

SSC Project Management Process 专项项目管理流程

History

| Version | Modified Date | Change Description | Change Owner |
|---------|---------------|---|--------------|
| V 1.0 | 2022-6-27 | Initialize the SSC Project Management Process | Qiuping Chen |
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Contents

Background

What's the Project ?

In Supply Chain, requirements are divided into two categories: Project requirements and daily requirements. Project requirements refer to requirements with certain complexity (such as many cross-teams or large workload) and high value. We will establish a virtual project group / team for whole process project management.

Remarks: *Due to the slight differences in the definitions of project for each business line, so there is no quantitative definition of project here.*

在Supply Chain，需求会分为两大类：专项需求、日常需求，其中专项需求指的是具备一定复杂度（比如跨系统多、工作量大）、具备较高价值的需求，在需求规划时/启动的阶段决定成立专项虚拟小组进行全流程项目管理的需求。

备注：由于各业务线针对专项的定义存在略微差异，在SSC层面暂未统一，此处不量化对专项进行定义。

Process Objective

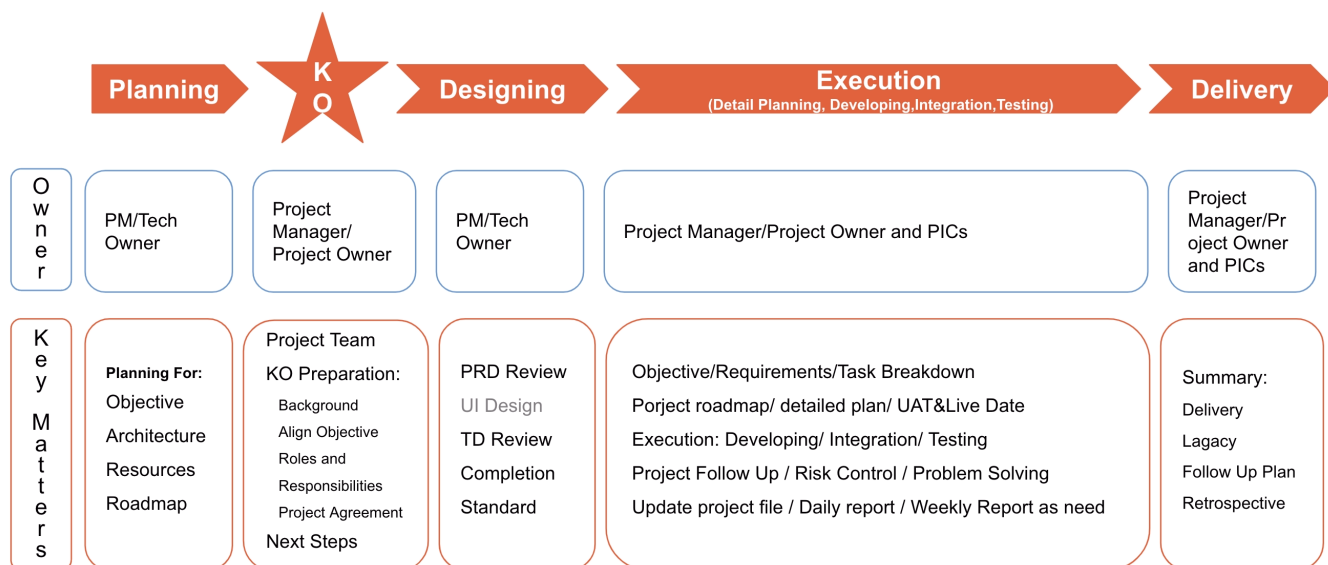
Through this process, it can be achieved:

- Understand the whole process of SSC's Project Management
 - Understand roles and responsibilities throughout the process
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The Whole Process Framework



