

**服务准备和过渡过程**

文档版本号：1.0

Document Version: 1.0

日期：年-月-日

Date: <dd month, yyyy>

作者：CoE-PPM

Defined by: CoE-PPM

© 2010 SunGard

SunGuard 和SunGard的标志为 SunGuard 数据系统公司或其在美国以及世界上其他国家的SunGard 的下属公司的商标或注册商标。 其他的商标名为各自所有者的商标或者注册商标。

© 2010 SunGard

SunGard and the SunGard logo are trademarks or registered trademarks of SunGard Data Systems Inc. or its subsidiaries in

the U.S. and other countries. All other trade names are trademarks or registered trademarks of their respective holders.

**目录**

Table of Contents

[1.0 过程概览Process Overview 3](#_Toc271711576)

[1.1 过程目标Process Objective 3](#_Toc271711577)

[1.2 适用范围Scope 3](#_Toc271711578)

[1.3 角色和职责Role and Responsibility 3](#_Toc271711579)

[1.4 目标读者Intended Audience 3](#_Toc271711580)

[1.5 参考文献References 3](#_Toc271711581)

[1.6 缩写词和定义Acronyms and Definitions 3](#_Toc271711582)

[2.0 过程描述Process Description 5](#_Toc271711583)

[2.1 过程工作流Process Workflow 5](#_Toc271711584)

[2.2 输入Input 5](#_Toc271711585)

[2.3 入口准则Entry Criteria 5](#_Toc271711586)

[2.4 过程活动Process Activities 6](#_Toc271711587)

[2.5 输出Output 14](#_Toc271711588)

[2.6 出口准则Exit Criteria 14](#_Toc271711589)

[3.0 过程验证Process Verification 15](#_Toc271711590)

[4.0 过程度量Process Measurements 15](#_Toc271711591)

过程概述Process Overview

过程目标Process Objective

服务准备和过渡过程的目标是定位开始产品支持或者客服所需的活动。

Objective of service set up and transition process is to address the activities required for setting up a product support/customer service operations.

适用范围Scope

本过程适用于SGC所有产品支持或者客服项目。

This process is applicable to all Product support / customer service projects executed at SunGard China.

角色和职责Role and Responsibility

| 角色  Role | 职责  Responsibility |
| --- | --- |
| <服务负责人>  <Service manager> | 负责服务的准备和过渡活动的计划和执行工作。  Responsible for planning and execution of service setup and transition activities |
| <客户或者发起人>  <Client/sponsor> | 负责按需进行批准和反馈。  Responsible for providing the approvals and feedback as necessary |

目标读者Intended Audience

本文档旨在为产品支持或者客服相关人员提供参考。

This document is meant to be reference document for the personnel involved in the execution of product support/customer service

参考文献References

在进行服务准备和过渡过程时，可以参考的相关过程或工作产品如下：

Following are the related process and/or artifacts that can be referred while implementing the service setup and transition process

| 文档名称  Document Name | 文档类型  Document Type |
| --- | --- |
| 服务管理过程  Service management process | 过程  Process |
| 服务管理计划  Service management plan | 模板  Template |
| 产品实施过程  Product Implementation process | 过程  Process |

缩写和定义Acronyms and Definitions

| 缩写或术语  Acronym/Term | 定义  Definition |
| --- | --- |
| Admin | 管理员Administration |
| HW/ SW | 硬件/软件Hardware/ Software |
| IT | 信息技术Information Technology |
| KT | 知识转移Knowledge Transfer |
| L1 支持团队  L1 Support Team | 负责记录Ticket、给用户提供基本支持以及跟踪问题。如果Ticket无法解决，他们把Ticket分配到第2级或者第3级支持团队。  Team responsible for recording tickets, providing initial support to the users and monitoring queues. Assign the tickets to L2/L3 support teams, if tickets are not resolved. |
| L2支持团队  L2 Support Team | 负责分析影响力、解决问题并提供应急措施和处理客户请求。  Team responsible for impact analysis, resolution and providing workarounds. They also handle service requests. |
| L3支持团队  L3 Support Team | 负责修复代码（缺陷和变更请求。）  Team responsible for fixing code (defects and change requests.) |
| PM | 项目经理Project Manager |
| SLA | 服务等级协议Service Level Agreement |
| SOW | 工作说明书Statement of Work |

