

**服务管理计划模板**

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<<>内的文本为所要填写章节的指南。请在填写该章节的详情后，删除指南。>

<The text in <> is Guidelines for filling section. Please delete the Guideline after filling the details in the section.>

文档概览Document Overview

文档目标Purpose

*<本章节应该说明本文档的目的。>*

*<This section should express the purpose of the document.>*

适用范围Scope

*<本章节应该说明文档的适用范围。>*

*<This section should contain the scope of the document.>*

目标读者Intended Audience

*<本章节应该包含本文档的目标读者清单。>*

*<This section should contain the list of intended users of this document.>*

缩写和定义Acronyms and Definitions

|  |  |
| --- | --- |
| 缩写/术语Acronym/Term | 定义  Definition |
|  |  |
|  |  |

*<本章节应该定义整理出来的缩写和定义。>*

*<This section should define the acronyms and definitions in sorted manner>*

项目概述Project Overview

*<本章节应该概要描述产品支持或者客服项目。>*

*<This section shall describe the overview of the product support/customer service project. >*

目标Objectives

*<本章节应说明产品支持或者客服项目的目标。>*

*<This section shall address the objectives of product support/customer service project>*

适用范围Scope

*<本章节应该描述产品支持或者客服项目的适用范围，并与商业计划书或者SOW或者合同保持一致。>*

*<This section shall address the scope statement of the customer service/product support project which should be consistent with the business case/SOW/contract.>*

假设、依赖和约束Assumptions, Dependencies and Constraints

*<本章节应该说明项目中的假设、依赖和约束。>*

*<This section shall state the assumptions, dependencies and constraints in the project>*

成功要素Critical Success Factors

*<本部分应该说明项目成功的所有关键因素、对项目成功的影响以及相关风险。>*

*<This section shall state the critical success factors for the project, its impact on project success and associated risks>*

产品支持生命周期Product support life cycle

*<本部分应该参照产品支持生命周期指南，提供适用于项目的产品支持生命周期阶段的详情。如果不适用，注明N/A>*

*<This section shall provide the details of the product support life cycle phase applicable for the project by referring to the product support life cycle guidelines. If not applicable mention N/A>*

服务类型Service type

*<本部分应该参考金仕达服务手册，说明适用项目的服务类型。>*

*<This section shall address the type of services applicable for the project by referring to the Kingstar customer services manual>*

项目交付物和进度计划Project Deliverables & Schedule

*<本部分应说明产品支持或者客服项目里程碑阶段的交付物，里程碑可以按月或者按季度为时间界限，在里程碑阶段的典型交付物可以是状态报告、经验教训（但不仅限于）等。>*

*<This section should address the deliverables during the milestone, for product support/customer service project milestone could be time bound monthly/quarterly and the typical deliverables during milestone could be but not restricted to status reports, lessons learnt etc >*

|  |  |  |  |
| --- | --- | --- | --- |
| 编号  # | 里程碑  Milestone | 项目交付物  Project Deliverables | 交付日期  Delivery Dates |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

项目计划Project Planning

项目估算Project Estimates

*<对产品支持或者客服项目来说，估算一般应为全日制（FTE），估算应以项目资源参与度（%）来表示。>*

*<For product support/customer service projects estimates generally would be in FTE (full time equivalent) and the estimates shall be provided in % of involvement of resources for the project >*

产品支持或者客服工作分解结构Product Support / Customer Service Work Breakdown Structure

*<提供产品或者客服工作分解结构的参考。>*

*<provide the reference of product support/customer service work break down structure>*

以往项目参考Past Projects Referred

*<应该提供针对应用程序、生命周期、技术等的类似项目的参考。应该参考以往项目的经验和数据并用于项目的计划。比如说，项目计划、估算、项目进度、生命周期、项目度量数据、测试计划和脚本等等。>*

*<Reference of similar projects considering application, life cycle, technology and others shall be given. Data and learning from past projects shall be referred and used to plan the project. For example, Project Plan, Estimations, Project Schedule, Life cycle, Project Metric Data, Test plan and scripts, and others.>*

|  |  |  |  |
| --- | --- | --- | --- |
| 编号  # | 以往项目名称  Past Project Name | 生命周期  Life Cycle | 参考文档  Document Referred |
|  |  |  |  |
|  |  |  |  |

项目组织结构Project Organization

*<本章节应描述项目组织结构图，说明项目内职权、职责和沟通关系。>*

*<This section shall describe the project team organization Diagram shall be used to depict the lines of authority, responsibility, and communication within the project*

*组织结构图应该根据项目团队结构进行更新。Organization Chart can be updated as per the Project Team Structure>*