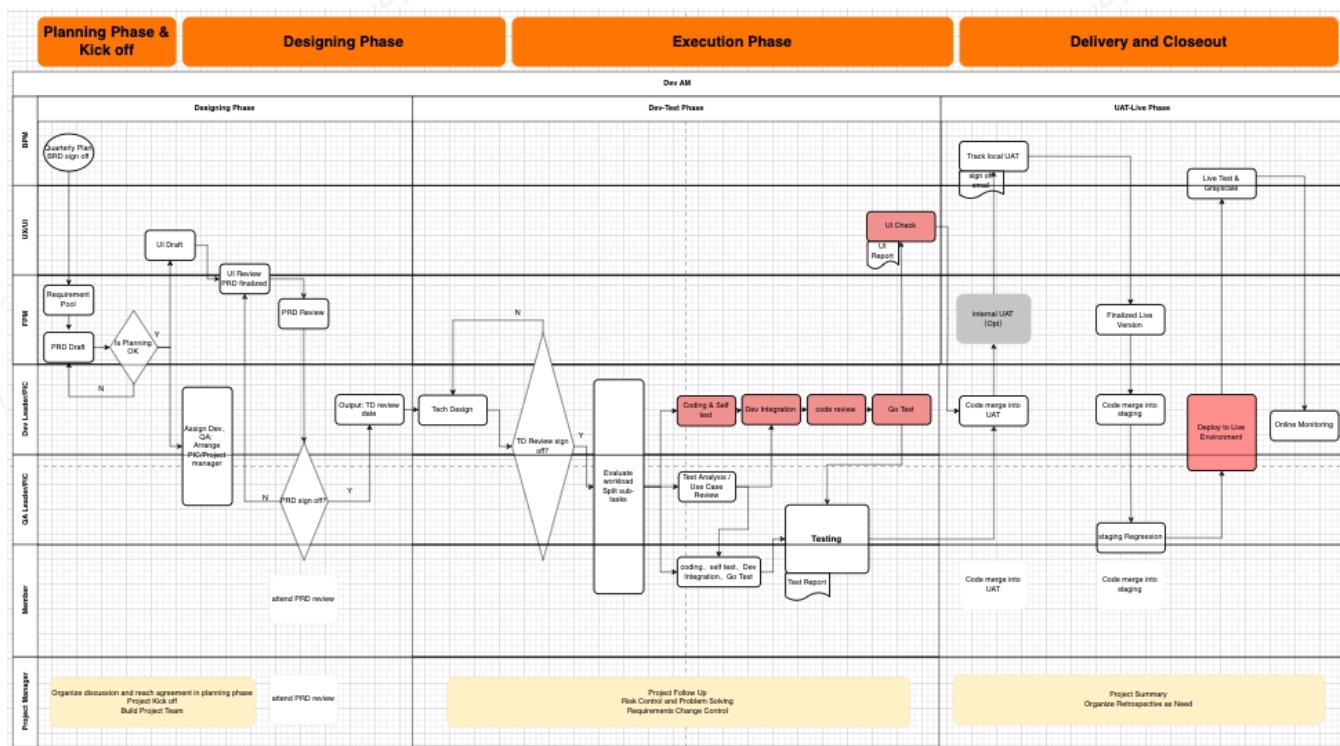
SSC Project Management



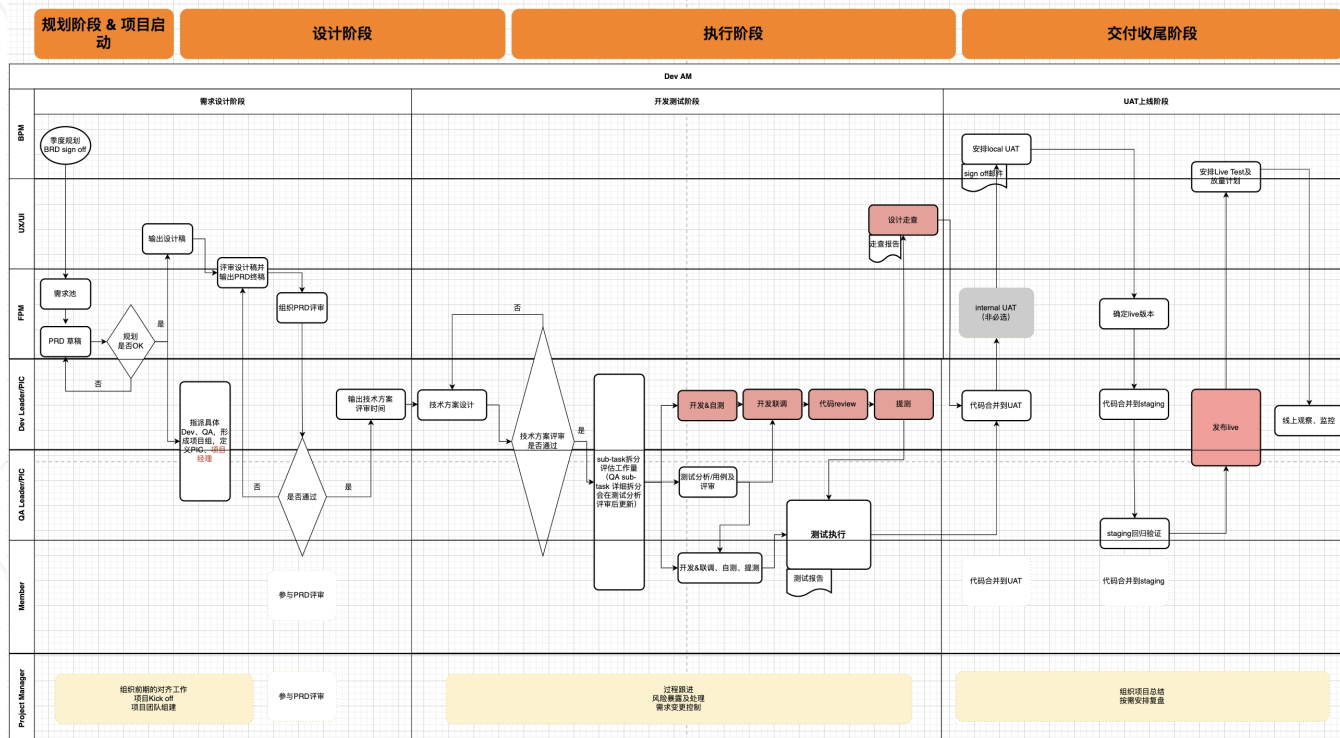
SSC专项全流程



Process of Project Management



Remarks: The red box represents there are detailed process guidelines. Each team in this part is slightly different. For details, please refer to the detailed process description of each team.



备注: 红色框代表有细化的详细流程指引, 此部分各执行团队略有差异, 可见各业务线详细流程说明

Step-by-Step Instructions

| Phase | Key Points | BPM | PM PIC | PD | Dev PIC | QA PIC | Member (Dev /QA) | Project Manager /Owner |
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| <div><div>Align the project Planning and Kick off:</div><div>Owner: Project Owner</div><div>Description: Business/PM/RD reach agreement and project kick off</div><div>OutPut: Project File (including: Objective/ Architecture/ Resources/ Milestones/ Stakeholders)</div></div> <div><div>明确规划及确定立项:</div><div>责任人: 项目发起人/项目负责人</div><div>描述: 拉通业务与研发, 建立项目的过程</div><div>输出: 项目文件 (包含项目高阶方案、目标、关键里程碑、核心干系人)</div></div> | <div><div>Appoint PICs: Dev PIC/ PM PIC/ QA PIC/PJM</div><div>Align Objective and Milestones</div><div>Resource pre-allocation</div></div> <div><div>确定高层级负责人如: Dev PIC、PM PIC、QA PIC、PJ</div><div>确定高层级目标和关键里程碑</div><div>资源预分派</div></div> | Participate in pre-planning alignment 参与前期规划对齐 | Participate in pre-planning alignment 参与前期规划对齐 | | Participate in pre-planning alignment 参与前期规划对齐 | Participate in pre-planning alignment 参与前期规划对齐 | | Lead and pulling relevant teams to align the pre-planning 主导拉通相关方对齐前期规划 |
