

南京数睿数据科技有限公司

SR-NJ-RL-2021-015

签发人：曹亚东

CMMI5 级评估总结

尊敬的 Raghav 先生：

尊重科学是我司的核心价值观之一，旨在以科学方法为指导，开展各项工作与业务活动。CMMI 能力程度模型就是我们要遵从的科学方法。公司于 2018 年成功通过 CMMI3 级认证。在全面启动高成熟度过程改进工作后，发布并更新了基于 CMMI2.0 模型相关过程定义。2021 年 7 月，公司开展 CMMI5 级相关评估工作。

诸位专家在评估中提出的多项高价值改进建议，EPG 组长和项目经理已经向我进行了完整汇报。我十分认同各项建议、实践方法及其好处，比如：

1. 组织建立模型的过程中，要根据实际业务目标和特点选择合适的分析预测模型，并拆解完整的影响因子。不言信回归模型，也不全凭个人经验选择影响因子，降低模型的 R-sq（调整）值；
2. 充挖掘历史项目价值，从其原因分析记录找出可推广和应用的改进方法；
3. 高层确定目标时，要充分使用统计与量化方法，结合历史数据，将指标的度量维度充分明确、拆分，持续改进后续的组织实践
4. 项目估算方法要增加三点估算、参数估算等量化方法，并结合历史数据和预测模型进行估算，而非单一依赖 Delphi 方法；
5. 组织过程要针对项目规模进行适当裁剪，降低不必要的管理成本；
6. 组织培训要借助外部资源，适当外聘讲师；单纯依赖内部讲师，不仅培

养周期长，且专业化程度也不充足；

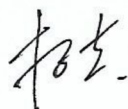
7. 历史环境信息在质量问题追溯、根因分析等方面扮演重要的角色，因此，不能只维护最新环境信息。

这些建议有助于我公司提高研发团队的人均产值、产品质量，提升管理效率与客户满意度，降低研发风险，进而保障公司战略目标及年度目标和方针的实现。我们会严格按照您的意见，从本月开始行相关的研究、评审，并制定具体措施发布、执行，并着手改进问题与弱项，严格按照 CMMI5 级标准执行所有软件项目，最终利用此次评估学习到的方法持续改进。我认为初步发现会展示的改进建议和发现项和我们的公司现状的吻合度达到 90%。

本次评估给出的改进建议，让公司准确地找到了当前工作的待改进点，对成功实施过程改进计划有着重要意义。

衷心感谢 Raghav 先生在本次评估中给予专业的指导与建议！

南京数睿数据科技有限公司

发起人： 

日期：2021 年 7 月 26 日

Nanjing Smart Data Technology Co., Ltd.

SR-NJ-RL-2021-015

Dear Mr. Raghav:

Respect for science is one of our core values, and we aim to carry out our work and business activities with the scientific method as our guide. The CMMI is the scientific method we want to follow. Our company successfully got CMMI Level 3 certification in 2018. After the comprehensive launch of the high maturity process improvement work, the process definition related to the CMMI V2.0 was released and updated. In July 2021, our company participated in the CMMI Level 5 appraisal activities.

I have been fully briefed by the project manager on many of the high-value improvement suggestions made by the appraisal team members. I strongly agree with these improvement opportunities, especially the following listed seven suggestions:

1. It is suggested that the organization build models by selecting appropriate analytical forecasting models based on actual business objectives and characteristics, and disassembling the complete set of impact factors instead

of blindly using regression models and selecting impact factors based solely on personal experience to reduce the R-sq (adjusted) value of the model.

2. Fully make use of historical data and identify improvement methods derived from causal analysis.

3. When the senior manager sets the objectives, the statistical and quantitative methods should be fully used combined with historical data, and the metric dimensions of the indicators should be fully clarified to continuously improve the organizational standard processes.

4. Quantitative methods such as three-point estimation and parametric estimation should be considered based on historical data and predictive models for estimation instead of relying solely on the Delphi method.

5. Organizational processes should be appropriately tailored based on project size to reduce unnecessary management costs.

6. External resources and appropriate external instructors should be considered instead of relying solely on internal instructors.

7. Historical environmental information plays an important role in quality problem tracing and root cause analysis; therefore, it is important to keep previous environmental information instead of maintaining only the latest environmental information.

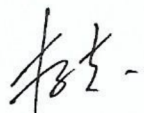
These improvement opportunities and improvement in progress will help our company improve the per capita output value and product quality of our R&D team, enhance management efficiency and customer satisfaction, reduce



R&D risks, and thus ensure the achievement of our strategic objectives and annual goals and policies. We will strictly follow your improvement suggestions and start the related research and review from this month. We'll develop specific measures to release, implement, and execute all software projects in strict accordance with CMMI Level 5 standards. I think the findings and company's current situation match up to 90%.

Thank you for your professional guidance and advice during this appraisal.

Nanjing Smart Data Technology Co., Ltd

Sponsor: 

Date: July 26, 2021

