后参考使用。更多详情，请参考2.4章节。

All the customer service/product support projects would follow the traditional project management life cycle, as applicable i.e. initiation, planning, monitoring & control and closure. For the initiation of projects, formal business case, statement of work (SOW), contract etc shall be authorized. In initiation phase formal project initiation and charter document is prepared and approval is obtained. Service management plan in the planning phase is prepared based on the inputs from project initiation and charter document. Progress of the customer service/product support project is measured against the service management plan and the service level agreements (SLA’s). Any major deviations found during execution of the customer service/product support project shall demand revisions to the service management plan and service level agreements (SLA’s). On receipt of the formal closure and/or changes in priorities, would undertake formal closure of the project. In closure phase performance of the project is measured, lessons learnt are documented, resources are released and all the project & process assets are archived for future references. For more details please refer to section 2.4

流程图Process Workflow



*关于每个子过程的流程图，请参考2.4章节以获得更多详情。*

*For process flow for each sub process please refer to section 2.4*

输入Input

关于各子过程的输入，请参考2.4章节以获得更多详情。

For sub process wise inputs please refer to section 2.4

入口准则Entry Criteria

关于各子过程的入口准则，请参考2.4章节以获得更多详情。

For sub process wise entry criteria please refer to section 2.4

过程活动Process Activities

启动Initiation

* + - 1. **流程图Process Flow**



* + - 1. **输入Inputs**

1. 合同Contract
2. 商业计划书Business case
3. 已有的SLAs（若有的话）Existing SLAs, if any
   * + 1. **入口准则Entry Criteria**
4. 已签署的合同Signed Contract
5. 已授权的商业计划书Authorized Business case
   * + 1. **任务Tasks**

| **编号#** | **时间When** | **任务**  **Task** | **输出**  **Output** | **角色 Role** |
| --- | --- | --- | --- | --- |
|  | While understanding the product support/customer service project requirements 理解产品支持或者客服项目需求时 | 根据商业计划书或通过与客户的接触，收集产品支持或客服项目的如下信息（但不仅限于）：Referring to business case / interaction with customer, gather information about the product support/customer service project vis-à-vis following but not restricted to the same   1. 产品支持或者客服范围Product support/customer service scope 2. 客户或发起人对产品支持或客服的期望Product support/customer service expectations from the client/sponsor 3. 已有的问题和风险（若有的话）Existing issues and/or risks, if any 4. 理解现有的角色和职责Understanding of existing roles and responsibilities 5. 培训需求Training requirements 6. 特殊的产品支持或者客服信息（若有的话）Product support / customer service specific information, if any 7. 现有SLAs 清单List of current SLAs 8. 客户已有的过程、工具和报告（若有的话）Customer’s existing processes, tools and Reporting, if any. | 产品支持或客服信息  Information of product support/customer service | 服务负责人  Service manage  r |
|  | After the understanding of product support/customer service information理解产品支持或者客服项目信息之后 | 使用客户档案信息模板，记录如下详情（不仅限于）：Using customer profile information template capture the following details, but not restricted to the same   1. 客户信息Customer information 2. 版本信息Version information 3. 客户环境Customer environment | 客户档案信息Customer profile information | 服务负责人  Service manage  r |
|  | While drafting the gathered information about product support/customer service from customer文档化收集到的关于产品支持或者客服信息时 | 根据如下信息，编写工作说明书（SOW）：Based on the following prepare the statement of work(SOW)   1. 所收集的产品支持或客服信息information gathered on product support/customer service 2. 产品支持或客服的复杂程度complexity of product support / customer service 3. 客户对需要的服务等级的期望Customer’s expectations around desired service levels 4. 客户对于时间响应的期望Customer’s expectations around the timeframes in which these should be achieved | 工作说明书（SOW）Statement of work(SOW) | 服务负责人  Service manage  r |
|  | While drafting the gathered information about product support/customer service from customer文档化收集到的关于产品支持或者客服信息时 | 确保服务等级协议（SLA）在工作说明书（SOW）中得到清楚地定义Ensure that service level agreements(SLA) is defined clearly in the statement of work(SOW) | 工作说明书（SOW）Statement of work(SOW) | 服务负责人  Service manage  r |
|  | After the preparation of SOW | 就工作说明（SOW）获得内部批准Obtain internal approval on Statement of Work (SOW) | 内部批准的SOW  Internally approved SOW | 服务负责人  Service manage  r |
|  | After the internal review of SOW内部评审SOW之后 | 客户或者发起人评审工作说明书(SOW)Client/sponsor reviews and approves the statement of work(SOW) | 已获批准的SOW  Approved statement of work(SOW) | 客户或发起人Client/Sponsor |
|  | On approval of SOW批准SOW时 | 当SOW被批准后，准备项目章程On approval of statement of work(SOW) prepare project charter and initiation document  *注：关于项目章程，请参考项目计划过程，以获得更多详情。*  *Note: For details about project charter and initiation document please refer to project planning process* | 项目章程Project charter and initiation document | 服务负责人  Service manage  r |