| <div><div>Build Project Team:</div><div>Owner: Project Owner/ Project Manager</div><div>Description: Determine the resource input of each team based on the estimated resources and milestones in the planning phase</div><div>OutPut: Project File-team member</div></div> <div><div>Kick off Meeting:</div><div>Owner: Project Owner/ Project Manager</div><div>Description: Convene all stakeholders, organize a project kick-off meeting, introduce the project background, problems, solutions, high-level goals, high-level risks, stakeholders, roles and responsibilities, communication mechanisms, and cooperation methods</div><div>OutPut: Project File</div></div> <div><div>组建团队:</div><div>责任人: 项目负责人/项目经理</div><div>描述: 基于规划阶段预估的资源及里程碑, 确定各参与团队资源投入</div><div>输出: 项目文件-团队成员</div></div> <div><div>启动会</div><div>责任人: 项目负责人/项目经理</div><div>描述: 召集所有干系人, 组织项目启动会, 说明项目背景、面临的问题、解决方案、高层级目标、高层级风险、主要干系人、角色职责、沟通机制、配合方式</div><div>输出: 完善后的项目文件</div></div> | <div><div>Identify dependencies</div><div>Clear role responsibilities</div><div>Establish project agreement (communication mechanism, promotion mechanism, risk exposure mechanism, etc.)</div></div> <div><div>识别依赖方 (基于高阶目标, 通过业务流、数据流的梳理, 进行识别)</div><div>明确角色职责</div><div>建立项目约定 (沟通机制、上升机制、风险暴露机制等)</div></div> | Provide business-side support and decision-making 提供业务侧的支持与决策 | Lead to identify dependencies Prepare materials for the kick-off meeting 1. 主导依赖方识别 2. 启动会材料准备 | Attend Kick Off meeting 参加启动会 | Participate in identifying dependencies and preparing materials for the kick-off meeting 1. 参与依赖方识别 2. 参与启动会材料准备 | Participate in preparing materials for the kick-off meeting 参与启动会材料准备 | Attend Kick Off meeting 参加启动会 | Lead to build project team and organized the kick off meeting 主导团队组建及启动会安排 |