服务负责人

Service Manager

产品支持或客服主管Product support/service lead

产品支持或客服主管Product support/Service lead

产品支持人员Product support executive

总监Director

产品支持人员Product support executive

产品支持人员Product support executive

角色和职责Roles and Responsibilities

*<本章节应该定义参与项目人员的角色和职责。如果角色和职责在别的地方已经提及，则在此处提供参考。>*

*<This section shall address the roles and responsibilities involved in the project, alternatively reference can be provided if roles and responsibilities are mentioned elsewhere>*

| 角色  Role | 职责  Responsibilities |
| --- | --- |
|  |  |
|  |  |

开发环境Development Environment

|  |  |
| --- | --- |
| 软件环境  Software Environment |  |
| 硬件环境  Hardware Environment |  |
| 编程语言  Programming Languages |  |
| 可重复使用的组件Reusable Components | *<可重复使用的实体可以是早期项目中使用的或者开发出来的组件、工具、文档或检查表。如果使用组织资源库的可重复使用组件，同样在此提及。）*  *<Reusable entities could be components/tools /documents/checklists developed or used in earlier projects. If reusable components are used from the organizational repository, mention the same here.>*  *<项目应该计划开发或者使用可重复使用的组件（若有）>*  *<Project shall mention about the plan to create reusable components and/or to use the existing reusable components, if any.>* |

资源管理计划Resource Management Plan

人事计划Staffing Plan

*<本章节应该根据技术等级确定项目的各个阶段所需人员的数量、技术类型和用工周期。可以使用资源图和数据表来定义人事计划。或者提供人事计划的连接。还应在本章节说明人力资源可用性的约束。>*

*<This section shall state the number of staff required by skill level, project phases in which the number of personnel and type of skill needed and the duration of need. Resource chart, spread sheet shall be used to depict the staffing plan by skill level and by project phase. Provide link to Staffing Plan. Constraints on availability of people resource shall be specified in this section.>*

|  |  |  |  |
| --- | --- | --- | --- |
| 所需技术  Skill Required | 阶段  Phase | 角色  Role | 所需资源的数量  No. of resources required |
|  |  |  |  |
|  |  |  |  |

硬件和软件资源计划Hardware and Software Resource Plan

*<本章节应该描述硬件和软件资源计划，以及执行项目所需的特别要求。计划应该说明需要的硬件和软件资源的时间。*

*<This section shall state the plan for hardware and software resources along with any special requirements for project execution. The plan should specify when the H/W and S/W resources shall be needed.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 编号  # | 硬件/软件详情  HW/SW Details | 资源的数量Number of Resources | 约束  Any Constraint | 需求人  Expected by |
|  |  |  |  |  |
|  |  |  |  |  |

基建和设施管理计划Infrastructure and Facilities Management Plan

*<本章节应该描述项目基建资源需求，如工作站、语音沟通、数据沟通、交通和项目执行所需的行政服务。如果在别处已经制定了基建和设施计划，可以在此处提供参考。>*

*<This section shall state the project’s infrastructure resource requirement like work stations, voice communication, data communication, transportation, administrative services required for the project execution. Alternatively reference can be provided if infrastructure and facilities plan maintained elsewhere>*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 编号  # | 基建和设施详情Infrastructure and Facilities Details | 资源数量Number of Resources | 约束  Any Constraint | 需求人Expected by |
|  |  |  |  |  |
|  |  |  |  |  |

项目培训计划Project Training Plan

*<本章节应该包括培训的类型、受训人员的名字和时间表。培训计划应该包括技术上的、管理上的、技巧类的培训以及特定资源的免休理由。>*

*<This section shall include the type of training, names of member to be trained, training method and timelines. Training plan shall include training as needed in both technical and managerial skills and reason for training waiver obtained for specific resources.>*

| 项目团队成员名称Project Team Member Name | 角色Role | 确定的培训Training Identified | 培训类型（技术类/过程/业务）  Training Type (Tech/ Process/ Business) | 培训方法Training Method | 预计培训日期Training Date Planned | 豁免培训（如果有的话）Training Waiver (if any) |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

过渡策略Transition Strategy

*<本章节应提供过渡策略的参考。>*

*<This section shall provide the reference of transition strategy>*

配置和数据管理计划Configuration and Data Management Plan

*<本章节应该详述产品支持或者客服项目中的所有配置项的管理。>*

*<This section shall details of maintaining the configurations of all the configuration items from product support/customer service project>*

*<若配置管理计划已单独列出，则在此提供该计划的参考。>*

*<Alternatively provide the reference of Configuration Management Plan if maintained separately>*

风险管理计划Risk Management Plan

*<本章节应该说明项目经理和其他项目干系人识别的项目风险。根据风险管理过程，记录、跟踪和缓解已识别的风险。风险的分类应该包括合同风险、技术上的风险、由于项目的规模和复杂程度而带来的风险、人力资源风险和验收风险等。*

*<This section shall state the project risks identified by project manager and other project stakeholders. Identified risks are documented, tracked and mitigated as per the risk management process. Risk categories that shall be considered include contractual risks, technological risks, risks due to size and complexity of the project, risks in personnel acquisition and retention and risks in achieving customer acceptance of the product.*

*本章节同时还应该描述在项目的各个阶段或者周期或里程碑评估项目风险。列出项目的风险预测以及风险缓解的计划。*

*This section shall also describe the stages/periodicity/milestones in the project when project risks are (re-)assessed. This section shall list the risks foreseen for the project along with the mitigation plan.*

*如果风险计划和跟踪已单独列出，则在此提供参考。>*

*Alternatively provide the reference of risk management plan and tracker if it is maintained separately>*