* + - 1. **输出Output**

1. 工作说明书（SOW）Statement of work(SOW)
2. 服务等级协议Service Level Agreement
3. 项目章程Project charter and initiation document
   * + 1. **出口准则Exit Criteria**
4. 已批准的工作说明书（SOW）Approved statement of work(SOW)
5. 已批准的项目章程Approved Project charter and initiation document

计划Planning

* + - 1. **流程图Process Flow**



* + - 1. **输入Inputs**

1. 项目章程Project charter and initiation document
2. 同类项目的经验总结Lessons learnt from similar projects
3. 产品支持生命周期指南Product support life cycle guidelines
4. 金仕达服务手册<Kingstar> customer services manual
   * + 1. **入口准则Entry Criteria**
5. 已批准的工作说明书（SOW）Approved Statement of Work (SOW)
6. 已批准的项目章程approved project charter and initiation document
   * + 1. **任务Tasks**

| **编号#** | **时间When** | **任务Task** | **输出Output** | **角色 Role** |
| --- | --- | --- | --- | --- |
|  | On approval of project charter and initiation document批准项目章程时 | 根据已批准的项目章程模板，在服务管理计划模板中记录如下信息（但不仅限于）：Based on the approved project charter and initiation document templet, document the following in the customer service/product support service management plan template, but not restricted to the same:   1. 目标Objective 2. 范围或服务等级Scope / Levels of Support 3. 假设和依赖Assumptions and dependencies 4. 成功要素Critical success factors 5. 交付物Deliverables 6. 产品支持或客服工作分解结构Product Support / Customer Service work breakdown structure 7. 裁剪检查表Tailoring checklist 8. 角色和职责Roles and responsibilities 9. 资源需求Resource needs 10. 培训需求Training needs 11. 过渡策略Transition strategy 12. 移交计划Handover plan 13. 加班计划Shift plan 14. 沟通计划Communication plan 15. 服务等级管理（协议）Service level Management (agreements) 16. 项目跟踪机制Project tracking mechanism 17. 度量项Metrics 18. 风险Risks   *注：请参考项目计划过程和服务管理计划模板，以获得更多详情。*  *Note: For details about planning parameters please refer to project planning process & service management plan template*  *关于过渡策略，请参考服务准备和过渡过程，以获得更多详情。*  *For details about transition strategy please refer to service setup and transition process* | 服务管理计划Service management plan | 服务负责人Service manager |
|  | During the preparation of service a management plan准备服务管理计划时 | 在服务管理计划中定义适用于产品支持的产品支持生命周期阶段。Mention the product support life cycle phase applicable for the product support in the service management plan  *注：关于产品支持生命周期的各个阶段，请参考产品支持生命周期指南，以获得更多详情。*  *Note: for details about product support life cycle phases, please refer to product support life cycle guidelines* | 服务管理计划Service management plan | 服务负责人Service manager |
|  | During the preparation of service a management plan准备服务管理计划时 | 在服务管理计划中定义适用的服务类型。Mention the type of service applicable for the customer service in the service management plan  注：关于服务类型，请参考*金仕达*服务手册，以获得更多详情。  *Note: for details about type of services, please refer to the <Kingstar> customer services manual* | 服务管理计划Service management plan | 服务负责人Service manager |
|  | On preparation of service management plan 完成服务管理计划的准备时 | 1. 评审专家组评审服务管理计划并反馈评审意见Review panel and/or client/sponsor reviews the service management plan and provides the review feedback 2. 就评审反馈意见更新服务管理计划，获得评审专家组的批准并基线化On Incorporation of review feedback in the service management plan, approval is obtained from review panel and/or client/sponsor as appropriate and is baselined 3. 对于已经基线的服务管理计划的变更，须遵循配置管理过程进行变更。Changes to the baselined service management plan is performed through configuration management process   *Note: for details about changes to the baselined service management plan, please refer to configuration management process* | 已批准的服务管理计划Approved service management plan | 服务负责人Service manager |
|  | During execution执行阶段 | 若需要重计划，请重复上述工作项。For re-planning repeat the above tasks appropriately  *注：重计划的触发器如下所示，但不仅限于：*  *Note: Triggers for re-planning could be the following, but not restricted to the same:*   1. *范围变更Change in scope* 2. *服务等级协议的修订Revision of service level agreements* | 已更新的服务管理计划Updated service management plan | 服务负责人Service manager |

