

珠海市新德汇信息技术有限公司

Zhuhai Xindehui Information Technology Co., Ltd

CMMI-DEV V2.0 Level 5 BENCHMARK

发起人反馈

SPONSOR FEEDBACK

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珠海市新德汇信息技术有限公司

Zhuhai Xindehui Information Technology Co., Ltd

副总经理 (Vice General Manager):  

2020 年 11 月 09 日 (Nov. 9th, 2020): 2020.11.09

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新德汇函 (2020) 29 号

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尊敬的 Raghav Nandyal 老师:

Dear Mr. Raghav,

您好! 很荣幸您作为本次的主任评估师给我们指导。

Hello! It is a great honor for us to have you as the ATL for the appraiser this time to provide guide to us.

当得知您是全球最知名的 CMMI 5 级评估师的时候, 我们都非常的激动, 也非常珍惜这次学习和改进的机会。

When we learned that you are the world's most well-known CMMI Level 5 appraiser, we were all very excited and cherished this opportunity to learn and improve.

首先, 我代表新德汇的管理层及全体员工向您表示衷心的感谢和美好的祝福! 公司非常重视 CMMI 工作, 从 2018 年末就将 OSSP 提升为 2.0 模型, 并且给予了大力支持, 安排了优秀员工专职开展过程改进工作。实施 CMMI-DEV V2.0 之后, 我们实现了编码生产率大幅提高, 客户验收缺陷密度明显降低的好成绩。

First of all, on behalf of the management and all employees of Xindehui, I would like to express my heartfelt thanks and best wishes to you! The company attaches great importance to the work of CMMI. Since the end of 2018, the OSSP has been upgraded to the 2.0 model, and it has given strong support and arranged outstanding employees to carry out process improvement work full-time. After the implementation of CMMI-DEV V2.0, we have achieved a significant increase in coding productivity and a significant reduction in defect density in customer acceptance.在 2020 年 11 月 2 日-2020 年 11 月 9 日评估期间您带领评估组成员通过材料检查、人员访谈的方式对我司 CMMI5 级实施改进的成果进行了严格仔细的审查。评估期间, 您专业渊博的知识和严谨细致的工作作风给我们留下了深刻的印象, 我们受益匪浅。

During the appraisal period from November 2, 2020 to November 9, 2020, you led the members of the appraisal team to conduct a strict and careful review of the improvement results of our company's CMMI level 5 through material inspection and personnel interviews. During the appraisal period, your professional knowledge and rigorous and meticulous work style left a deep impression to us, and we benefited a lot.在此次评估中, 您提出的改进建议帮助我们发现了工作中还需要改进的问题, 通过您形象生动的指导让我们团队深刻理解到了高成熟度的精髓, 更加加深了我们对 CMMI2.0 模型的理解。

In this appraisal, your suggestions for improvement helped us find the problems that need to be improved in our work. Through your vivid guidance, our team deeply understands the essence of high maturity and deepens our understanding of the CMMI2.0 model.

具体总结如下：

The specific summary is as follows:

一、本次评估学到的经验

1. Experiences learned in this appraisal

1、在建立 PPB 时,应考虑同类项目分类规则,增加复用率、返工率等方面的度量项,深入了解 PPM 模型更有效合理的使用方法。

1. When establishing PPB, classification rules for similar projects should be considered, and measurement items such as reuse rate and rework rate should be added to gain in-depth understanding of the more effective and reasonable use of the PPM model.

2、按照组织业务分类分解商业目标建立组织性能绩效目标(QPPO),建立组织性能绩效基线(PPB),使组织能够掌握当前的开发能力,并基于此能力进行进一步改进;建立组织性能绩效模型(PPM),使组织具有对项目进行预判和调整的能力。

2. Break down the business goals according to the organizational business classification, establish organizational process performance goals (QPPO), establish organizational process performance baselines (PPB), enable the organization to grasp the current development capabilities, and make further improvements based on this capability; establish organizational process performance models (PPM), so that the organization has the ability to predict and adjust the project.

3、客户验收缺陷密度对提升客户满意度、提高产品质量非常关键,需要作为组织第一目标,在组织级方针和相关标准过程文件定义质量红线,项目执行过程中的实时监控,能够保证最终目标的达成。

3. The defect density of customer acceptance is critical to improving customer satisfaction and product quality. As the first goal of the organization, the quality red line is defined in the organization-level policy and related standard process documents. Real-time monitoring during project execution can ensure the ultimate goal to reach.

二、学习到的经验与后续流程改进的相关性

2. The relevance of the learned experience and subsequent process improvement

1、持续更新组织性能绩效基线(PPB),使组织能够及时掌握当前的开发能力,并基于此能力进行进一步改进;

1. Continuously update the process performance baseline (PPB) of the organization so that the organization can grasp the current development capabilities in a timely manner and make further improvements based on this capability;

2、注意监控 PPM 的 F 值,一旦下降,就要进行根因分析,及时更新组织性能绩效模型(PPM),提高组织对 PPM 进行预判和调整的能力;

2. Pay attention to monitoring the F value of PPM. Once it drops, perform root cause analysis and update the organizational performance model (PPM) in time to improve the organization's ability to predict and adjust PPM;

3、将过程改进从定性改进提升到定量改进的高度,以年度为单位,持续不断地提升组织绩效目标;

3. Improve the process improvement from qualitative improvement to quantitative improvement, and continuously improve organizational performance goals on an annual basis;