值班计划Shift Plan

*<如果团队实行值班制，那么本章节应该提供值班计划的参考。>*

*<This section shall provide the reference of shift plan, if the team is working in shifts>*

移交工作计划Handover Plan

*<提供项目移交模板的参考。>*

*<Provide the reference of the project handover template>*

服务等级协议Service level Agreement

*<本章节应该详细说明项目的服务等级协议。如果服务等级模板已单独列出，那么可在此提供服务等级协议模板的参考。>*

*<This section shall detail out the service level agreements for the project, alternatively reference of service level agreement template can be provided if it is maintained separately>*

监控Monitoring and Control

项目状态报告和沟通计划Project Status Reporting and Communication Plan

*<本章节应该说明与项目干系人已经达成协议的客户服务或产品支持状态报告机制。状态报告可以包括项目周报、月报、SLA报告、发布报告等等。>*

*<This section shall state the customer service/product support status reporting mechanism agreed with project stakeholders. Status reports may cover weekly, monthly project status reports, SLA report, Release Reports and others.>*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 编号  # | 项目状态报告或者项目评审报告  Project Status Report / Project Reviews | 职责Responsibility | 抄送人或参与人Circulated to / Participants | 频率Frequency |
|  |  |  |  |  |
|  |  |  |  |  |

质量保证计划Quality Assurance Plan

*<本章节应该提供执行项目所需的质量保证活动的详情，如评审、测试和审计等。如果有关活动详情已另有说明，则可在此提供参考。>*

*<This section shall provide the details of quality assurance activities performed for the project like reviews, testing, audits etc, alternatively reference can be provided if the details are mentioned elsewhere>*

过程改进计划Process improvement plan

*<如果客户服务或者产品支持不满足服务等级协议的要求，则在本章节应描述采取纠正性措施来改进过程的详情。或者可以在此提供状态报告的参考。>*

*<This section shall address the details of improving the processes by taking the corrective actions, if the customer service/product support doesn’t meet the service level agreements. Alternatively Reference of status report can be provided here>*

项目度量计划Project Measurement Plan

*<本章节应该提供项目度量计划的参考>*

*<This section shall provide the reference of project’s measurement plan>*

项目特殊过程和裁剪Project Specific Process and Tailoring

*<本章节说明组织级的过程、已采纳的项目生命周期、已采纳的技术方法、用于开发项目工作产品的工具和技术。在决定项目适用的组织级的过程时，参考项目裁剪指南和模板。同时，本章节应该详述项目的过程偏差并取得SQA审计员的认可。>*

*<This section shall state the organizational level processes, project life cycle adopted, technical methods adopted, tools and techniques used to develop project work products. Refer to the process tailoring guidelines and templates while deciding the applicable organization level processes for the project. This section shall also detail the project specific process deviations that are agreed with SQA Auditors.>*

项目开发生命周期过程Project Development Life Cycle Process

*项目选择的阶段或者过程包括：The stages/processes chosen for the project are:*

|  |  |
| --- | --- |
| **阶段或者过程**  **Stages / Process** | **适用或者不适用**  **Applicable / Not Applicable** |
| 服务管理过程  Service management process |  |
| 服务构建和过渡过程  Service setup and transition process |  |
| Ticket管理  Ticket management |  |

项目已裁剪的特殊工作产品Project Specific Tailored Artifacts

*<提供由服务负责认定义的裁剪检查表的链接。>*

*<Provide link to Tailoring Checklist defined for the project by service Manager >*

已定义的项目过程Project’s Defined Processes

|  |  |
| --- | --- |
| **过程的名称1**  **Name of process 1** | *<服务管理过程、服务准备和过渡过程、Ticket管理过程>*  *<Service management process, service setup and transition process, ticket management process>* |
| **描述**  **Description** | *<简单地描述项目流程。在所有的过程中，提及参与过程的干系人以及参与程度>*  *<Describe in brief the procedure followed in the project. In all the processes, mention the stakeholders involved and the extent of their involvement>* |
| **工具**  **Tools** | *<本章节说明进行不同活动所使用的工具。包括完成项目需求跟踪和配置管理而需要的工具或者机制。>*  *<This section identifies tools utilized for various activities. Include the tool or mechanism by which requirements tracking and Configuration Management is accomplished in the project. >* |

附录清单List of annexure

*<本章节应该描述项目管理计划的附录，还应该包括直接支持项目管理计划的文档或计划， 也可以是项目管理计划的参考包括过程裁剪检查表、产品测试计划和产品发布计划等等。>*

*<This section shall state the annexure to the project management plan and shall cover documents and plans that support the project management plan directly or by reference e.g. process tailoring checklist, product test plan, product release plan, etc.>*

文档控制

Document Control

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

文档修订历史

Document History

<本表格含有对此模板文档所做的修订历史。>

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

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 版本号Version No. | 修订日期  Date | 变更理由  Reason for change | 作者  Author | 评审人Reviewed by | 批准人Approved by |
| 1.0 |  | 创建  Initial Draft | CoE-PPM | Vivek Kulkarni |  |
|  |  |  |  |  |  |

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