过程描述Process Description

服务准备和过渡过程主要包括过渡计划、知识转移、准备运行和启动支持阶段。更多详情，请参考2.4章节。

Essentially service setup and transition process emphasizes on transition planning, knowledge transfer, setup operations and start support phase activities for setting up a product support service. For more details please refer to section 2.4

过程工作流Process Workflow

关于过程流以及每一个子过程，请参考2.4章节以了解更多详情。

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

输入Input

关于此过程的输入，请参考2.4章节以了解更多详情。

For sub process wise inputs please refer to section 2.4

入口准则Entry Criteria

关于此过程的入口准则，请参考2.4章节以了解更多详情。

For sub process wise entry criteria please refer to section 2.4

过程活动Process Activities

交付计划Transition Planning

* + - 1. **过程流Process Flow**

****

* + - 1. **输入Inputs**

服务准备和过渡过程的输入如下，任何一个或者多个此类输入都应该视为启动该过程：

Inputs for service setup and transition process are as follows and any one or more of these inputs shall be considered to initiate this process:

1. 工作说明书（SOW）Statement of work(SOW)
2. 项目章程Project charter and initiation document
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
5. 产品实施项目状态报告 Product implementation project status report
   * + 1. **入口准则Entry Criteria**
6. 已被批准的工作说明书（SOW）Approved Statement of work (SOW)
7. 已被批准的项目章程Approved Project charter and initiation document
8. 产品已交付给客户并且实施项目已结束Product is shipped to the customer and implementation activities are complete
   * + 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项目章程被批准时 | 为产品支持或者客服制定过渡策略Prepare transition strategy for the product support/customer service | 过渡策略文档Transition strategy document | 服务经理  Service manager |
|  | On preparation of transition strategy 准备过渡策略时 | 客户或者发起人评审过渡策略Client/sponsor reviews & approves the transition strategy | 已被批准的过渡策略Approved transition strategy | 客户或者发起人Client/Sponsor |

* + - 1. **输出Outputs**

1. 过渡策略Transition strategy
   * + 1. **出口准则Exit Criteria**
2. 已获批准的过渡策略Approved transition strategy

知识转移Knowledge Transfer

* + - 1. **过程流Process Flow**

****

* + - 1. **输入Inputs**

1. 过渡策略Transition strategy
2. 工作说明书（SOW）Statement of work(SOW)
   * + 1. **入口准则Entry Criteria**
3. 获批准的工作说明书（SOW）Approved Statement of work(SOW)
4. 获批准的过渡策略Approved transition strategy
   * + 1. **任务Tasks**

| 编号 # | 时间  When | 任务  Task | 输出  Output | 角色  Role |
| --- | --- | --- | --- | --- |
|  | On approval of transition strategy & completion of implementation activities过渡策略被批准和实施活动完成时 | 根据但不局限于如下各点，制定知识转移计划：Prepare knowledge transfer plan based on the following, but not restricted to the same:   1. 参考SOW中提及的产品支持或客户服务范围，识别知识转移的范围Identify scope of knowledge transfer with reference to product support / Customer service scope mentioned in SOW 2. 确定知识转移的团队成员Identifying team members for knowledge transfer 3. 确定培训需求Identifying training needs 4. 确定培训可能需要的差旅需求Identifying travel needs, if any for trainings | 知识转移计划Knowledge transfer plan | 服务负责人  Service manger |
|  | On preparation of Knowledge transfer plan准备知识转移计划时 | 客户或者发起人评审知识转移计划Client/sponsor reviews and approves the knowledge transfer plan | 已被批准的知识转移计划  Approved knowledge transfer plan | 客户或者发起人Client/sponsor |
|  | During Knowledge transfer知识转移时 | 确保执行过程中以下各要素满足，但不局限于如下因素：Ensure the following factors are met during the training execution, but not restricted to the same:   1. 培训安排Training arrangements 2. 问题获得解决Issues are resolved 3. 通过恰当的方式对SGC员工进行培训，如上课方式、在线学习方式。Trainings are imparted to the SunGard China resources through appropriate modes of training e.g. class room, e-learning etc 4. 与受培训人员分享相关文档Relevant documentation is shared with the training participants | 项目状态报告  Project status reports | 服务负责人  Service manger |

* + - 1. **输出Outputs**

1. 知识转移计划Knowledge transfer plan
2. 项目状态报告Project status report
3. 已更新的金仕达服务手册Kingstar service manual updated
   * + 1. **出口准则Exit Criteria**
4. 完成知识转移Knowledge transfer completed