4、项目经理对于项目的估算有据可循,有防范,有套路,有指导。偏差的分析和纠

正更全面，更有效。例如，使用 SPC 技术，监控项目执行，使用控制图和原因分析的方法，可以有效地找出偏差以及根本原因，从而防止偏差继续发生并使项目管理的偏差消除。有效提高项目绩效和质量，达到客户满意度和公司业绩双赢的目标；

4. The project manager has evidence, prevention, routines and guidance for project estimation. The analysis and correction of deviations are more comprehensive and effective. For example, using SPC technology, monitoring project execution, using control charts and cause analysis methods, can effectively identify deviations and root causes, to preventing deviations from continuing to occur and eliminating deviations in project management. Effectively improve project performance and quality, and achieve the win-win goal of customer satisfaction and company performance;

5、通过对风险的管控的量化管理方法，及时采用相应的缓解或应对措施，将风险转化为机会。

5. Through the quantitative management method of risk management and control, timely adopt corresponding mitigation or response measures to transform risks into opportunities.

三、下一步工作计划

3. The next work plan

1、在工程方面

1. In terms of engineering

(1) 后续组织人力开发基于 JIRA 的缺陷管理系统，加强公司产品缺陷管理，提升公司产品质量，降低项目返工率，降低项目成本；

(1) The organization will arrange human resources to develop a defect management system based on JIRA, strengthen the company's product defect management, improve the company's product quality, reduce project rework rate, and reduce project costs;

(2) 不断积累公共测试用例库，复用公共测试用例，并用缺陷管理系统加强缺陷管理。定量管理分析可以帮助组织及时找到过程改进中的问题，防患于未然，及时纠偏，最终达成改进的目标。

(2) Constantly accumulate public test case library, reuse common test cases, and use defect management system to strengthen defect management. Quantitative management analysis can help the organization to find problems in process improvement in a timely manner, prevent problems before they happen, correct deviations in time, and finally achieve the improvement goals.

(3) 每个项目指定专门的测试工程师，OT 组织对测试工程师进行专门的培训，并进行考核，保证测试工程师熟练掌握缺陷管理系统、公共用例库的使用。使测试工作落实到位，从而保证产品质量。

(3) Allocate a special test engineer to each project, and OT organizes a special training and appraisal for the test engineer to ensure that the test engineer is proficient in the defect management system and the use of the public use case library. Make the test work in place to ensure product quality.

2、在过程管理方面

2. In terms of process management

充分利用《云课堂》培训系统，开发《新德汇在线培训考试系统》，实现掌上碎片化学习，实时有效地开展培训工作，极大的提高培训效果。

Make full use of the "Cloud Classroom" training system to develop the "Xindehui Online Training and Examination System" to realize fragmented learning on the palm, carry out training effectively in real time, and greatly improve the training effect.

3、在项目管理方面

3. In terms of project management

扩展已有《项目管理系统》的功能，把 CMMI-DEV V2.0 Model 的 EST、PLAN、MC、RSK、MPM、GOV、II 都紧密的集成到《项目管理系统》中，自动化实现从立项——>估算——>监控——>组织的定量管理的全套流程，提高项目的管理效率。

Extend the functions of the existing "Project Management System", tightly integrate the EST, PLAN, MC, RSK, MPM, GOV, and II of the CMMI-DEV V2.0 Model into the "Project Management System", and realize the automation of the whole set process from the establishment of the project→Estimation→Monitoring→ the organization's quantitative management to improve the management efficiency of the project.

4、在决策支持方面

4. In terms of decision support

公司成立独立的数据管理中心，设立 MA 经理，专门负责公司的量化管理。各个项目内设 MA 专员，负责本项目的 MA 工作。在项目管理系统中，增加数据采集前、数据采集后及时提醒，提醒 MA 进行数据分析工作，提醒 QA 进行数据检查工作，自动生成 GOV 矩阵、定量管理报告和质量整改通报，并自动上报给高层。

The company established an independent data management center and set up an MA manager to be responsible for the company's quantitative management. Each project has an MA specialist who is responsible for the MA work of this project. In the project management system, add timely reminders before and after data collection, remind MA to perform data analysis work, remind QA to perform data inspection work, automatically generate GOV matrix, quantitative management report and quality rectification report, and automatically report to the senior management.

5、其他改进项

5. Other improvements

公司新建了培训学院占地超过 1 万平米，并配备了培训室、研讨室、实训室、健身房、咖啡屋等一系列配套设施，为组织人才建设，提供强有力支持。

The company has built a new training college which land occupation is more than 10,000 square meters, and is equipped with a series of supporting facilities such as training rooms, seminar rooms, training rooms, gyms, coffee houses, etc., to provide strong support for the organization of talents.

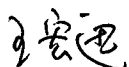
以上各项除《缺陷管理系统》、《项目管理系统》、《新德汇在线培训考试系统》均已经实施到位，三个系统的开发将在本年末完成，并按计划执行下一轮过程改进。相信明年的新德汇的过程改进工作将会更上一层楼！

All the above items except "Defect Management System", "Project Management System" and "Xindehui Online Training and Examination System" have been implemented. The development of the three systems will be completed by the end of this year, and the next round of process improvement will be implemented as planned. I believe that the process improvement work of Xindehui will be even better next year!

再次感谢您的精心指导，帮助我们诊断问题、改进完善，特别希望能有机会请您来公司现场指导工作。

Thank you again for your meticulous guidance to help us diagnose the problem and improve it. I especially hope that we can have the opportunity to invite you to the company to guide the work.

珠海市新德汇信息技术有限公司

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2020年11月9日