

## Letter of Thanks

Dear Mr. Raghav:

First of all, I would like to thank the appraiser for taking the time to participate in this CMMI5.0 appraisal during his busy schedule. Because some of our work was not prepared in advance, the appraiser spent a lot of energy to help us coordinate and deal with it. Fortunately, the appraisal can be conducted on schedule. Sincerely thank the appraisers for their help.

Due to the epidemic situation, we cannot invite you to participate in the assessment on site. We deeply regret that. However, during this remote evaluation process, you also reasonably arranged the content of each evaluation, reasonably divided the labor of ATM members, and provided good counseling work. You also have a good control of the evaluation time. Each evaluation All started on time and completed within the planned time, making the entire 8-day assessment work in an orderly manner, leading everyone to work towards the same goal.

This evaluation is completely different from the previous evaluation process we participated in. The evaluator has very strict requirements on the details of the project. For example, the evaluator gave very good suggestions on test cases, from how to determine the entry and exit criteria of test cases, to how to calculate the minimum and maximum boundaries of the number of test cases based on input parameters, and the coverage of test cases. They all explained in detail and took everyone to practice together. For our company to improve its own testing work and how to reversely supervise the quality of development through testing, we have proposed good solutions. In addition, for example, the evaluation teacher also provides multiple



process documents such as project plans, requirements specifications, and quality checklists. Suggestions for improvement are given. In addition, the atmosphere at the assessment site is serious and lively. On the one hand, the assessor treats the assessment process with a rigorous and serious attitude to ensure the rigor and confidentiality of the assessment. On the other hand, the assessor leads the ATM members to actively interact with the interviewee, which not only can Some actual content in the evaluation project was used to match the practical domain content of the evaluation process, and many other vivid examples were given to assist this evaluation, which drove the evaluation atmosphere. The assessor used his excellent professional skills to let us experience a different assessment method from the past. Here we once again thank the assessor for his dedication and patient guidance.

Through this CMMI5.0 review, we have a deeper understanding of the process management aspects of software maturity, and can combine many of the key process areas with our company's actual work, and continue to make process improvements for our company. Play a great help. Especially at the organization level and project level, this CMMI5.0 review provides us with a set of unified and complete process improvement suggestions, and broadens our innovative ideas, and how to enrich the baseline data of the enterprise more comprehensively , How can the project best cut out all kinds of documents suitable for this project, which have been effectively improved in this CMMI review, and have played a positive role in the achievement of the company's business goals.

As the initiator of this evaluation, I first stated that we fully accept the improvement suggestions made in this evaluation. Our CMMI work is not formalism, but is really used in practice to find and improve the company's software development deficiencies to enhance the company's overall strength. I will hold a summary meeting after the end of this assessment, organize the EPG team and the project team, and formulate detailed solutions to the problems found in this assessment, and complete the rectification work within 3 to 6 months and report to the ATM members Make a report. Our company will pay the greatest attention to this. I will use as many resources as possible to cooperate with these rectification work, such as increasing



relevant staff, investing special funds, coordinating other departments of the company to coordinate this rectification, and continuing to develop the company The process of improving the work, perfecting the incentive mechanism, ensuring the improvement of implementation and improvement effects.

Finally, I would like to thank the chief appraiser and all ATMs for their hard work, and I look forward to the guidance of the chief appraiser on our company's process improvement next time.

Shanghai Mission Information Technologies (Group) Corp.,Ltd

sign and distribution:



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# 上海鸣啸信息科技股份有限公司

## 感谢信

尊敬的 Raghav 先生：

首先感谢评估师能够在百忙之中抽出时间参与本次 CMMI5.0 评审工作，由于我们前期有些工作没有提前做好准备让评估师多花费了很多精力帮助我们协调与处理，万幸能够按期评审，由衷感谢评估师对我们的帮助。

由于疫情关系，未能邀请您来现场参与评估，我们深表遗憾。但是此次远程评估过程中，您也合理安排了每场评估的内容，对 ATM 成员进行了合理分工并给予了很好的辅导工作，您对评估时间的把控也十分到位，每场评估均准时开始并在计划时间内完成，使得整个 8 天的评估工作井然有序，带领所有人一起向同一个目标努力。

本次评估与之前我们参与的评估过程是完全不同的，评估师对很对项目细节的要求非常严格。例如评估师关于测试用例给出了非常好的建议，从如何确定测试用例的入口准则出口准则，到如何根据输入参数计算出测试用例数量的最小边界与最大边界，以及测试用例的覆盖率等，均做了详细讲解并带着大家一起练习。对于我们公司改进自己的测试工作以及如何通过测试反向督促开发的质量提出了很好的解决措施，另外例如对项目计划书、需求规格书、质量检查单等多个过程性文档，评估老师也给出了相关改进建议。另外评估现场的气氛是严肃活泼的，一方面评估师以严谨认真的态度对待评估过程，确保了评估的严谨性与保密性，另一方面评估师带领 ATM 成员与被访谈者积极互动，不但能够用评估项目里面的一些实际内容来匹配评估过程的实践域内容，还举例了很多其他生动的例子来辅助本次评估，带动了评估的气氛。评估师用其优秀的专业性功底让我们体会到了一场不同于以往的评估方式，在此我们再次感谢评估老师的敬业和对我们耐心的指导。

通过这次 CMMI5.0 评审，我们对于软件成熟度的过程管理方面有了更加深刻



的理解，并能把其中很多的关键过程域与我们公司的实际工作结合起来，为后续我们公司持续进行过程改进起到极大的帮助。尤其是在组织级和项目级这两方面，本次的 CMMI5.0 评审为我们提供了一套统一完整的过程改进建议，并拓宽了我们的创新思路，对于如何能更加全面的充实企业基线数据，项目如何才能最优的裁剪出适合本项目的各类文件，在本次 CMMI 评审中均得到了有效提升，对公司商业目标的达成起到了积极的作用。

作为本次评估的发起人，我首先表态对于本次评估中所提出的改进建议我们完全接受。我们的 CMMI 工作并不是走形式主义，而是真正的要用在实处，找到公司软件开发方面的不足并改进，提升公司整体实力。我将会在本次评估结束之后召开总结会，组织 EPG 团队与项目组团队，针对本次评审发现的问题，逐条形成详细解决方案，在后续 3 至 6 个月内完成整改工作并向 ATM 成员进行汇报。我们公司对此将注入最大的关注度，我将会调用尽可能多的资源来配合这些整改工作，例如增加相关工作人员，投入专项经费，协调公司其他部门统一配合此次整改，并持续开展公司的过程改进工作，完善激励机制，确保改进实施和改进效果。

最后，再次感谢主任评估师和各位 ATM 的辛勤付出，也期待主任评估师下次对我们公司过程改进工作的指导。



上海鸣啸信息科技股份有限公司

签发：



二零二一年二月四日