中译语通科技股份有限公司

CMMI5 级评估总结

尊敬的 Raghav 先生：您好！

非常感谢您参与并指导本公司的 CMMI 高级成熟度评估工作，以及给予的宝贵建议。

2021 年 6 月底，公司开展 CMMI5 级相关评估工作。在评估过程中，评估师以及相关 ATM 认真开展 CMMI5 级所要求的各项工作，细致地对各个实践域进行了评估并给出了相关改进建议，由衷的感谢评估师和 ATM 们的辛苦工作。中译语通于 2018 年成功通过了 CMMI3 级认证，在 2019 年 8 月全面启动高成熟度过程改进工作，并于 2020 年 1 月 13 日发布基于 CMMI2.0 模型更新并增加了相关过程定义。公司通过流程和制度上的持续改进，已经使得项目管理流程做到了量化和数字化，提升了管理的精度，保证了项目的质量、进度以及成本的可控。2020 年 10 月份开始了革新的试点，2021 年 6 月启动革新措施推广，直至 2021 年底。本次 CMMI5 级认证评估项目都是革新的项目，是一次衡量和检验项目管理水平以及软件能力成熟度的机会。

EPG 组长和项目经理向我进行了专题汇报，在本次评估中对公司提出了多项改进建议，例如：

1. 组织编码规范里未明确定义第三方代码的引入策略，缺少此类代码的检查单，建议完善代码检查的标准流程。应该更新已有编码规范，补充引入第三方代码的引入策略规范。这样可以提高编码规范和代码质量，减少因引入第三方代码产生的缺陷，提高工作效率。

2. 测试人员不了解编码人员在编码中容易出现的问题，无法有针对性的进行白盒结构化测试和黑盒功能测试。应该由 EPG 组长组织该小组成员针对本问题做根本原因分析，识别问题的根本原因，收集影响代码质量的数据，利用帕累托图，分析出问题。针对这些问题，更新技术解决过程和相应的编码规范。这样可以减少编码阶段引入的缺陷，提高编码质量，提高测试效率。

3. 建议保存员工技能提升的详细记录，如相关培训、考核及相关经验的记录。这样做可以更好地评估和提升培训的有效性。

4. 目前组织只有一位 CM 和一位 QA，如果发生人员变动，会导致岗位缺失。建议有储备 CM 和 QA，这样可以降低人员变动带来的风险。

5. 项目级的一些决策（编程语言、数据库）应上升到组织级，明确的项目技术选型标准，在相同标准的基础上避免重复。应该对于相同类型的项目制定统一的技术方案和技术选型标准的，EPG 在后续组织技术专家对已明确的项目类型的技术方案进行统一决策，以避免项目中执行重复的技术决策。这样可以减少项目重复的决策，提高项目开发的效率。

　　对于以上建议、执行方式和所带来的好处我十分认同，认为这些建议将有助于我公司提高产能、研发质量，提供员工技能水平，以及客户满意度，降低公司研发过程中的风险，从而更有利于公司制定的目标和方针的实现。我们会严格按照评估师意见，改进问题，在今后的项目中严格按照 CMMI5 级标准执行。

　　本此评估结果表现出细致和专业性，涉及到研发过程以及管理工作的各个方面。尤其是文档方面的审查，评估师的认真的态度和细节的把控，为我们在今后的项目管理工作树立了榜样。同时，本次评估给出了具体的改进建议，让我们知道了还有哪些工作存在不足之处和需要改进的地方，对于我们实施过程改进计划有着重要的意义。因此，我们认为这些建议将会促使我公司进行相关的研究，评审，并制定具体措施发布、执行，改进相关不足之处，最终利用此次评估学习到的方法进行持续改进。

　　再次感谢 Raghav 先生给予专业的指导与建议！

　　我认为初步发现会展示的改进建议和实际及和我们的实际状况的吻合度达到95%。

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中译语通科技股份有限公司

发起人：

日期：2021.6.28

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Dear Mr. Raghav,

Thank you very much for your participation and guidance in our CMMI High Maturity Appraisal and your valuable suggestions.

At the end of June 2021, the company was appraised against CMMI ML5 standards. During the appraisal process, you and the related ATMs conscientiously carried out the work against CMMI ML5 standards, carefully reviewed the company artifacts against each PA and identified relevant improvement suggestions. I sincerely thank you and ATMs for your hard work. Global Tone Communication Technology Co., Ltd. successfully passed CMMI ML3 in 2018, embarked on the high maturity journey in August 2019, and released an update based on the CMMI2.0 model and added relevant process definitions on January 13, 2020. Through continuous improvement of the process and system, the OU has made the project management process quantified and digitized, improved the management capability and product quality, and managed the schedule and cost deviation within control. In October 2020, we developed new standard processes and implemented them in our pilot projects between June 2021 and the end of 2021. The CMMI ML5 Appraisal happened at the right time to check our project management capability and software development capability. The project manager made a special report to me, and I agree with the improvement opportunities, some of which are listed as follows:

1. The coding strategy relating to third-party code is not clearly defined in the organization coding standards, and there is a lack of checklist for this kind of code. It is suggested to standardize the maintenance of third-party code. It can improve coding standards and code quality, reduce defects injected by the introduction of third-party code, and improve work efficiency.

2. Testers don't know the most frequently made mistakes by the coders, so they can't perform white box structural test and black box functional test accordingly and more effectively. It is suggested that the EPG leader organize the team members to perform causal analysis to identify the root cause, collect

data related to code quality. The Pareto diagram could be used to analyze the problems. In view of these problems, the technical solution process and the corresponding coding standard should be updated. That way, the number of defects injected in the coding phase can be reduced, and the coding quality and testing efficiency can be improved.

3. It is recommended to keep detailed records of staff skills improvement, such as relevant training and performance evaluation records. That way, the effectiveness of training can be better evaluated and improved.

4. Currently, there are only one Configuration Manager and one QA in the organization. If one of them or both of them quit job, it will pose a risk to the organization. It is suggested to have backup Configuration Manager and QA to reduce the risk of personnel changes.

5. It is suggested to escalate some project-level decisions (such as programming language, database...) to the organizational level, and define clear project technology selection standards to avoid rework related to DAR. Unified technical scheme and technical selection standards should be formulated for projects of the same type by EPG and technical experts. By doing that, rework related to making decisions can be reduced and he efficiency of project development can be improved.

I think these findings will help our company to improve productivity, research and development capability and customer satisfaction, and reduce the risks in the process of research and development, which can ultimately facilitate the achievement of the business objectives. I will ask relevant people to make improvements in strict accordance with your suggestions and continue to implement the CMMI ML5 standard in the future projects. The findings of this appraisal are detailed and professional, covering all aspects of the development process and management. In particular, the review of documents, your serious attitude and the control of details set an example for our future project management work. At the same time, the appraisal helps us identify a lot of improvement opportunities, which are valuable for our

implementation of process improvement plan. Therefore, we believe that these improvement opportunities will prompt our company to conduct relevant research, review, formulate specific measures to release and implement, improve the relevant deficiencies, and finally make continuous improvement by using the methods learned in this appraisal.

Thanks again to you, Mr. Raghav, for your professional guidance and advice!

The findings presentation delivered to me reflects upwards of 95% accuracy of the state of software engineering practice in the organization.

Global Tone Communication Technology Co., Ltd.

The sponsor:

Date: 2021. 6. 28