

Fujitsu Services **Post Office Account: Systems Integration Directorate** **Ref:** **DE/PRO/015**
 Incident/Defect Management **Version:** **2.0**
 Date: **5 Sep 2003**

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 Incident/Defect Management

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0.0 Document Control

0.1 Document History

Version No.	Date	Reason for Issue	Associated CP/Pin/ICL
1.0	25/10/00	APPROVED	N/A
1.1	28/02/03	Draft for Review	N/A
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0.2 Review Details

Review Comments by :	05 September 2003
Review Comments to :	Lionel Higman

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0.3 Associated Documents

Reference	Version	Date	Title	Source
CM/MAN/005			PinICL Reference Data Guide	PVCS
CM/MAN/009			PinICL Training Manual	PVCS
CM/PRD/001			Software Configuration Management Version control process	PVCS
CM/PRD/003			Work Package Request Process	PVCS
CS/FSP/006			End to End Support Process, Operational Level Agreement	PVCS
CS/PRD/074			CS Incident Management Process	PVCS
DE/PRO/003			Post Office Account System Integration Lifecycle Processes	PVCS
DE/PRO/016			Post Office Account Development Directorate Problem Management Process	PVCS
PA/PRO/001			Change Management Process	PVCS
PA/TEM/001	8.0	23 rd December 2002	Fujitsu Services Document Template	PVCS

Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.

0.4 Abbreviations/Definitions

Abbreviation	Definition
Call	The term used by the PinICL system to reference the Incidents recorded therein (commonly known as PinICLs).
Call Logger	The originator of an Incident.
CCD	Contract Controlled Documents
CCN	Change Control Note
CM	Configuration Management
CP	Change Proposal
CR	Change Request
CS	Customer Service - A Directorate within Post Office Account
CT	Commercial Terms
Defect	A record of an agreed difference between designed and actual behaviour of a Post Office Account Product or Service captured in the PinICL System
DM	Development Unit Manager
DU	Development Unit - Development Directorate organisational unit responsible for developing products

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Fix	A correction to a Defect.
HSH	Horizon System Help Desk
Incident	A record of an observed possible difference between expected and actual behaviour of a Post Office Account Product or Service captured in the PinICL System
ISD	Infrastructure Services Division
ITU	Post Office Account Integration & Test Unit
KEL	Known Error Log
LST	Live Support Test team
Morning Prayers	A meeting held daily within SI to manage and monitor progress within SI. It is chaired by a member of ITU.
PinICL	A Fujitsu Services system used by Post Office Account for Incident/Defect Management.
PIT	Product Integration Team
PPD	Process and Procedure Description
PIT	Post Office Account Technical Integration
PVCS	A proprietary Configuration Management system.
QFP	Quality Filter Process
QFPF	Quality Filter Process Forum
RASD	Requirements, Architecture & Systems Design
RMF	Release Management Forum
SMC	System Maintenance Centre
SPTS	Service Provision and Technical Support
SSC	System Support Centre
Stack	A commonly used misnomer for the summary list of Calls currently assigned to a specific Team in the PinICL system
WP	Work Package

0.5 Changes in this Version

Version	Changes
2.0	Minor changes in response to comments on version 1.2

0.6 Changes Expected

Changes
None

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1.0 Introduction

This document describes the Post Office Account Systems Integration Directorate Incident/Defect Management process, which has been decomposed identifying the following Sub Processes:

- Incident Capture
- Quality Filter Process
 - Incident Analysis
 - Change Management Actions
 - Solution Components
- Incident Closure
- Target Release Assignment
- Defect Resolution
- Defect Test and Closure

The document is organised in three sections:

Section 2.0 describes an end-to-end view of the process and illustrates the major owners of Incidents raised.

Section 3.0 describes a summary of the Incident/Defect Management Process, identifying; sub processes, process flows, inputs and outputs.

Section 4.0 describes each sub-process identifying; process flows, inputs and outputs

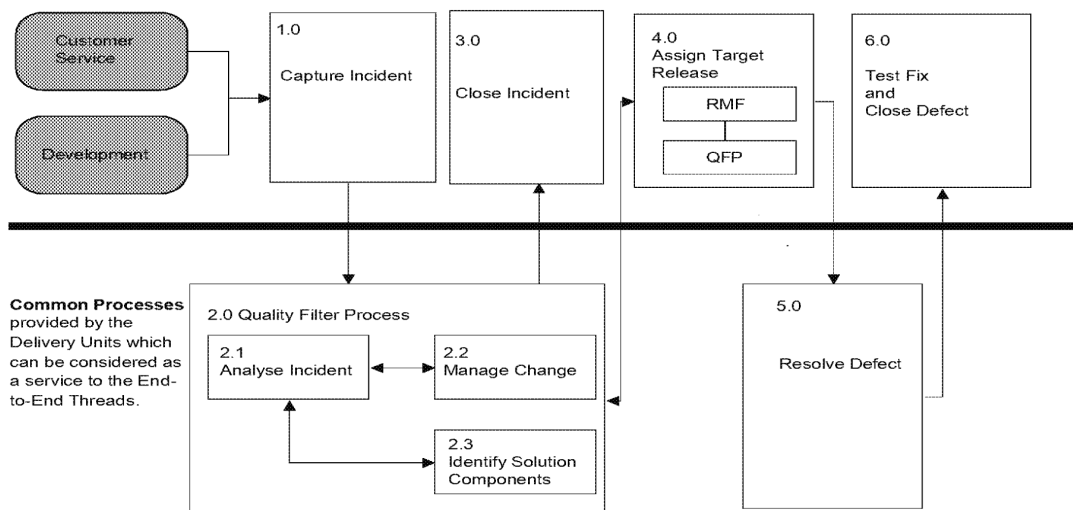
2.0 Scope

The process recognises two major threads of ownership for Incidents raised:

- **Customer Service** for Incidents generated from the live service and associated activities e.g. Live Calls, CS Reference Data Team, CS Management Support Unit, ISD and Live Support Team. (This last continues to hold true even though organisationally LST is now within the Systems Integration Directorate)
- **Development** for Incidents generated by: Post Office Account Test Units (other than LST) and Development Units during planned testing activities.

