

医惠科技有限公司

惠产字【2021】12号

尊敬的 Raghav 先生：

在本次评估过程中，我的主要体会是：一是相关角色都会对评估师提出的建议、要求及问题进行详细的记录和分析，再由项目经理形成总结和经验向我汇报，这将有利于公司在评估结束后对于后续过程的改进和提高；二是在全球新冠疫情的大环境下，评估组合理安排了评估时间，通过远程会议的形式，使评估流程得以顺利、高效的开展。

我公司将根据评估中发现的问题，建立更为完善的过程管理体系，并将在本次评估后优先需要进行改进的建议列举如下：

1、公司目前使用预测模型的范围需要扩大，通过建立预测模型，与项目实际紧密联系，能有效降低风险。进一步加强员工关于预测模型、统计分析知识、统计分析工具等学习、使用的培训。

2、在使用统计工具进行假设检验时，要密切关注各参数的变化情况。如：采用双样本 T 检验时，对比数据的标准差的变化是否合理也同样重要。

3、建议依据公司的长期发展方向对员工进行培训，这有利于他们对业务目标的理解。

4、公司高层需要对员工的执行能力或胜任力情况有更多、更全面的了解，具体可以通过各种会议表现、工作反馈、定期访谈、kpi、收集部门经理反馈等多种方式和渠道开展。

5、建议增加产品的安全性测试，不仅要原代码进行安全测试，还要对产品部署环境（操作系统、数据库、中间件）进行测试，确保公司产品能在客户目标环境中安全稳定运行。

6、建议修订《组织过程裁剪指南》，增加项目过程单元裁剪的适用范围。依据项目生命周期（瀑布、迭代）、项目实际情况（规模、难度、工期等），允许项目对公司标准进行适当裁剪，并控制裁剪比例，从而控制团队的工作周期、工作质量、工作效率和成本投入。

7、建议对项目配置管理引入自动化工具，通过借鉴行业经验引进更优化的管理工具后，可以提升配置管理的效率和质量。

通过为期 7 天的评估工作，公司达到了之前预期设定的目标。一是通过评估现有流程，找出了公司在业务流程上的差距，为后续改进找出了改进点；二是使公司的软件开发工作更加流程和标准化，并且提高了项目管理能力，从而使项目高质量，低成本，按期限地完成。

本次评估中的发现，和我公司实际情况的吻合度高达 92%。

最后，衷心感谢您和评估团队在这场评估中提出的宝贵建议！

医惠科技有限公司

发起人：何同华



2021 年 8 月 19 日

EWELL TECHNOLOGY Co.,LTD.

Dear Mr. Raghav,

In the process of this appraisal, my main impressions are as follows. First, all the interviewees recorded and analyzed the suggestions put forward by the appraisal team members in detail before the project managers did a summary and reported the main findings to me, which facilitates the follow-up action plan regarding those improvement opportunities. Second, in the context of the global COVID-19 pandemic, the appraisal team reasonably arranged the appraisal time and carried out the appraisal smoothly and efficiently through the form of remote conference.

Our company will establish a more complete process management system according to the improvement opportunities and findings found in the appraisal, and the following are examples of some improvement opportunities which impress me the most:

1. The scope of the company's current use of forecasting models needs to be expanded. Risks can be effectively reduced by establishing forecasting models that are closely related to the actual project. Further strengthen the training of employees on the learning and use of prediction models, statistical analysis knowledge and statistical analysis tools.
2. When using statistical tools for hypothesis testing, close attention needs to be paid to the changes of each parameter. For example, when using the two-sample T test, it is equally important whether the change in the standard deviation of the comparison data is reasonable.
3. Training on the long-term development direction of the company should be provided to all the employees, which facilitates their understanding of the business objectives.
4. The senior management of the company needs to have more and more comprehensive understanding of the executive ability or competency of employees, which can be carried out through various ways and channels such as performance meetings, work feedback, regular interviews, KPI, and feedback collection from department managers.
5. It is suggested to increase product security testing, not only to conduct security testing on the original code, but also to test the product deployment environment (operating system, database, middleware), to ensure that the company's products can run safely and stably in the customer target environment.
6. It is suggested to revise the Organizational Process Tailoring Guidance to increase the applicable scope of project process unit tailoring. According to the project life cycle (waterfall, iteration) and the actual situation of the project (scale, difficulty, time limit, etc.), the projects should be allowed to tailor some processes or work products so as to better control the team's work cycle, work quality, work efficiency and cost.
7. It is suggested to introduce automation tools for project configuration management. By referring to the industry experience and introducing more optimized management tools, the efficiency and quality of configuration management can be improved.

The 7-day appraisal met my expectations. First, through the examination of the existing processes, meaningful and valuable improvement opportunities are identified; Second, by standardizing the software development work of the company, the project management ability can be improved so that the project can be delivered with high quality, low cost and on-time.

The findings of this appraisal and the actual situation of our company match up to 92%.

Finally, I sincerely thank you and the appraisal team for your valuable improvement suggestions in this appraisal.

EWELL TECHNOLOGY Co.,LTD.

Sponsor:

Date: August 19, 2021