准备运行Setup Operations

* + - 1. **过程流Process Flow**

****

* + - 1. **输入Inputs**

1. 过渡策略Transition strategy
2. 产品支持或者客服信息Product support/customer service information
3. 工作说明书Statement of work
   * + 1. **入口准则Entry Criteria**
4. 已被批准的过渡策略Approved Transition Strategy
   * + 1. **任务Tasks**

| 编号  # | 时间  When | 任务  Task | 输出  Output | 角色  Role |
| --- | --- | --- | --- | --- |
|  | On approval of transition strategy 过渡策略被批准时 | 通过考虑如下但不限于如下因素，制定基建和设施计划：Prepare infrastructure and facilities plan by considering the following factors, but not restricted to the same:   1. 硬件Hardware 2. 软件Software 3. 网络Networking 4. 沟通和设施需求Communication and facilities requirements | 基建和设施计划Infrastructure and facilities plan | 服务负责人  Service manager |
|  | On preparation of Infrastructure and facilities plan准备基建和设施计划时 | 相关干系人评审基建和设施计划Relevant stakeholders reviews and approves the infrastructure and facilities plan | 已被批准的基建和设施计划  Approved infrastructure and facilities plan | 相关干系人Relevant stakeholders |
|  | On approval of Infrastructure and facilities plan基建和设施计划被批准时 | 就基建和设施计划，向相关部门提供基建和设施的正式申请  On approval of infrastructure and facilities plan raise the requisitions to the relevant departments for infrastructure and facilities | 正式申请  Requisitions | 服务负责人  Service manager |
|  | During the setup of infrastructure and facilities | 确保基建和设施按计划准备  Ensure infrastructure and facilities are setup as planned | 基建和设施的准备Infrastructure and facilities setup | 服务负责人和相关干系人  Service manager and relevant stakeholders |
|  | During the setup of infrastructure and facilities | 验证基建的准备工作并解决问题（如果有）Validate the readiness of the infrastructure and resolve issues if any | 已验证的基建和设施Validated infrastructure and facilities | 服务负责人和相关干系人  Service manager and relevant stakeholders |

* + - 1. **输出Outputs**

1. 基建和设施计划Infrastructure and facilities plan
   * + 1. **出口准则Exit Criteria**
2. 基建和设施的准备完毕Set up of infrastructure and facilities

启动支持Start Support

* + - 1. **过程流Process Flow**
      2. **输入Inputs**

1. 过渡策略Transition strategy
2. 工作说明书Statement of work
3. 产品支持或者客服的相关信息Information of product support/customer service
   * + 1. **入口准则Entry Criteria**
4. 已被批准的过渡策略Approved Transition strategy
5. 知识转移已完成Knowledge Transfer completed
6. 完成基建和设施的准备Setup of infrastructure and facilities completed
   * + 1. **任务Tasks**

| 编号  # | 时间  When | 任务  Task | 输出  Output | 角色  Role |
| --- | --- | --- | --- | --- |
|  | After knowledge transfer and set up of infrastructure & facilities知识准已完毕和基建设施准备完毕后 | 根据但不局限于如下理由，制定产品支持或客服的跟踪支持计划：Plan for the shadow support of product support/customer service for the following reasons, but not restricted to the same:   1. SGC团队获得客户或者发起人的过程经验SunGard China team to gain experience of the processes of client/sponsor 2. SGC团队需要处理优先级低的或者复杂程度低的ticket   Handling low priority/low complexity tickets shall be handled by SunGard China team   1. 客户或发起人团队需要处理关键的、优先级高的或复杂程度高的ticket   Critical/high priority/high complexity tickets shall be handled by client/sponsor team  *注：关于*ticket*的优先级别，请参考*ticket*管理过程以获得更多详情。*  *Note: For details about prioritization of the tickets, please refer to ticket management process* |  | 服务负责人  Service manager |
|  | On completion of shadow support完成跟踪支持时 | 根据如下但是不局限于如下理由，制定产品支持或者客服的反向跟踪计划：Plan for reverse shadow support of product support/customer service for the following reasons, but not restricted to the same:   1. SGC需要处理关键的、优先级别高的或复杂程度高的ticket   SunGard China team shall handle critical/high priority/ high complexity tickets   1. 客户或者发起人团队应该处理优先级别低的或者复杂程度低的ticket   Client/sponsor team shall handle low priority/low complexity tickets  *注：关于*ticket*的优先级别，请参考*ticket*管理过程以获得更多详情*  *Note: For details about prioritization of the tickets, please refer to ticket management process* |  | 服务负责人  Service manager |
|  | On completion of shadow and reverse shadow support完成跟踪和反向跟踪支持后 | 从客户或发起人处获得跟踪和反向跟踪模式的反馈  Get the feedback of shadow and reverse shadow mode support from client/sponsor | 邮件或会议纪要Mail/minutes of meeting | 服务负责人  Service manager |
|  | On completion of shadow and reverse shadow support完成跟踪和反向跟踪支持后 | 通过如下步骤，评估团队的准备工作：Assess the readiness of the team through the following:   1. 参考“上线准备工作检查表”评审团队的准备工作Review the readiness of the team by referring to “Go Live readiness review checklist” 2. 解决问题（若有）Resolve issues if any 3. 从客户或者发起人处获得全面启动产品支持或者客服的批准Gain acceptance on starting full scale product support/customer service from client/sponsor | 上线准备工作检查表Go live readiness review checklist | 服务负责人  Service manager |
|  | On completion of shadow and reverse shadow support完成跟踪和反向跟踪支持后 | 针对过渡阶段面临的挑战进行经验总结Perform lessons learnt of the challenges faced during the transition phase | 经验总结  Lessons learnt | 服务负责人  Service manager |