End-to-End Ownership (Threads)

End to End threads - raise incident and monitor progress through to Closure (either as Incident, or as Defect after successful fix testing).



Two sub-processes are also established as services to these End-to-End Threads:

- Quality Filter Process.
- Defect Resolution.

For completeness and to facilitate understanding of the end-to-end nature of the process all components have been described. However, many of the components will be complemented by local work instructions or replaced by other processes, for example CS/PRD/074, (Customer Service Incident Management for Incident Capture).

It should also be noted that Customer Service has its own processes covering: Incident Capture; Incident Closure; Release Management Forum; and Defect Test and Closure. Customer Services also own CS/FSP/006 the document that defines the operational responsibilities of the units involved in the end to end support of the software delivering the Post Office Account solution in relation to each other.

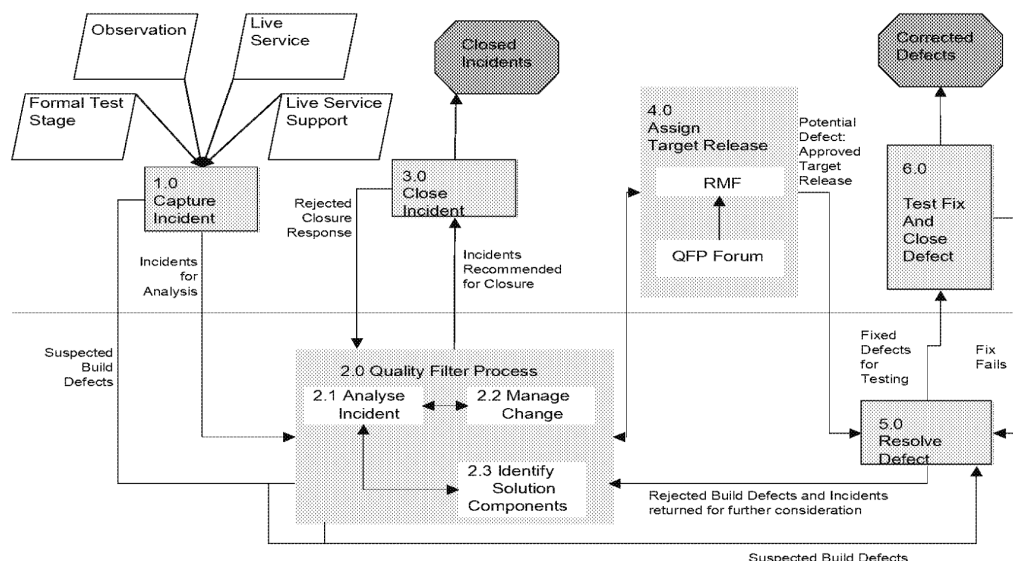
The process flow diagrams include information required to update Call records in PinICL, which is the Post Office Account tool for Incident/Defect Management. Principally this is an attempt to reinforce correct use of Response Codes, Product and Product Group fields.

3.0 Incident/Defect Management Process

3.1 Overview

3.1.1 Process Flow

Incident/Defect Management Process - Overview



3.1.2 Process description

Process Owner:	System Integration Director.
Process Objectives:	<p>To capture, record and respond to Incidents.</p> <p>To identify and isolate Defects.</p> <p>To test and deliver Fixes.</p>
Process Rationale:	<p>The process is built on the PinICL System fundamental that only the Call Logger of an Incident or a member of the same team may close that Incident.</p> <p>Incident Closure and Defect Test and Closure are the Sub Processes that verify if the documented conclusions have satisfied the Incident as stated.</p> <p>Incidents originating from the live service are managed in cooperation with Customer Service with the Release Management Forum authorising any change to Target Release.</p> <p>A record is maintained throughout the life of the Incident/Defect and all decisions catalogued in the Call in the PinICL system.</p>

