杭州中房信息科技有限公司

发起人反馈

非常感谢本次 CMMI5 评估组对我们公司的指导和帮助，让公司高层经理、EPG、项目经理等成员收获颇多，不仅学到了很多 CMMI5 理论知识，更重要的是拓展了工作方法和思维方式，结合评估过程中提出的改进建议，可以将高成熟度实践更好地运用到公司后续项目中，指导项目更加规范化执行。

本次评估比以往的评估过程更有特色。第一，由于新冠疫情的影响，本次评估采用了远程模式，对现场评估工作提出了更严格的要求。第二，访谈形式不同，本次采用全体人员集中访谈，有利于不同角色人员之间的交流与学习。第三，在访谈结束后，当讨论的内容还记忆犹新的时候，所有的成员都根据讨论内容做了笔记，形成总结报告，并给我反馈。有了这样高的参与率，评估结果有利于后续过程的改进。第四，我和我的管理团队参加了一次彻底的执行会议，以更好地了解过程绩效报告，并作为制定未来商业目标的基础，这对我来说是一次全新的体验！

经过 8 天的评估，公司收获很多。首先公司对高成熟度部分特别是量化管理有了更深的理解。在项目中建立高成熟

的实践，可以更有效地制定和实现关键性能目标、更合理地开展度量分析。通过量化方式驱动公司决策分析工作，让决策结果更加合理与科学。其次，进一步认识到了持续改进的重要性。及时收集项目过程数据和经验，识别、实施、评价和推广过程改进，及时对问题进行原因分析，完善和分享组织资产库，并逐渐对公司的过程性能基线进行完善和更新。

本次评估为我们公司提出了很多宝贵的过程改进建议，评估发现结果反映公司实际情况的准确性为95%。针对这次评估发现的问题，公司会进一步采取措施，建立更适合公司的过程管理体系。下阶段优先改进的建议如下：

1、在培训计划中划分目标优先级、增加预期困难和所需资源，提高完成培训目标达成的可能性。

2、在Delphi估算法的基础上引入Pert估算法、类比估算、参数估算方法，供项目规模估算使用。

3、对变更问题从复杂性、严重程度和清晰度三个方面进行分类，以提高变更流程的可执行效率。

4、在项目中明确各个角色人员技能的具体要求，让熟悉和掌握相应技能的人到合适的岗位中去，以提高项目执行的效率和质量。

5、在项目监控阶段，引入自动化项目管理工具，更加高效的监控项目各阶段执行情况。

6、在设计规范中明确使用代码文件夹、类和方法等命

名定义，并可在项目级将项目的标准命名清单罗列后提交代码库，以便开发人员及时了解和熟悉项目标准命名规则。

7、对各开发人员开展自动化集成工具 Jenkins 的培训，加强产品集成工作质量的检查工作。

最后，再次感谢评估老师 Raghav 细心和耐心的指导，您深厚的 CMMI5 专业知识让公司团队受益匪浅。软件过程的改进必须一步一个脚印，循序渐进地进行。公司将一如既往地秉承 CMMI5 标准和要求，注重研发效率、产品质量和过程改进，将量化管理的思想持续融入公司管理和运营之中，为公司提高客户满意度和公司营收提供有力保障。

发起人签名：

July 12, 2021

Zhong Chao Yan

Sponser Feedback

Thank you very much for the guidance and help of the CMMI5 appraisal team to our company. Senior managers, EPG, project managers, and other members have gained a lot. Not only have they learned a lot of CMMI5 theoretical knowledge, but more importantly, they have expanded their working methods and ways of thinking, combined with the improvement suggestions put forward in the appraisal process. High maturity practices can be better applied to the company's subsequent projects to guide the more standardized implementation of projects.

This appraisal is more special than the previous one. First, due to the impact of COVID-19, this appraisal was conducted virtually, which put forward more stringent requirements for on-site. Second, the interview forms are different. This time, the interview is conducted by all the ATMs themselves along with you, which is conducive to improve communication and learning among people of different roles. Thirdly, immediately after the interviews concluded when what was discussed is still fresh in memory, all the members created notes based on discussions forming a summary report and gave me their feedback. With such high participation, the appraisal outcome is beneficial to engage with follow up process improvements. Fourthly, this whole exercise of having a thorough executive session involving me and my management team to get a better understanding of the process performance report and serve as basis to set our futuristic business goals itself is a new experience for me!

After 8 days of appraisal, the company gained a lot. First of all, the company has a deeper understanding of the high maturity part, especially the quantitative management. The establishment of high maturity practices in the project can more effectively set and achieve key performance goals and conduct measurement analysis more rationally. The quantitative way has driven the company's decision analysis work, so that the decision results are more reasonable and scientific. Secondly, we further realized the importance of continuous improvement. Collect project process data and experience in a timely manner; Identify, implement, evaluate, and promote process improvement; Conduct causal analysis of issues in a timely manner; Improve and share organizational asset library; Gradually improve and update company process performance baselines.

This appraisal has provided us with many valuable suggestions for process

improvement. The accuracy of the findings reflecting the actual situation of the company's practices is 95%. In view of the weaknesses found in this appraisal, the company will take further measures to establish a more suitable process management system for the company. Suggestions for improvements in the next stage are as follows:

1. Prioritize the objectives in the training plan, increase the expected difficulties and required resources, and improve the possibility of achieving the training objectives.

2. On the basis of Delphi estimation method, PERT estimation method, analogy estimation method and parameter estimation method to be introduced for the use of project scale estimation.

3. Classify the changes from three aspects of complexity, severity, and clarity to improve the execution efficiency of the change process.

4. Clarify the specific skills requirements of various roles in the project, and arrange people familiar with and master the corresponding skills to appropriate posts, so as to improve the efficiency and quality of project execution.

5. In the project monitoring stage, automatic project management tools are introduced to monitor the implementation of each stage of the project more efficiently.

6. Naming conventions such as code folders, classes, and methods are clearly used in the design specification, and the standard naming list of the project can be listed at the project level and submitted to the code base, so that developers can understand and be familiar with the standard naming rules of the project in time.

7. Conducted training on Jenkins, the automation integration tool, for all developers, and strengthened the inspection of product integration work quality.

Finally, thanks again to Raghav, the ATL, for your careful and patient guidance. Your CMMI5 expertise has benefited the company team. The improvement of the software process must be done step by step. The company will, as always, adhere to CMMI5 standards and requirements, pay attention to research and development efficiency, product quality and process improvement, and continue to integrate the idea of quantitative management into the management and operation of the company, so as to provide a strong guarantee for the company to improve customer satisfaction and revenue.

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July 12, 2021

Zhong Chao Yan