

联众智慧科技评估发起人反馈

尊敬的 Raghav 评估师：

CMMI 是目前国际上最流行、最实用的软件生产过程标准和软件企业成熟度等级认证标准。高成熟度是对产品质量的认证，更重要的是对软件开发过程进行管理，是一种改善绩效、提高质量和降低成本的管理方法。公司从 2021 年 5 月开始评估准备，到 9 月 4 日评估结束，在这场评估之前，公司已经做了两次五级评估。非常感谢评估师团队的辛苦工作。通过这次评审经历我们总结了以下经验教训：

1. 组织过程资产中有些文档还是 CMMI V1.3 的描述，没有做到及时更新和审计。
2. 度量数据的收集尚未完全自动化，收集的及时性和准确性有待提高。
3. 组织过程改进计划中对于预算的管理还不够精细化。
4. 部分过程域中的文档产出描述的过于简单，不能进行方便的跟踪和问题的复盘。
5. 对 QA 人员能力的培养不够重视，目前看能力上还是有所缺失的。
6. 在软件生命周期的不同阶段都可以考虑采用更加灵活创新的方式开展工作，比如引入开发工具，图形化展示结果，会议的形式，通知的方式。
7. 过程闭环的思维还没有完全应用于各个过程域。

过程改进有利于我们进一步改进工作效率，尤其是改进研发管理的工作绩效，提升开发项目的成功率、降低成本、提高产品质量，从而最终提升企业的竞争能力，实现公司的商业目标。

针对本次 CMMI 测评的经验教训，我们将从以下几方面做过程改进：

1. 及时组织对 CMMI 的培训，加深理解和运用，及时调整组织的资产以满足业务目标的需要，加强审核过程，使得组织资产保持先进性。

2. 我们会开发系统逐步实现度量数据的自动化采集,提高数据采集的及时性和准确性。
3. 加强预算的精细化管理,更加注重成本控制。
4. 在软件生命周期的不同阶段,要注重闭环思维,善于采用灵活创新的方式开展工作。
5. 加强对 QA 人员的培训,组建有胜任力的 QA 团队,保证项目组成员遵守作业流程以及产品制定的标准和规则,实现质量的持续改进。

这场高成熟度评估不是终点,是新的起点。公司将一如既往地坚持对产品质量和过程改进的关注,并将量化管理的思想融入公司管理和运营之中,支持企业在研发管理、产品质量和过程能力上的全面提升。继续总结经验、优化改进,为创造具有联众智慧特点的 CMMI 管理模式、帮助项目和产品提升质量,提高客户满意度,从而高质量及高效地达成公司商业目标。交给我的评估结果与公司在 CMMI V2.0 试点实施中的软件工程实践状况有 95%以上的匹配度。我们将研究 RoI,并考虑利用评估结果在组织范围内进行推广。在此,我对收到此次评估的最终结果和性能报告表示感谢!

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二〇二一年九月四日

MEDIINFO Appraisal Sponsor Feedback

Dear Raghav,

CMMI is the one of the most popular and practical software production process standards and software enterprise maturity level certification standards in the world. Higher maturity levels is the qualification of product quality. More importantly, the management of software development process, requires a management method to improve process performance and quality, and reduce costs. The company started the appraisal preparation from May 2021 and finished the appraisal on September 4th. Prior to this, our organization was appraised to Level 5 twice in the past.

Thank you very much for the hard work and guidance provided to the appraisal team. Through this appraisal experience, we have summarized the following lessons:

1. Some documents in the organizational process assets are still CMMI V1.3 descriptions, and the company should update and audit in a timely manner.
2. Measurement data collection is not yet fully automated, and the timeliness and accuracy of collection need to be improved.
3. The budget management in the organization's process improvement plan is not detailed enough, and the company will include the budget in the improvement plan.
4. The description of the output of documents in some practice areas is too simple to facilitate tracking and issue review, which should be further improved.
5. Not paying enough attention to the cultivation of QA personnel's ability, which is still lacking at present.
6. Consider more flexible and innovative ways to work at different stages of the software life cycle, such as the introduction of development tools, graphical presentation of results, meetings, and notifications.
7. The rigorous process thinking has not been fully applied to all practice areas.

Process improvement helps the company to further improve work efficiency, especially the performance of research and development management, improve the success rate of development projects, reduce costs, improve product quality, and ultimately enhance the competitiveness of the company and achieve the business objectives.

Based on the experience and lessons of this CMMI appraisal, we will make process improvement from the following aspects:

1. Timely organize CMMI training, deepen understanding and application, timely adjust the organization's assets to meet the needs of business objectives, strengthen the review process, and keep the organization's assets updated.
2. The company will develop a system to gradually realize automatic collection of measurement data and improve the timeliness and accuracy of data collection.

3. Strengthen the budget management and pay more attention to cost control.
4. At different stages of the software life cycle, pay attention to rigorous thinking and consider using flexible and innovative ways to carry out work.
5. Strengthen the training of QA personnel, build a competent QA team, ensure that project team members comply with the operation process and product standards and rules, and achieve continuous quality improvement.

This high maturity appraisal is not the end, but the beginning for continuous process improvement. The company will, as always, adhere to the focus on product quality and process improvement, and will integrate the idea of quantitative management into the company's management and operation, to support the company in research and development management, product quality, and process ability of comprehensive improvement. The company will continue to summarize experience, optimize and improve, in order to create a special CMMI management system with the company's own characteristics. The company will keep focusing on improving projects and products quality, as well as customer satisfaction, so as to achieve the company's business objectives with high quality and efficiency. The appraisal results delivered to me reflects upwards of 95% match with the state of software engineering practice in the pilot implementation of CMMI V2.0. We will study the RoI and consider a wider organizational roll-out using the appraisal results. I would like to acknowledge receipt of the final findings and the performance report outputs from this appraisal with thanks!

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Zhang Chujun