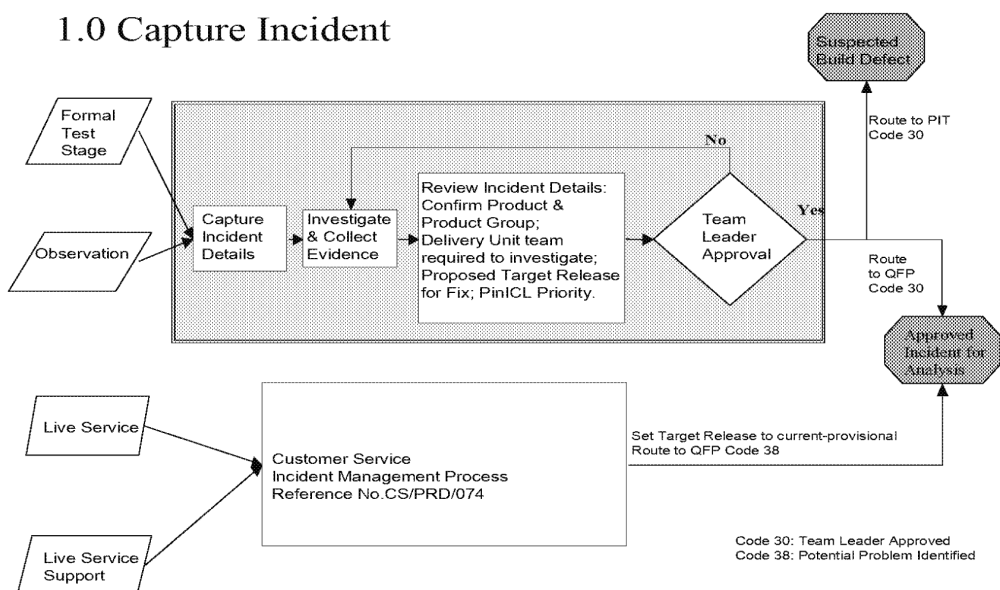
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Inputs/Triggers:	The trigger is a perceived difference between expected and actual behaviour of a Product or Service normally found during one of: Formal test stage; Live system use; Live system operation; General Observation.
Sub Processes:	1.0 Incident capture. 2.0 Quality Filter Process. 2.1 Incident Analysis. 2.2 Change Management Actions. 2.3 Solution Components. 3.0 Incident Closure. 4.0 Target Release Assignment. 5.0 Defect Resolution. 6.0 Defect Test and Closure.
Resources:	Potentially all Post Office Account Programme Staff, but mainly: Development Unit Managers. CS staff responsible for operation and support of the live estate. ITU staff responsible for Test stages. CS Managers who release product to the live estate. Programme and Directorate Management Teams.
Outputs:	Closed Incidents Closed Defects.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

4.0 Process Components

4.1 Incident Capture

4.1.1 Process Flow



4.1.2 Process Description

Process Owner:	Development Director. ITU Director CS Manager (is a separate CS process)
Process Objectives:	To provide an approved Incident for analysis.

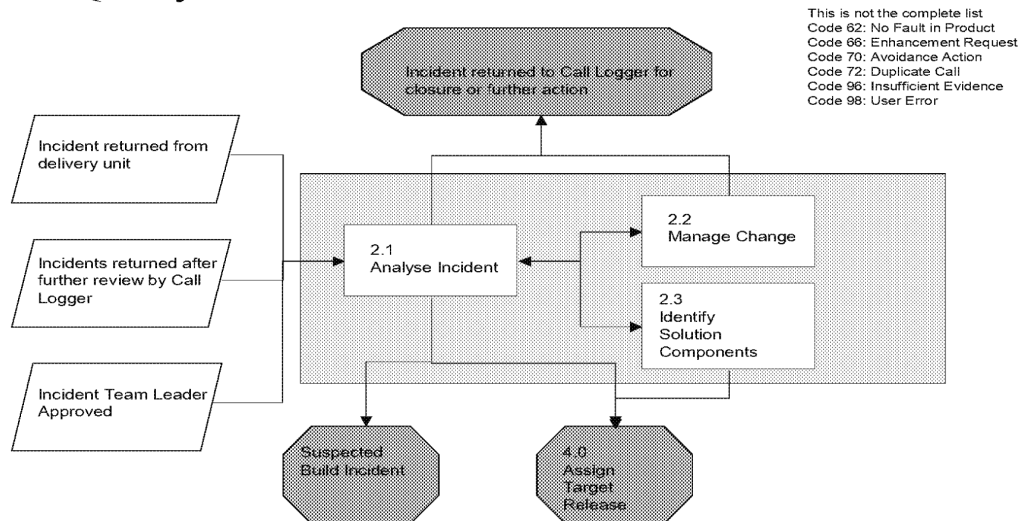
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Process Rationale:	<p>Any member of Post Office Account staff identifying a PinICL trigger event MUST originate an Incident or cause an Incident to be originated.</p> <p>The Incident needs to be supported by evidence and a description of the circumstances under which it was observed.</p> <p>Local Management needs to approve the Incident prior to passing it on to the Quality Filter Process for analysis.</p> <p>The vast majority of Incidents captured originate from scripted testing or from the live service.</p> <p>Live service Incidents arrive with the target release set (provisionally) at the current release.</p> <p>All other Incidents have the target release set to Unknown by the system, but the Call Logger should update the text to include a recommendation for release.</p>
Inputs/Triggers:	<p>Formal Test Stage.</p> <p>Live Service.</p> <p>Live Service Support</p> <p>Observation.</p> <p>The trigger is the formal description of the Incident and associated evidence.</p>
Sub Processes:	None
Resources:	<p>Potentially all Post Office Account Programme Staff, but mainly:</p> <p>ITU Staff who undertake testing</p> <p>Development Unit Staff who undertake testing</p> <p>CS Staff that support the live estate</p>
Outputs:	Approved Incidents for analysis.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

4.2 Quality Filter Process.

4.2.1 Process Flow

2.0 Quality Filter Process



4.2.2 Process description

Process Owner:	Manager, Development Units.
Process Objectives:	Minimise the time spent in analysis for each Incident. Improve the effectiveness of isolating product Defects. Identify change management issues. Provide guidance on the areas to be considered and the decisions required.

