

# 广东致盛技术有限公司

商务管理部[2021] 1号

广东省广州市黄埔区科学大道 48 号 2603 房

尊敬的评估师 Raghav Nandyal:

您和您领导的评估团队从 CMMI V2.0 体系的专业角度出发,对我司各类流程进行客观的审查,并提出了中肯的建议,为我司后续的持续改进行动提供了清晰的方向。我认为发现项与公司的现状匹配度达到 95%以上。在这场评估发现的大约 60 条发现项/改进建议中,我认为以下几点是最主要的。

1、项目中已经引进了风险参数,但只考虑到风险概率和风险影响度,建议加上风险阶段的参数,通过 $\text{风险参数}=\text{风险概率}*\text{风险影响度}*\text{风险阶段}$ 来定级。我司之后会具体分析同个风险在不同阶段的影响度。

2、建议将 CAR 5 级的要求应用到过程改进中,问题解决的结果应用到更大的范围,防止相关的问题再次发生。我司之后会把 CAR 5 级的标准结合实际项目情况进行改进。

3、对于项目管理活动,可以通过对事件的过程进行规划,但是比较散乱,建议将 CMMI 相关的实践域进行串联并监管起来,可以减少处理问题中的人力资源的投入。

4、项目计划中包含很多计划,包括需求、开发、设计、监控、集成等很多个计划,建议进行分组合并会更清晰,减少人员的工作量。

5、公司中长期培训周期太长,期间市场发展可能会有明显变化,建议缩短周期。我司会把公司中长期培训计划周期缩短至 3 年,使得培训更适应市场变化。

6、现在的培训评估没有考虑到降低返工成本方面的发挥作用,建议增加,以此发挥培训的有效性。我司后续会在衡量培训的有效性时加上培训在降低返工成本方面是否发挥作用,将培训人员绩效与之绑定。

7、进一步完善组织资产中的度量数据中的模型,使数据的分析更加全面。

以上 7 条发现项和改进建议能够帮助公司加强风险控制,简化不必要的流程和减少资源浪费,充分提高组织资源利用率,从而提高组织工作效率,使公司能够在市场快速变化时做出最高效的应对措施。同时提醒我们重视总结经验教训,沉淀组织资产库。

接下来由我和公司高层进行领导,EPG 小组成员主导逐步改进,质量人员负责跟进改进落实效果。我们也会总结经验,尽快形成培训材料,对公司流程的相关人员进行全面培训。

广东致盛技术有限公司  
2021 年 10 月 27 日

发起人:



# Guangdong Zhisheng Technology Co.,Ltd.

Ministry of Commerce Management [2021] No.1

Room 2603, No. 48, Science Avenue, Huangpu District, Guangzhou City, Guangdong Province China

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Dear appraiser Raghav Nandyal,

From the professional perspective of CMMI V2.0 Model, you and your appraisal team reviewed our various processes objectively and made pertinent improvement suggestions, which provided a clear direction for our subsequent continuous improvement actions. And I think the findings and the current situation of the company matches up to 95%. From approximately 60 findings or improvement opportunities, the major understanding that I have obtained from this appraisal to carry forward improvements are:

1. Risk parameters have been introduced in the project, but only the risk probability and risk impact are considered. It is suggested to add the parameters of the risk occurrence phase in the risk parameter so that it equals to risk probability \* risk impact degree \* risk occurrence phase. We agree with this suggestion and will later analyze the impact of the same risk at different stages.
2. It is suggested that the CAR level 5 requirements be applied to process improvement and that the results of problem resolution be applied to a larger scale to prevent related problems from recurring. We will consider the standard requirements of CAR level 5, and then improve with the actual project situation.
3. For project management activities, it can be planned by the process of events, but it is rather scattered. It is suggested that the CMMI-related PAs be tied together and monitored, which can reduce the investment of human resources in dealing with problems.
4. The project plan consists of many sub-plans, including requirements, development, design, monitoring and integration plans, and it is suggested to group and merge similar plans to reduce effort.
5. The company's medium and long-term training cycle is too long, during which market development may change significantly, and it is suggested to shorten the cycle. We will shorten the company's medium- to long-term training plan cycle to 3 years so that training is more responsive to change.
6. The current training evaluation does not take into account the role of reducing rework costs, and it is suggested that it be increased so that the training can be effective. We will add the role of training in reducing rework costs when measuring the effectiveness of training, and tie trainer performance to it.
7. Further improve the model of measurement data in organizational assets to make

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the analysis of data more comprehensive.

The above 7 weaknesses and improvement opportunities can help the company strengthen risk control, simplify unnecessary processes and waste of resources, and fully improve the utilization of organizational resources, thus increasing organizational efficiency and enabling the company to make the most efficient response to rapid market changes. We are also reminded to pay attention to summarizing the lessons learned and precipitating the organizational asset pool.

The next step will be led by me and the company's senior management, with the EPG responsible for implementing the improvement opportunities step-by-step and the QA following up on the effectiveness of the improvements. We will also summarize the experience and form training materials as soon as possible to provide comprehensive training to our staffs on the company's processes.



Guangdong Zhisheng Technology Co.,Ltd.

October 27, 2021

Appraisal Sponsor: