大唐融合通信股份有限公司

融合文件【2020】26 号

尊敬的主任评估师，您好：

我是大唐融合通信股份有限公司的副总经理，本次评估的发起人樊劲松先生，非常感谢您利用宝贵的时间为我们进行了专业的评估指导工作。

通过本次评估，受益匪浅，主要体现在以下几个方面：

1）组织级过程性能的稳定和提升，一方面需要基于大量的项目数据，另一方面需要深刻理解统计分析的各种方法，同时也需要时间和经验的积累，这样才能选择出性价比最高的方法进行项目管理，并使管理过程达到稳定。

2）统计分析工具不仅是项目量化管理的工具，更是一套完整的统计分析思想集合。想要用更高效、更精确方式对项目的过程进行估算、监控。不但需要更系统的学习工具，还要加强统计学方法的理解。后续公司会提供更多的培训和推广使用。

3）本次评估过程中，主任评估师和 ATM 组提出了很多的合理有效的建议。能够帮助 EPG 和项目组更有针对性的进行后续的改进工作。

本次评估与公司项目的执行工作相关性很高，对我们后续工作的开展很有帮助，主要体现在：明确公司商业目标的分解过程，通过商业目标的进一步分解确定项目的 QPPO，使用统计工具和预测建

模工具对组织改进过程进行分析、监控，并运用组织过程性能模型PPM 对项目 QPPO 的达成进行预测，通过根本原因分析，发现影响商业目标达成的主要问题，并找到解决措施，进一步通过项目试点、推广，进行假设检验，验证推广效果的有效性，使商业目标的维护变得可控，软件开发过程更加稳定，促进公司商业目标的顺利达成。

通过本次评估，使我们对高成熟度的模型有了更深刻的理解，后续将在量化管理和根本原因分析方面进一步实施改进，具体内容如下：

1）编码阶段度量项的进一步细化，对项目量化管理过程中监控项目指标的达成带来好处，能使编码阶段的性能指标更加稳定，提高了度量数据的充分性和准确性，降低了项目风险，增加项目级 QPPO达成的可能性，进一步维护组织级商业目标的达成。

2）通过提升过程符合度，可以更好的在过程中控制项目质量，达到实现商业目标的目的，QA 通过过程和产品检查项通过率的监控，评估过程符合性，进一步识别组织内人员对标准体系过程的熟悉程度，EPG 建立过程符合度的 PPB，有利于 QA 及时发现影响目标实现的问题，并采取措施实施改进，进一步维护组织商业目标的达成。

3）对于一个项目而言，确定最优化组合是至关重要的，目前是只有需求开发、评审、系统设计还有设计评审这四个过程进行组合，但在本次参评项目中敏感度分析发现编码和系统测试是关键的子过程，所以为了更好的达到项目的 QPPO 目标，增加代码走查和系统测试组合的分析。

欢迎您下次继续为我们提供专业的评估及指导，非常期待下次在北京与您见面！

副总经理：

大唐融合通信股份有限公司

二〇二〇年十一月二十三日

Dear Chief Appraiser.

I am the Deputy General Manager of Datang Telecom Convergence Communications Co.,Ltd. and the initiator of this appraisal, Mr. Fan Jinsong. Thank you very much for taking your valuable time to conduct a thorough and professional appraisal for us.

I am very grateful to you for taking your valuable time to conduct a professional evaluation and guide us through the process. This appraisal has been very beneficial to us and is mainly reflected in the following aspects.

1) The stability and improvement of process performance at an organisational level requires, on the one hand, a large amount of project data and, on the other hand, a deep understanding of the various methods of statistical analysis, as well as the accumulation of time and experience, in order to select the most cost-effective method for project management and to achieve stability in the management process.

2) Statistical analysis tools are not only vehicles for quantitative project management, but also a complete set of ideas for statistical analysis. To estimate and monitor project processes in a

more efficient and precise way, not only more systematic learning tools are needed, but also a better understanding of statistical methods. Further training and promotion of its use will be provided later on.

3) During this appraisal, the Lead Appraiser and the ATM team made a number of valid and effective recommendations. This will help EPG and the project team to make more targeted follow-up improvements.

The evaluation is highly relevant to the implementation of the company's projects and is very much helpful for our follow-up efforts, which mainly include: defining the decomposition process of the company's business objectives, determining the QPPO of the project through further decomposition of the business objectives, using statistical tools and predictive modelling tools to analyse and monitor the organisational improvement process, and using the organisational process performance model PPM to achieve the QPPO of the project. Through root cause analysis, the main problems affecting the achievement of business objectives are identified and solution measures are found, and the effectiveness of the extension is verified through further project piloting and dissemination and hypothesis testing, so that the

maintenance of business objectives becomes controllable and the software development process becomes more stable, thus facilitating the smooth accomplishment of the business objectives of the company.

This appraisal has resulted in a deeper understanding of the high maturity model and the subsequent implementation of refinements in the fields of quantitative management and root cause analysis, as follows.

1) The further refinement of metrics at the coding stage is beneficial for monitoring the attainment of project metrics during the quantitative project management process, making performance metrics at the coding stage more stable, improving the adequacy and accuracy of metric data, lowering project risks, increasing the likelihood of project-level QPPO attainment, and further maintaining the achievement of organizational-level business objectives.

2) By improving process adherence, project quality can be better regulated in the course to achieve business objectives. QA evaluates process adherence by monitoring the rates of passage of process and product inspection items, further identifying the degree of familiarity of the organisation's personnel with the

measures to implement improvements, further maintaining the achievement of the organisation's business objectives.

3) For a project, it is highly important to identify the most suitable combination. At present, there are only four processes, viz. requirements development, review, system design and design review, but the sensitivity analysis in this project found that coding and system testing are the key sub-processes, so in order to better achieve the QPPO of the project, a code walk and system testing combination analysis should be added.

We look forward to seeing you in Beijing !

Deputy General Manager.

Datang Telecom Convergence Communications Co.,Ltd.

November 23, 2020