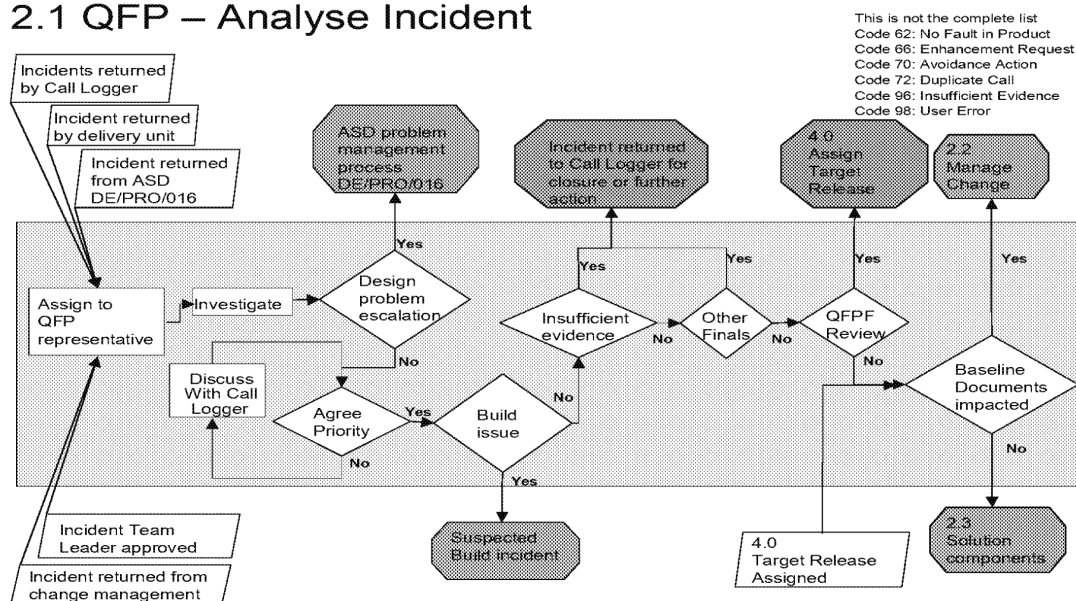
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Process Rationale:	<p>The process operates under the control of the Incident/Defect Manager.</p> <p>QFP Representatives are identified for each Development Unit.</p> <p>QFP Administration maintains a list of these representatives.</p> <p>QFP Administration assigns Incidents to QFP Representatives for analysis.</p> <p>The QFP Representatives are responsible for ensuring that either the Incident is recommended for closure or a potential product Defect is identified.</p> <p>If the Incident has been incorrectly assigned it is returned to QFP Administration with a recommendation as to where it should go.</p> <p>As Incidents are routed for analysis to the QFP Stack, QFP Representatives are expected to identify and assign to themselves Incidents relevant to their own product areas. They should not wait for QFP administration to assign the Incidents.</p> <p>This is a fast moving process and the emphasis is on appropriateness, so the steps indicated in the Process and Sub Processes can and do happen in a different order to that shown.</p> <p>The QFPF also can happen at different times during the process and if required Incidents are reviewed more than once.</p>
Inputs/Triggers:	<p>Approved Incidents.</p> <p>Incidents returned after further review with Call Logger.</p> <p>Incidents returned after Defect consideration.</p>
Sub Processes:	<p>2.1 Incident Analysis.</p> <p>2.2 Change Management.</p> <p>2.3 Solution Components.</p>
Resources:	<p>QFP Representatives.</p> <p>Incident/Defect Management.</p> <p>Post Office Account Managers responsible for testing.</p>
Outputs:	<p>Incidents returned to Call Logger for closure or further action.</p> <p>Suspected build Incident.</p> <p>Target Release Assignment.</p>
Standards:	<p>PinICL Training Manual and PinICL Reference Data Guide.</p>

4.2.3 Quality Filter Process – Incident Analysis

4.2.3.1 Process flow

2.1 QFP – Analyse Incident



4.2.3.2 Process description

Process Owner:	Manager, Development Units.
Process Objectives:	Rapidly review and assess Incidents. Improve effectiveness of detailed analysis by filtering out inappropriate Incidents.