* + - 1. **输出Output**

1. 服务管理计划Service management plan
2. 移交计划Handover plan
3. 服务等级协议Service Level Agreement
4. 产品支持或客服工作分解结构Product support / Customer service work breakdown structure
5. 裁剪检查表Tailoring checklist
   * + 1. **出口准则Exit Criteria**
6. 已批准的服务管理计划Approved service management plan

监控Monitoring and Control

* + - 1. **流程图Process Flow**



* + - 1. **输入Inputs**

1. 服务管理计划Service management plan
2. 服务等级协议Service Level Agreement
3. 产品支持或客服工作分解结构Product support / Customer service work breakdown structure
4. 裁剪检查表Tailoring checklist

* + - 1. **入口准则Entry Criteria**

1. 已批准的服务管理计划Approved Service management plan
   * + 1. **任务Tasks**

| **编号#** | **时间When** | **任务Task** | **输出Output** | **角色Role** |
| --- | --- | --- | --- | --- |
|  | During execution执行阶段 | 定期地监督如下活动的状态（但不仅限于）：Periodically monitor the status of the following but not restricted to the same:   1. 资源的分配Allocation of resources 2. 所进行的培训Trainings conducted 3. 过渡活动的状态（直到过渡完成）Status of transition activities  (till the transition is complete) 4. 移交或接收活动的状态Status of handover/takeover activities 5. 跟踪资源利用情况Track resource utilization 6. 跟踪范围变更（如果有的话）Track scope changes, if any 7. 监督服务等级协议Monitor service level agreements 8. 监督风险和问题Monitor risks and issues 9. 监督重大的偏差(若有的话）并按需计划纠正措施Monitor major deviations if any, and plan for corrective actions if required | 项目状态报告Project status report | 服务负责人Service manager |
|  | During execution执行阶段 | 定期通过如下活动评审服务等级的表现：Periodically review the service level performance through the following:   1. 评审服务等级报告和表现Review the service level reports and performance 2. 识别改进措施或变更的范围Identify scope of improvements/changes 3. 与客户服务或产品支持项目的项目团队开会，讨论服务等级的性能分析以及改进措施或变更的范围Conduct meeting with the team involved in customer service/product support projects to discuss the service level performance analysis and scope of improvement/changes 4. 识别问题的解决方案Identify solutions to the problems 5. 与客户或者发起人或有关高层评审变更Review the changes with the client/sponsor/senior management as appropriate 6. 当服务等级协议发生变更时，更新相关文档Update the relevant documents with the changes to the service level agreements 7. 跟踪纠正性措施Tracking of corrective actions | 项目状态报告Project status report | 服务负责人Service manager |
|  | During execution执行阶段 | 若有需要，对客服或产品支持项目的以往表现和经验总结，进行里程碑评审。Time bound milestone reviews shall be performed for the past performance of the customer service/product support project and interim lessons learnt are performed, if required  *注：关于里程碑报告和经验总结模板，请参考项目监控过程以获得更多详情。*  *Note: for details about milestone report and lessons learnt template, please refer to project monitoring and control process* | 里程碑报告或经验总结Milestone report/Lessons leant | 服务负责人Service manager |
|  | During execution执行阶段 | 根据上述相应内容，更新服务管理计划Update Service management plan based on above, as appropriate.  *注：关于服务管理计划的更新，请参考“计划”章节中的任务。*  *Note: Refer to Tasks in ‘Planning’ section for updating service management plan* | 已修订的服务管理计划Revised service management plan | 服务负责人Service manager |