* + - 1. **输出Outputs**

1. 更新的上线准备工作检查表Updated Go Live readiness checklist
2. 经验总结文档Lessons learnt document
   * + 1. **出口准则Exit Criteria**
3. 产品支持或者客服已移交给SGC团队Product support/customer service is transitioned to SunGard China team

输出Output

关于此过程的输出，请参考2.4章节以了解更多详情。

For sub process wise outputs refer to section 2.4

出口准则Exit Criteria

关于此过程的出口准则，请参考2.4章以了解更多详情。

For sub process wise exit criteria refer to section 2.4

过程验证Process Verification

如下所述，应该进行定期的过程验证以评估是否符合这个过程，解决不符合项（若有）。

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准备和过渡活动的状态。Senior management reviews the status of service setup and transition activities during milestone reviews
2. SQA评审或者审计服务准备和过渡活动以及相关工作产品。SQA reviews and/or audits, service setup and transition activities and related work products

过程度量Process Measurements

以下是本过程的推荐度量项。应根据项目干系人的需求，决定是否增加更多的度量项。Following are the suggested measurements for this process. Additional process measurements shall be decided based on project stakeholder requirements.

1. 服务准备和过渡活动所花费的工作量。Efforts spent on service setup and transition activities

文档控制Document Control

|  |  |  |  |
| --- | --- | --- | --- |
| 标题  Title | 服务准备和过渡过程 | | |
| 识别码  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

<本表格含有对本过程文档所做的修订历史。>

<This table contains a history of the revisions made to this process 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 |  |
|  |  |  |  |  |  |

© 2010 SunGard

SunGuard 和SunGard的标志为 SunGuard 数据系统公司或其在美国以及世界上其他国家的SunGard 的下属公司的商标或注册商标。 其他的商标名为各自所有者的商标或者注册商标。

© SunGard

SunGard and the SunGard logo are trademarks or registered trademarks of SunGard Data Systems Inc. or its subsidiaries in the U.S. and other countries. All other trade names are trademarks or registered trademarks of their respective holders.

本文档包含了SunGard的机密或者自有信息。在接受本文档的同时，您已经同意了：

（A）（1）如果贵公司和SunGard之间先前存在一个合约，内涵有信息的披露和使用权限规定，那么您和贵司将更具已有合同的规定使用本信息；（2）如果不存在此类合约，您和贵司承诺保护本信息的安全，不得以任何形式复制或者披露本信息；（B）SunGard 不在本文档中直接或者间接的做保证，SunGard对使用本文档造成的损害不承担法律责任。

This document contains SunGard's confidential or proprietary information. By accepting this document, you agree that:

(A)(1) if a pre-existing contract containing disclosure and use restrictions exists between your company and SunGard, you and your company will use this information subject to the terms of the pre-existing contract; or (2) if no such pre-existing contract exists, you and your Company agree to protect this information and not reproduce or disclose the information in any way; and (B) SunGard makes no warranties, express or implied, in this document, and SunGard shall not be liable for damages of any kind arising out of use of this document.

www.sungard.com