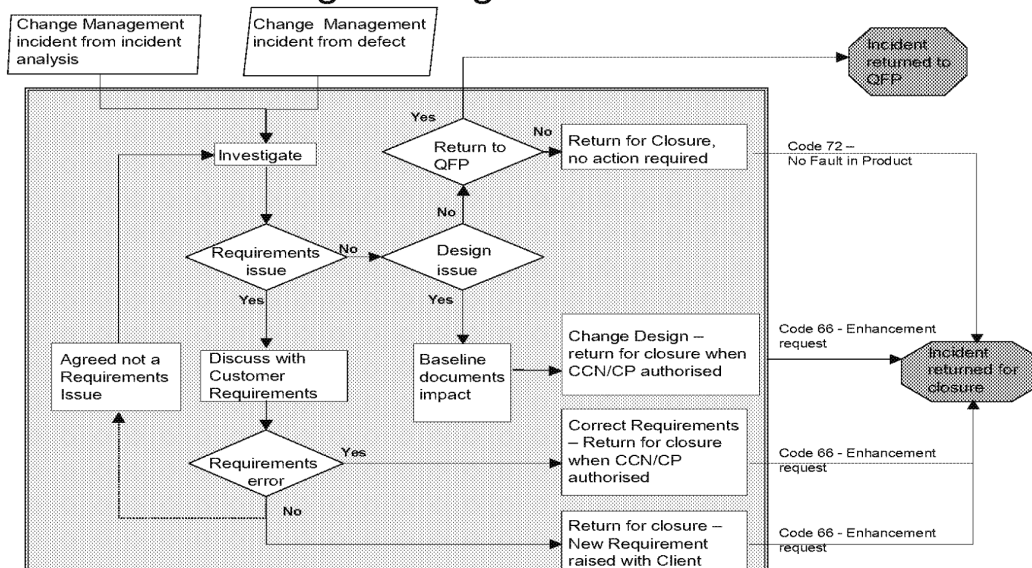
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Process Rationale:	<p>Initial investigation is undertaken.</p> <p>If the QFP Representative believes this Incident or this Incident plus others reveals a System design weakness then it can be escalated to RASD as a Problem and progressed in accordance with the Post Office Account Development Directorate Problem Management Process, DE/PRO/016.</p> <p>The priority of the call has to be agreed and any discussions undertaken with the Call Logger if the priority needs to be changed.</p> <p>Suspected build Incidents may be routed directly to the PIT team.</p> <p>An Incident can be updated and returned to the Call Logger for a variety of reasons e.g.:</p> <p>No fault in product.</p> <p>User error.</p> <p>Duplicate call.</p> <p>Insufficient Evidence.</p> <p>The Incident can be updated and routed to the DU Technical Authors if baseline documents are impacted for review under the Change Management Sub Process.</p> <p>The Incident can be updated and routed for further detailed review by the Development Unit and identification of solution components.</p> <p>A QFPF review is required if the Target Release has not been set or is inappropriate.</p>
Inputs/Triggers:	<p>Approved Incidents.</p> <p>Incidents returned by Call Logger.</p> <p>Incidents returned after Defect consideration.</p> <p>Incidents returned from RASD Problem Management Process.</p> <p>Incidents returned from Change Management for further consideration.</p>
Sub Processes:	<p>None.</p>
Resources:	<p>QFP Representative.</p> <p>Incident/Defect Management.</p>
Outputs:	<p>Incidents returned to Call Logger for either closure or further action.</p> <p>Suspected build Incident.</p> <p>Incidents for Solution Components.</p> <p>Incidents for Change Management.</p> <p>Incidents for Target Release Assignment.</p> <p>Problems escalated to RASD.</p>
Standards:	<p>PinICL Training Manual and PinICL Reference Data Guide.</p>

4.2.4 Quality Filter Process - Change Management

4.2.4.1 Process flow

2.2 QFP – Manage Change



4.2.4.2 Process description

Process Owner	Requirements, Architecture and System Design.
Process Objectives:	Identify actions and decisions that impact Contract Controlled Documents or fundamental Specification of Requirements and Technical Design.
Process Rationale:	<p>The QFP Representative refers to the relevant Design Authority any Incident that brings into question the design or requirements implemented.</p> <p>Requirements Issues will be progressed by the Design Authority directly with Business Requirements.</p> <p>Any resulting change will be in the form of a CP or CR with supporting CCN or CT and will be progressed in accordance with PA/PRO/001 Change Management Process.</p>
Inputs/Triggers:	<p>Incidents that challenge the design implemented.</p> <p>Incidents that challenge the requirement implemented.</p> <p>Defects that if corrected would cause change to CCDs.</p>
Sub Processes:	None.

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Resources:	Design. Authorities CCD Technical Authors QFP Representative. Incident/Defect Management. Business Requirements.
Outputs:	Incident returned to QFP for potential Defect consideration. Incidents recommended for closure – no fault in product. Incidents recommended for closure -Essential changes to design or requirement CCN/CP. Incidents recommended for closure –enhancement being progressed with the client CR.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

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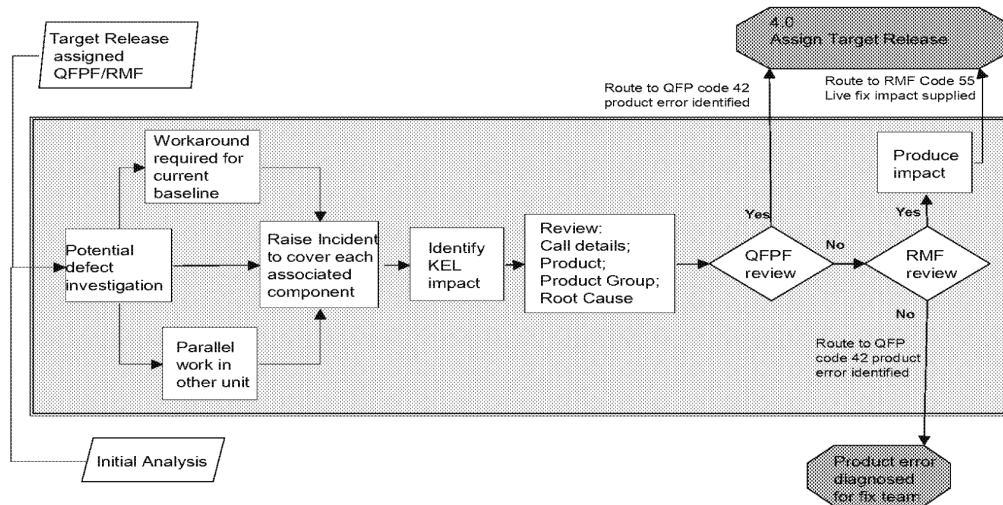
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4.2.5 Quality Filter Process - Solution Components

4.2.5.1 Process Flow

2.3 QFP – Identify Solution Components



4.2.5.2 Process description

Process Owner:	Manager, Development Units.
Process Objectives:	Define actions needed with an identified solution and consequential actions.

