成都康赛信息技术有限公司文件

CMMI 5 级评估总结

尊敬的 Raghav 先生：

您好！

非常感谢您参与康赛公司 CMMI 高级成熟度评估工作，及给予的宝贵建议。

2020 年 12 月初，我司迎来了 CMMI 5 级的第三次审核工作。CMMI 体系作为专业评估软件企业的能力成熟度模型标准，帮助我司建立及完善标准研发体系，摆脱作坊式的开发模式，实现规范化管理、高效及高质量研发，达到持续提升软件产品质量和软件企业的过程能力，提升我司在教育软件行业的企业形象，助力我司持续发展壮大。

本次 CMMI 5 评估覆盖研发项目管理、需求设计、产品开发、产品测试等多个领域，评估师及 ATM 成员本着严谨的态度，认真、细致地审核我司已有的体系，发现了重要的待改进项，同时提出了多条宝贵的改进建议，对我们研发中心、人力资源部、质量部三个参审部门的过程和实践提出了建设性的建议，具体如下：

1、企业应当更加有计划性地参与到组织级及项目活动中，审核各项活动开展情况。通过明晰的奖惩制度激励员工，提升员工工作积极性。参考更多的体系，引进适用的新工具及方法，丰富及提升现有体系。通过更加可视化的方式（图表形式）等，评价现有工作，持续完善现有 CMMI 体系。

2、鼓励技术人员要站在客户角度思考，多考虑产品易用性、可维护性等，设计、开发及测试产品，同时学习及采用量化知识、多种分析方法等，客观的评价工作产出。

3、公司将继续加强公司层面的培训工作，同时也要关注各项目内部的培训工作，推动项目内部培训工作的开展，帮助项目组提升组内的培训工作质量。

4、为了加强过程体系的监督，要采用多种审计方法，全方位地、客观地评价我司的 CMMI 体系，同时丰富汇报内容及形式，通过数据对比、图表并用的形式，让报告的内容可视化、简单易懂。

经过公司 EPG 小组成员及参与访谈的项目经理的审核，已经深刻认识了本次评估提出的大部分待改进项及改进建议。高级成熟度评估既是对我司已有 CMMI 体系检验，更是帮助我

司持续完善 CMMI 体系的重要一环。基于 CMMI 评审团给出的报告和建议，公司内部将主要针对如下方面进行改进：

1、我司更加积极普及 CMMI 高成熟度等级知识，提升员工的专业技能，以便更快、更好地开展工作。

2、持续识别及增加度量项，持续完善已有度量库，推动建立更加精确的 PPB、PPM，为研发管理工作提供更精准的预测和指导，保障公司商业目标的达成。

3、在已有研发流程基础上，强化需求确认、评审等质量保障活动，保障各环节执行的有效性，降低返工成本。

4、EPG 小组践行 PDCA 思想，持续完善已有体系，通过参考其他体系，考察新技术、工具，定期审核等方式，不断引入新思想、新技术，达到持续改进目的。

本次 CMMI 5 级评估工作开展顺利，再次特别感谢高级成熟度评估师及 ATM 成员的辛勤劳动及给予的宝贵意见。我代表我司全体员工感谢所有参与评估访谈的员工的支持、配合。我司所有员工将使用 CMMI 知识武装自己，践行 CMMI 体系要求，努力做好本职岗位，推动公司更快、更好地发展。

成都康赛信息技术有限公司
签字：唐雪飞（Tang Xuefei）

二〇二〇年十二月七日

Dr Raghav.

We would like to extend our gratitude to you for the leadership of our CMMI Level 5 appraisal and your valuable suggestions.

Our third CMMI Level 5 appraisal was held at the beginning of December 2020, as a professional standard to evaluate the maturity model of a software company's capability and to help us establish and improve our standard R&D architecture. The system helps us to get rid of the small-scale development model and enables disciplined management, efficient and high quality research and development, thereby continuously improving the quality of software products and the process capability of software

organizations, raising our corporate image in the educational software industry and encouraging our sustainable development and expansion.

In a rigorous manner, the lead appraiser and ATMs examined our existing system in detail and found important areas for improvement, and put forward many valuable suggestions regarding the process and practice of our three departments: R&D Center, HR Department and Quality Department.

1. It is important for us to plan and engage more intensively in organization-level and project-level activities, and to monitor the performance of each of those activities. A clear system of rewards and punishments should be in place to motivate employees and improve their work ethic. In order to enrich and improve the existing system, more systems should be referenced and new tools and methods should be introduced as applicable. We evaluate the existing work through a more visual way (in the format of diagrams and charts), and continuously upgrade the established CMMI framework.

2. Training is required. Our technicians are encouraged to think from the customer's point of view, consider the ease of use and maintainability of the products, design, develop and test the products, learn and adopt quantitative knowledge and various analysis methods to objectively evaluate the work output. Meanwhile, the company will continue to strengthen the company training, but also emphasize on the internal training of each project, promote the training within the project, and help the project team to improve the qualities of training within the team.

4、In order to strengthen the supervision of the process system, a variety of audit methods will be used to evaluate our CMMI system in an all-round and objective manner, and to diversify the reported content and format to make the content visual and easy to understand through data comparison and use of charts and graphs.

Our EPG team members and the project managers who participated in the interviews thoroughly acknowledged many of the improvements and suggestions proposed in the report. The High Maturity Appraisal is not only a verification of our existing CMMI program, but also an important part to help us constantly refine our CMMI programs. We will make improvements in the following aspects based on the report and suggestions given by the CMMI review panel.

1、Our company will more actively popularize and disseminate the knowledge of CMMI high maturity to advance the professional skills of the staff in order to carry out the work faster and better.

2、We will continue to identify and increase measures, continue to improve the existing metrics database, promote the establishment of more accurate PPB, PPM, provide more accurate prediction and guidance for R&D management, and ensure the achievement of the company's business goals.

3、On the basis of the existing R&D process, we will reinforce the quality assurance activities such as requirements confirmation and review to ensure the effectiveness of each step of execution and reduce the cost of rework.

4、EPG team will practice PDCA, continuously improve the existing system, and introduce new ideas and technologies by referring to other systems, investigating new technologies and tools, and conducting regular audits to achieve the purpose of continuous improvement.

I would like to thank you and the team of high maturity experts for their hard work and valuable advice. On behalf of all our staff, I would like to thank all the staff who participated in the appraisal interviews for their support and cooperation. All our employees will use the CMMI knowledge to arm ourselves, practice the CMMI system requirements, do our best in our posts, and bring about faster and better performance for our company.

Chengdu Comsys Information Tech. Co.,Ltd.

签字：唐雪飞（Tang Xuefei）

2020 December 7th