* + - 1. **输出Output**

1. 已更新的服务管理计划Updated service management plan
2. 项目状态报告Project status reports
3. 里程碑报告Milestone reports
4. 经验总结Lessons learnt
   * + 1. **出口准则Exit Criteria**
5. 跟踪已计划的纠正性措施直至关闭Corrective actions planned are tracked to closure

关闭（结项）Closure

* + - 1. **流程图Process Flow**



* + - 1. **输入Inputs**

1. 客服或产品支持项目终止或关闭的申请Request for termination/closure of customer service/product support project
2. 服务管理计划Service management plan
3. 状态报告Status reports
   * + 1. **入口准则Entry Criteria**
4. 获得客户或赞发起人的关于终止或关闭客服或产品支持项目的正式申请Formal request for termination/closure of customer service/product support project from client/sponsor is received
5. 组织上决定结束客服或产品支持活动Customer service/product support is retired by the organization
   * + 1. **任务Tasks**

| **编号#** | **时间When** | **任务Task** | **输出Output** | **角色Role** |
| --- | --- | --- | --- | --- |
|  | During closure结项时 | 在项目结项报告中描述如下内容（但不仅限于）：Document the performance in the project closure report by evaluating the following but not restricted to the same:   1. 服务等级协议Service level agreement 2. 度量Measurements 3. 质量Quality 4. 成本Cost 5. 客户反馈等Customer feedback etc.   *注：关于项目结项报告，请参考项目监控过程，以获得更多详情。*  *Note: for details about project closure report please refer to project monitoring and control process* | 项目结项报告  Project closure report | 服务负责人Service manager |
|  | During closure结项时 | 根据表现，识别改进、最佳实践和面临的挑战等方面的经验总结。Based on the performance, identify learning’s vis-à-vis areas of improvement, best practices and challenges faced etc  *注：关于经验总结，请参考项目监控过程以获得更多详情。*  *Note: for details about lessons learnt please refer to project monitoring and control process* | 经验总结Lessons learnt | 服务负责人Service manager |
|  | During closure结项时 | 记录客服或产品支持项目关闭后需要注意的未解决的问题。  Document the open issues that requires attention after the closure of customer service/product support project | 项目结项报告Project closure report | 服务负责人Service manager |
|  | After closure结项后 | 项目结束后，释放所有的项目资源On closure release all resources from the project | -不适用-  -NA- | 服务负责人Service manager |
|  | After closure结项后 | 归档项目和过程资产以供日后参考  Archive both project and process assets for future references | -不适用-  -NA- | 服务负责人Service manager |

* + - 1. **输出Output**

1. 项目结项报告Project closure report
2. 经验总结Lessons learnt
   * + 1. **出口准则Exit Criteria**
3. 资源已经释放Resources are released
4. 项目和过程资产已经归档Project and process assets are archived

输出Output

关于各个子过程的输出，请参考2.4章节以获得更多详情。

For sub process wise outputs refer to section 2.4

出口准则Exit Criteria

关于各个子过程的出口准则，请参考2.4章节以获得更多详情。

For sub process wise exit criteria refer to section 2.4

过程验证Process Verification

如下所示，应进行定期的过程验证以评估过程的符合程度并识别不符合项（如果有的话）。

Periodic process verification as mentioned below shall be carried out to evaluate the adherence to this process and address noncompliance, if any.

1. 高层在里程碑评审时评审服务管理活动的状态Senior management reviews the status of service management activities during milestone reviews
2. SQA评审或审计服务管理活动和相关工作产品SQA reviews and/or audits, service management activities and related work products

过程度量Process Measurements

以下是本过程的推荐度量项。更多项目度量项，应根据项目干系人的需求进行添加。

Following are the suggested measurements for this process. Additional process measurements shall be decided based on project stakeholder requirements

1. 服务管理活动所需工作量Efforts spent on service management activities

**文档管理**

Document Control

|  |  |  |  |
| --- | --- | --- | --- |
| 标题  Title | 服务管理过程 | | |
| 标识符  ID | TMP\_过程 | | |
| 版本号  Version No. |  | 有效日期  Effective Date | 2010-08-02 |

文档修订历史

Document History

<本表格含有对过程文档所作的修订历史。>

<This table contains a history of the revisions made to this process document.>

|  |  |  |  |  |  |
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