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| <ul style="list-style-type: none"> Admittance: PMs aligned the dependencies, confirmed the scope of new functions and modules Designing and PRD Review: <p>Owner: PM PIC (Relevant PMs need to be involved)</p> <p>Description: Functional design and writing PRD, aligned PRD with BPM, hold PRD review meeting, PRD signed off by Dev & QA</p> <p>OutPut: PRD(signed off), Create Task</p> Tech Design and TD Review: <p>Owner: Dev PIC</p> <p>Description: Lead Tech Design writing, submit to the committee for TD review. After the TD review is passed, organizes TD review in project team</p> <p>OutPut: Tech Design, workload assessment, project roadmap</p> Exclusion: PRD BPM Sign off, Member Sign off, Tech Design Sign off 阶段准入标准: 各团队PM对齐范围和依赖, 确认本次新增功能和模块 需求设计及评审: <p>责任人: PM PIC (各team PM参与)</p> <p>描述: 进行方案/功能设计, 满足项目场景需求, 输出PRD; PRD面向业务宣讲后, 召集团队内负责开发及依赖团队产品负责人一起进行详细评审。(一般会有两次评审)</p> <p>输出: 完善后的PRD, 创建Task</p> 方案设计及评审: <p>责任人: 研发PIC</p> <p>描述: 组织团队内各Team编写技术方案, 由PIC整合后提交至委员会进行技术方案评审, 整体方案评审通过后各team组织内部评审。(此过程需按需邀请依赖团队Dev参与)</p> <p>输出: 技术方案、工作量评估、关键交付节点</p> 阶段准入标准: PRD BPM Sign off、Member Sign off、技术方案完成评审 | <ul style="list-style-type: none"> Related teams and dependencies need to be included in the PRD PRD Sign off Confirm UI review date (<i>The UI document should be included in the final PRD in principle, due to the complexity of some UI design or need to take three-party review for UI, it may take a long time to finalize, so we allow to do UI design during the tech design phase</i>) Tech Design review, after review meeting, need to determine these key information: <ul style="list-style-type: none"> Whether go test by batch and the range of each batch Timeline of self test date and Dev joint debugging integration Timeline of Dev integration Timeline of go test for each batch Timeline of UAT Create SeaTalk Group, Named as: Jira ID + description + Team (opt) PRD中需要包含依赖团队及依赖项 PRD Sign off 确定UI稿输出定稿时间 (<i>原则上UI稿应该包含在PRD终稿内, 但由于部分UI稿较复杂/涉及三方评审, 周期长, 可与技术方案并行</i>) 技术方案交叉评审、评审结束后会议需要确定: <ul style="list-style-type: none"> 是否分期提测及提测范围 自测及内部联调时间 大联调时间 各批次提测时间 各团队UAT时间 沟通群建立 命名规则: Jira编号+需求名称+团队 (opt) | Review PRD and sign off | 对 PR D 进行 sign off | 1. Write PRD 2. Lead PRD review meeting and finalize PRD 3. Push UI design finalized 4. Attend TD review meeting | Attend PRD review meeting and output UI document 参与 PR D评审并输出 UI 终稿 | 1. Review PRD and sign off 2. Lead Tech design, handle the whole progress of Tech Design and finalize the TD on time 3. Scheduled Dev timeline 1. 对PRD进行sign off 2. 主导技术方案设计, 对整体进行把关, 并通过评审 3. 输出Dev交付各关键节点 | 1. Review PRD and sign off 2. Attend TD review meeting 3. Scheduled QA timeline and UAT Date 1. 对 PRD 进行 sign off 2. 主导技术方案设计, 对整体进行把关, 并通过评审 3. 输出 Dev 交付各关键节点 | 1. Review PRD and sign off 2. Attend TD review meeting 3. Participate in workload assessments 1. 对 PRD进行 sign off 2. 参与技术方案评审 3. 参与工作量评估 | 1. Attend PRD review meeting 2. Attend TD review meeting 3. Integrate overall project plans and risk lists 4. Follow up to do lists 1. 参与 PRD评审 2. 参与技术方案评审 3. 整合整体项目计划及风险 4. 推进待办项解决 |
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[illegible]