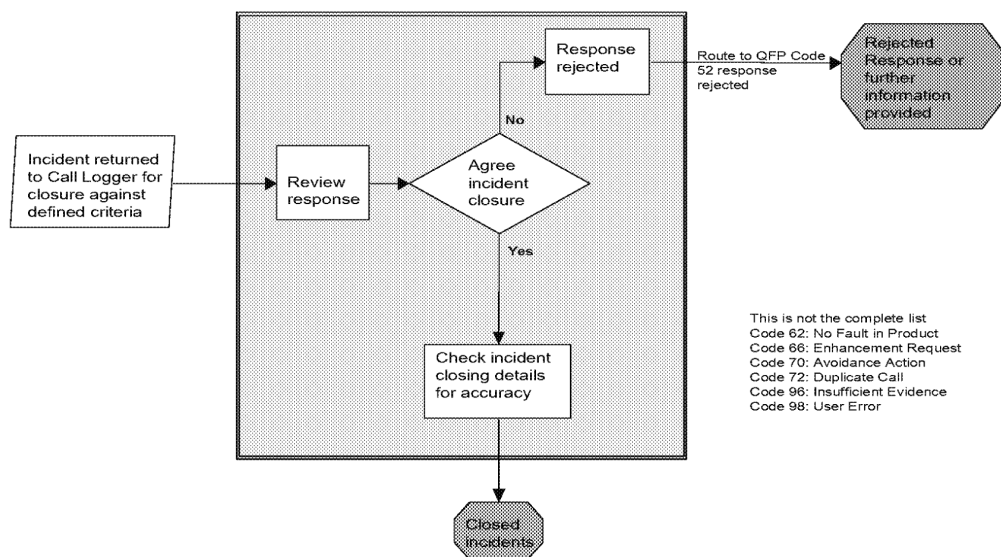
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Process Rationale:	<p>The QFP Representative ensures that all solution components are identified and can be progressed satisfactorily. If appropriate, a workaround solution may be required for the current baseline as well as a longer-term solution or consequential work may be required in another Development Unit, which has to be worked on in parallel.</p> <p>Copy (Clone) PinICLs should be used for this task with a separate PinICL raised for each piece of work. The PinICL should be updated with a clear set of instructions so that the relationships are clear. The procedure for raising clone PinICLs is covered in the PinICL Reference Data Guide CM/MAN/005.</p> <p>Discussion with CS if a KEL entry is required or needs to be updated. The Procedure for updating/creating KELs is contained in the PinICL Reference Data Guide CM/MAN/005.</p> <p>A QFPF review is required if the Target Release has not been set or is inappropriate.</p> <p>For calls where a live fix impact has been requested an Impact statement is produced and sent to the RMF for Target Release consideration.</p>
Inputs/Triggers:	<p>Incident – Initial analysis completed.</p> <p>Target Release assigned by QFPF/RMF.</p>
Sub Processes:	None.
Resources:	<p>QFP Representative.</p> <p>Problem Management.</p>
Outputs:	<p>Incidents - all solution components.</p> <p>Impacted Incidents for live Fix decision by the RMF.</p> <p>Incidents for Target Release consideration by QFPF.</p>
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

4.3 Incident Closure

4.3.1 Process Flow

3.0 Close Incident



4.3.2 Process description

Process Owner:	ITU Manager. Manager, Development Units. CS Manger. (This is a separate CS process)
Process Objectives:	Verify that the actions taken to investigate the Incident have an agreed conclusion. Identify the steps and actions associated with Incident closure.
Process Rationale:	Call Logger is responsible for Incident closure. Call Logger may reject the response if not satisfied.
Inputs/Triggers:	Incidents recommended for closure.
Sub Processes:	None.
Resources:	Potentially all Post Office Account Programme Staff, but mainly: Development Unit Test Staff. ITU Staff. Live Support Staff.

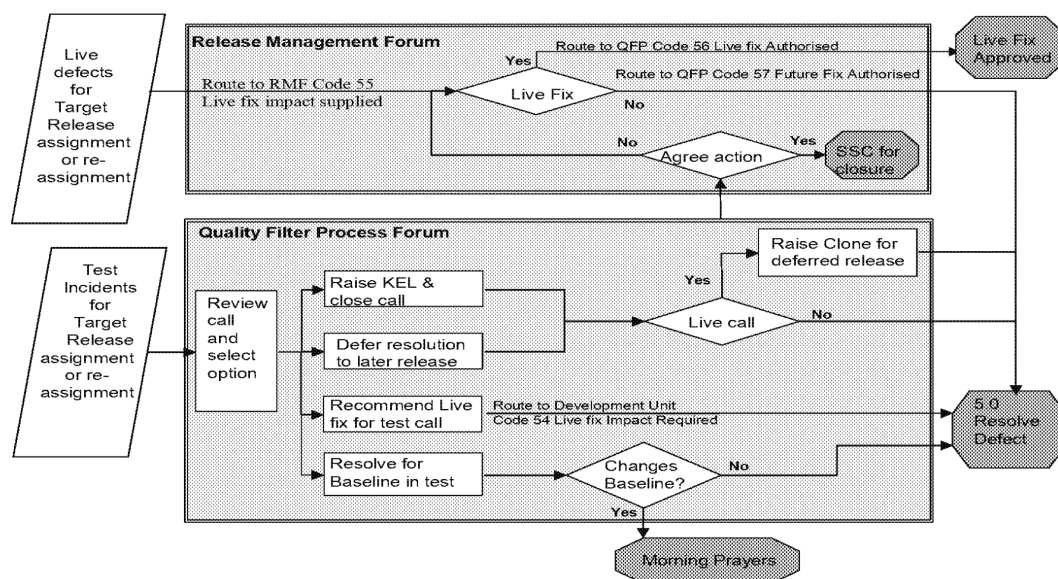
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Outputs:	Closed Incidents. Incidents returned for further consideration either Response Rejected or Further Information Provided.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

