

厦门熙重电子科技有限公司

Herocheer {2021}5 号

尊敬的 Raghav 先生您好：

首先，非常感谢在本次评估过程中对我司工作的评估建议，这些建议与我司过程能力和软件工程实践的吻合度非常高，达到了 95%。在这些建议中，我印象最深的是如下几条：

1. 在过程改进跟踪表中增加原因，方便确认改进合理性。这个建议很好，只有找到了真正原因们，才能保证问题得到更好的彻底解决，控制进度和成本。
2. 周报增加图表形式展示工作进展，能够更加直观的展现和帮助高层经理了解项目进展，这个建议也非常复合我们高层的期望，我们希望看到的是就是更直观的图标展示。
3. 让外部干系人也参与到关键里程碑会议中，这样能够更好的监控项目是否按期举行。
4. 在风险识别中，增加对机会的定义，这个建议很中肯，因为机会可以给公司和项目带来效益，是我们之前所没有考虑到的。
5. 在性能测试过程中，建议添加用户注册和用户登录的高并发测试，这个也非常符合公司的实际业务，我们系统的受众面非常广，增加高并发测试，能保证在高并发环境下系统的正常运作。
6. 由项目成员负责项目级的配置管理工作，由配置管理员对各项目进行统筹管理；这个建议是合理的，我们后续会在项目管理制度中，增加此项决定。
7. 建议外部接口加入接口管理表；这个建议非常合理，避免我们对接口的遗漏，我们已经在着手执行中。

不仅上面这几条，评估中的其他建议对我们也非常重要，将会提升公司在可行性分析、成本控制、进度控制、客户满意度方面的整体服务能力。我会将本次建议与各部门沟通协调，完善到项目制度中，并安排定期的内审与外审，保证将这些良好的建议真正运用到工作中，提升公司的项目交付能力与市场竞争力。

厦门熙重电子科技有限公司

发起人

2021 年 11 月 30 日



Xiamen Herocheer Electronic Technology Co., Ltd.

Herocheer {2021} No. 5

Dear Mr. Raghav,

First of all, thank you very much for your appraisal findings, which are up to 95% representative of the organizational process capability and software engineering practices. Among these suggestions, the ones that impressed me most were the following:

1. Reasons for adopting the improvements should be added in the process improvement tracking table to confirm the rationality of improvement. This suggestion is very good. Only by finding out the real reasons can we ensure that the problem can be solved thoroughly and the progress and cost can be controlled.

2. In the weekly reports, there should be visualized way like charts to show the progress of work, which can more intuitively show and help senior managers understand the progress of the project. This proposal is also very consistent with the expectations of our senior managers, what we hope to see is a more intuitive display of ICONS.

3. External stakeholders should be involved in key milestone meetings to better monitor the schedule of the project.

4. In risk identification, we should add the definition of opportunity. This suggestion is quite relevant, because opportunity can bring benefits to the company and the project, which we have not considered before.

5. During the performance testing, it is suggested to add high-concurrency test for user registration and user login, which is also very consistent with the actual business of the company. Our system has a wide range of users, and adding high-concurrency test can ensure the normal operation of the system in a high-concurrency environment.

6. Project members shall be responsible for project-level configuration management, and the configuration manager shall conduct overall management of each project: this suggestion is reasonable, and we will add this decision in the project management system later.

7. It is suggested that external interfaces be added to the interface management table: this suggestion is very reasonable to avoid the omission of interfaces. We are

already implementing it.

Apart from the above suggestions, other improvement suggestions found during this appraisal are also very important to us, and can help improve the company's overall service ability in feasibility analysis, cost control, schedule control and customer satisfaction. I will communicate and coordinate with all departments to implement these suggestions into the project system, and arrange regular internal and external audit, so as to ensure that these good suggestions are really applied to work and improve the company's project delivery ability and market competitiveness.

Xiamen Herocheer Electronic Technology Co., Ltd.

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