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| <ul style="list-style-type: none"> 阶段准入标准: PRD Member Signoff, 技术方案已评审, Subtask已完成建立, 详细计划已输出 开发过程: 责任人: Dev PIC 描述: Dev完成编码实现过程, Dev PIC常需要日会/周会把握开发进度并进行同步; QA完成测试方案编写、用例编写及评审 输出: 测试方案/用例、周进度汇报纪要/报告 自测过程: 责任人: 各模块研发 描述: 完成编码后, 对实现功能进行交付测试前的开发自测过程 输出: 自测用例-通过 上下游联调: 责任人: Dev PIC 描述: 模块间上下游联调 (非全流程) 输出: 联调报告/总结 全流程联调: 责任人: Dev PIC 描述: 合作团队通过开发间的联调完成系统联通的过程 (全流程调通) 输出: 联调报告/总结 (包含联调用例执行情况、风险及问题) 阶段准入标准: 联调通过, 可以进入测试阶段 阶段准入标准: PRD Member Signoff, 技术方案已评审, Subtask已完成建立, 详细计划已输出 开发过程: 责任人: Dev PIC 描述: Dev完成编码实现过程, Dev PIC常需要日会/周会把握开发进度并进行同步; QA完成测试方案编写、用例编写及评审 输出: 测试方案/用例、周进度汇报纪要/报告 自测过程: 责任人: 各模块研发 描述: 完成编码后, 对实现功能进行交付测试前的开发自测过程 输出: 自测用例-通过 上下游联调: 责任人: Dev PIC 描述: 模块间上下游联调 (非全流程) 输出: 联调报告/总结 全流程联调: 责任人: Dev PIC 描述: 合作团队通过开发间的联调完成系统联通的过程 (全流程调通) 输出: 联调报告/总结 (包含联调用例执行情况、风险及问题) 阶段准入标准: 联调通过, 可以进入测试阶段 | <ul style="list-style-type: none"> 周进度汇报 测试用例输出 执行过程中的变更管理 自测通过 联调通过 <ul style="list-style-type: none"> 周进度汇报 测试用例输出 执行过程中的变更管理 自测通过 联调通过 | | 1. 提供必要的支持 (比如细节确认) 2. 参与测试分析/用例评审 | | 1. 功能开发及自测 2. 把关开发进度 3. 主导上下游联调及全流程联调 4. 把控开发风险 | 1. 功能开发及自测 2. 把关开发进度 3. 主导上下游联调及全流程联调 4. 把控开发风险 | 1. 测试分析/用例输出及评审 2. 提供PO用例 3. Review开发联调用例 4. 关注开发进度是否影响测试 1. 测试分析/用例输出及评审 2. 提供PO用例 3. Review开发联调用例 4. 关注开发进度是否影响测试 | Dev: 功能开发自测 参与联调 QA: 用例输出 Dev: 功能开发自测 参与联调 QA: 用例输出 | 1. 周进展同步 (周报) 2. 风险管控及问题处理 3. 资源协调提供必要的支持 4. 需求变更管控 1. 周进展同步 (周报) 2. 风险管控及问题处理 3. 资源协调提供必要的支持 4. 需求变更管控 |
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| <ul style="list-style-type: none"> 阶段准入标准：QA大联调通过、环境/数据库已完成准备工作、部署方案通过评审、完成代码合并 部署环境： <ul style="list-style-type: none"> 责任人：QA PIC 描述：部署UAT 输出：是否完成部署的结论 验证交付： <ul style="list-style-type: none"> 责任人：QA PIC 描述：环境部署后主流程调试验证工作 输出：主流程通过，修改Jira Ticket 状态并Assign给FPM进行验证 UAT验收： <ul style="list-style-type: none"> 责任人：PM PIC 描述：项目整体UAT上的验收工作，包含：内部UAT（可选）、Local UAT验收 输出：UAT sign of 邮件，修改Jira Ticket 状态，填写Fix-version并Assign给QA进行回归 发布上线： <ul style="list-style-type: none"> 责任人：QA PIC 描述：完成回归验证，并发布Live，监控观察确保发布无问题 输出：回归测试报告、发布总结，修改Jira Ticket 状态并通知PM进行下一步安排 Live Test及放量： <ul style="list-style-type: none"> 责任人：PM PIC 描述：与业务沟通明确具体的Live test计划、放量安排，确定所需资源，团队支持至全量 输出：功能全量开启、过程问题记录及修复、全量后的数据总结（包括业务数据、用户数据、性能数据等） 复盘与总结： <ul style="list-style-type: none"> 责任人：项目经理/项目负责人 描述：进行本次项目的经验复盘和回顾总结、沉淀资产 输出：复盘总结报告/会议纪要 阶段准出标准：全量后运行稳定至少1周无主要问题，交付运营 | | | | | | | | |
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备注：红色底色代表主导方/主要参与方