4.4 Target Release Assignment

4.4.1 Process Flow

4.0 Assign Target Release



4.4.2 Process Description

Process Owner:	Manager, Development Units. ITU Manager. CS Manager (RMF is a separate CS process).
Process Objectives:	Ensure an appropriate Target Release is selected and approved for the delivery of the corrected Defect.
Process Rationale:	Under the control of the Incident/Defect Manager interactions, are initiated across the programme to ensure the appropriate Target Release is identified and agreed. Two meetings are used to facilitate this: Release Management Forum. Quality Filter Process Forum. Typically during intense periods of formal testing, QFPF meetings will take place daily. The QFPF comprises: Development Unit QFP Representatives. Release Managers.

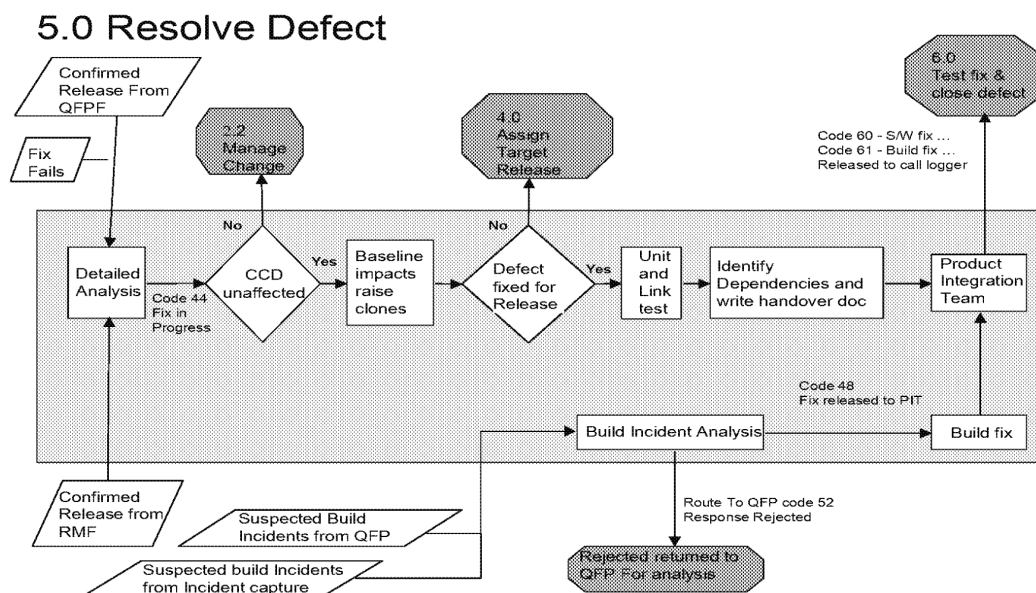
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	<p>Test Managers.</p> <p>TDA Representative.</p> <p>SSC Representative.</p> <p>PIT Representative.</p> <p>Incident/Defect Management is represented at the weekly CS Release Management Forum where Target Releases for designated calls originating from the live service are determined.</p> <p>QFPF review the Incidents and an appropriate Target Release is identified.</p> <p>If any Fix is proposed to a Release that would impact the planned testing of that Release, whether by impacting areas of the system that were not to change in that Release, or to introduce types of testing not already included in that Release or to complicate the Release and its migration, the issue must be referred to Morning Prayers for discussed with the POL Release Manager.</p> <p>If a live Fix is being recommended the Incident is updated requesting that a live Fix impact is to be provided to the RMF for consideration.</p> <p>QFPF and/or RMF (as appropriate) also consider the re-targeting of calls to a different release where a previously-agreed release is no longer achievable</p> <p>The QFPF also provides an opportunity to arrange KEL entries with the SSC representative for agreed Incidents. The procedure for creating and modifying KELS is in the PinICL Reference Data Guide CM/MAN/005.</p> <p>At the discretion of the Incident/Defect Manager and Post Office Accounts Programme Management the QFPF review deferrals:</p> <p>System Test Incidents.</p> <p>Business Test Incidents.</p> <p>All Incidents associated with a baseline being released into the live service.</p> <p>Live calls recommended for deferral by the QFPF are sent to the RMF for approval. A clone call is arranged to progress the Incident at the nominated deferred release whilst the original is returned to the RMF for consideration. The text is updated to reflect the priority perceived with a recommendation for closure as fixed in a future release. This is either agreed at RMF (and the Incident closed by the SSC) or a live Fix is requested and the Incident returned to QFP.</p> <p>All decisions agreed by the RMF or QFPF are recorded in the Incident.</p> <p>With the agreement of all QFP representatives, low (typically D priority) calls may have a KEL raised to describe them and then be closed.</p>
Inputs/Triggers:	<p>Incidents with Potential Solutions Identified.</p> <p>Live Incidents recommended for deferral</p>
Sub Processes:	None.
Outputs:	Incident with Target Release agreed.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

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4.5 Defect Resolution

4.5.1 Process Flow



4.5.2 Process description

Process Owner:	Manager, Development Units.
Process Objectives:	Identify the steps and actions needed during Defect resolution.

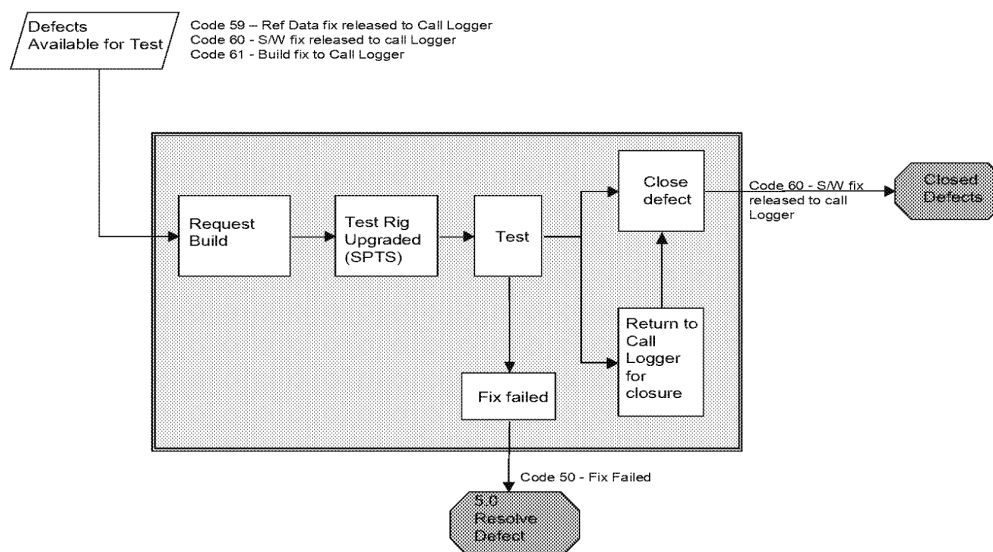
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Process Rationale:	<p>DE/PRO/003 Fujitsu Services Post Office Account System Integration Lifecycle Processes CM/PRD/001 Software Configuration Management Version Control and CM/PRD/003 Work Package request are applicable to this Process.</p> <p>The relevant Development Unit undertakes detailed analysis work identifying the Fix to be made.</p> <p>The Development Unit must also check regularly that all calls targeted at a given Release can be completed for that Release. As soon as it becomes clear that some calls may not be fixed within the timescales, threatened calls must be returned to QFP/RMF for further consideration.</p> <p>A further check is made to ensure no contract controlled documents are impacted e.g. PPDs. If there are impacts the Incident must be sent to the Design Authority as a change management action.</p> <p>If a number of software baselines are being progressed in parallel then a clone PinICL is required to track each change to each baseline. A common example would be a live Fix where a clone of the Live Fix would be required to the current baseline being developed. The procedure for creating clone PinICLs is identified in the PinICL Reference Data Guide CM/MAN/005.</p> <p>The Fix is Unit and Link Tested then delivered by PIT ready for testing by the Call Logger.</p> <p>A handover note is produced identifying dependencies etc. This is documented in CM/PRD/001 Software Configuration Management Version Control.</p> <p>Build Incidents are analysed by PIT who either accept and Fix the Defect or reject for further analysis by QFP as more likely a Development Unit Incident.</p>
Inputs/Triggers:	<p>Suspected build Incidents passed directly to PIT for action.</p> <p>Suspected build Incidents from QFP.</p> <p>Fix fails for correction.</p> <p>Potential Product Defects with approved Target Release from either RMF or QFPF.</p>
Sub Processes:	None.
Resources:	<p>Development Units.</p> <p>Technical Integration.</p>
Outputs:	<p>Resolved defects ready for testing.</p> <p>Potential Product Defects returned to QFP for further consideration (either from PIT or Development units).</p>
Standards:	PinICL Training Manual and PinICL Reference Data Guide.

4.6 Defect Test and Closure

4.6.1 Process Flow

6.0 Test Fix and Close Defect



4.6.2 Process description

Process Owner:	Manager, Development Units. ITU Manager. CS Manager (is a separate CS process)
Process Objectives:	Verify that the actions taken to correct defects have been successful. Identify the steps and actions associated with Defect test and closure.
Process Rationale:	Call originator is responsible for Defect closure. All defects are passed to a test team to verify that the fault has been fixed. Arrange for their test rig to be updated with the new software. On successful test the Defect is either closed as tested successfully or updated as tested successfully and routed to Call Logger for closure. Fix fails are rejected for rework.
Inputs/Triggers:	Corrected Defects available for test.
Sub Processes:	None.

Fujitsu Services **Post Office Account: Systems Integration Directorate** **Ref:** **DE/PRO/015**
Incident/Defect Management **Version:** **2.0**
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Resources:	Potentially all Post Office Account Programme Staff, but mainly: Development Unit Staff responsible for testing. ITU Staff responsible for testing. CS Staff responsible for testing.
Outputs:	Rejected Defects – failed test. Closed defects.
Standards:	PinICL Training Manual and PinICL Reference Data Guide.