北京炎黄新星网络科技有限公司

尊敬的 Raghav 先生：

首先，作为公司 Sponsor，我代表北京炎黄新星网络科技有限公司全体员工，感谢您再一次主持我司 CMMI5 级复审工作，我对于您本次的审计过程中的专业性和敬业精神表示钦佩。

炎黄新星于 2015 年开始基于国际标准 CMMI 模型建立和持续改进项目管理流程，经过多年持续改进，于 2019 年达到 CMMI 5 级高成熟度水平，2020 年开始基于 CMMI2.0 模型优化了过程标准，并在项目中持续实施基于 PPB、PPM 的量化管理，在过程改进实施中安排 QA 监督执行符合度，每年安排内审发现改进中的不足，并加以纠正。

在本次 CMMI2.0 5 级复评估中，主任评估师 Raghav 先生针对所有的实践域，对我司项目管理提出很多好的改进建议，从工程以及全局来说，这些改进建议覆盖率达到了 98%以上，这对公司的技术能力提升和管理能力提升都具有重要的意义。

针对改进建议项分布情况，后续公司优先改进的实施方面：1、QA 工作报告中，建议从问题发生的背景、干系人过程标准的认知度方面进行分析；2、QA 项目检查单中，检查项比较多，建议筛选出更有针对性的项目，提高审计质量及准确度；3、产品集成检查列表中，建议补充负责人、检查花费工作量，检查结果将对应的测试用例、测试报告关联上；4、分析代码走查比例目标，建议增加更多业务相关的因子，比如业务复杂度、业务熟悉程度，以便增加预测概率；5、建议组织考虑将部分测试用例自动化执行，比如引入自动化测试工具 Selenium，提高测试效率；6、建议高层管理者根据行业和技术发展，多组织一些外部新技术培训，比如公有云、大数据治理；7、建议将周报体现在企业 OA 中，系统化管理周报，减少人工管理带来的风险。

本次评估中发现的改进项对于组织过程改进有至关重要的意义，这些改进项反映了公司在软件工程、质量控制、项目管理、过程改进等方面的不足。结合评估所发现的改进项进行分析，可以有效指导企业管理者对于改进项进行优先级排序，明确更符合实际的改进目标，助量化、助分析、助决策、助改进，提升团队积极性，能够更好的制定改进计划、落实计划并让组织及项目团队成员看到改进成果。通过对多个实践域进行统筹的改进、优化，可以为后续组织的过程改进结果奠定坚实的基础，帮助公司提升客户满意度、提升员工满意度、缩短开发周期、降低开发成本等，助力组织持续改进优化。

通过这次 CMMI5 级复评估识别的改进建议，后续会召集公司的高层、EPG、QA、CM 以及项目组成员总结分析并安排后续改进计划。今后我们也需要加强多方面的过程改进意见收集，注

重改进过程实施问题，以便及时发现过程改进的不足，及时评估效果，对于好的改进进行大力度的推进，对于改进效果不明显的及时分析原因并进行调整。

　　CMMI 改进过程需要不断的去实践，通过不断的实践更多的去体会、去理解、去掌握并不断优化改进过程，通过 CMMI 持续性改进，提升公司的软件成熟度，提高公司的价值及市场地位。

北京炎黄新星网络科技有限公司

Sponsor：

2021 年 12 月 20 日

Dear Mr. Raghav:

First of all, as the company's sponsor, on behalf of all employees of Beijing Sinova Technologies,Inc., I would like to thank you for once again presiding over the CMMI5 review of our company. I admire your professionalism and dedication in this audit process.

Beijing Sinova Technologies,Inc. began to establish and continuously improve the project management process based on the international standard CMMI model in 2015. After years of continuous improvement, it reached the CMMI level 5 high maturity level in 2019. In 2020, it began to optimize the process standards based on the CMMI2.0 model. Continuously implement quantitative management based on PPB and PPM in the project, arrange QA to supervise the implementation compliance in the implementation of process improvement, and arrange an internal audit every year to discover and correct deficiencies in the improvement.

In this CMMI2.0 level 5 re-assessment, the chief assessor Mr. Raghav put forward many good suggestions for improvement in our project management for all practice areas. From the engineering and overall perspective, the coverage rate of these improvement suggestions reached 98% Above, which is of great significance to the improvement of the company's technical capabilities and management capabilities.

In view of the distribution of improvement suggestions, the implementation aspects of the follow-up company's priority improvement: 1.In the QA work report, it is recommended to analyze the background of the problem and the awareness of the stakeholder process standards; 2. In the QA project checklist, check There are many items, and it is recommended to filter out more targeted items to improve audit quality and accuracy; 3. In the product integration check list, it is recommended to supplement the person in charge, check the workload, and associate the check results with the corresponding test cases and test reports.On; 4. Analyze the code walkthrough ratio target, and suggest adding more business-related factors, such as business complexity and business familiarity, in order to increase the prediction probability; 5. It is recommended that organizations consider automating the execution of some test cases, such as introducing automated testing Tool Selenium to improve testing efficiency; 6. It is recommended that senior managers organize more external new technology training based on industry and technological development, such as public cloud and big data governance; 7. It is recommended that the weekly report be reflected in the enterprise OA and systematically manage the weekly report , To

reduce the risk of manual management.

The improvement items found in this assessment are of vital significance to the organization's process improvement. These improvement items reflect the company's deficiencies in software engineering, quality control, project management, process improvement, etc.Analyzing the improvement items found in the evaluation can effectively guide the business managers to prioritize the improvement items, clarify the improvement goals that are more in line with the reality, help quantification, analysis, decision-making, and improvement, enhance team enthusiasm, and improve Make a good improvement plan, implement the plan, and let the organization and project team members see the improvement results. Through the overall improvement and optimization of multiple practice domains, it can lay a solid foundation for the subsequent organization's process improvement results, help the company improve customer satisfaction, improve employee satisfaction, shorten development cycles, reduce development costs, etc., and help the organization continue Improve optimization.

Through the improvement suggestions identified in this CMMI5 level review, the follow-up meeting will convene the company's senior management, EPG, QA, CM and project team members to summarize and analyze and arrange follow-up improvement plans. In the future, we also need to strengthen the collection of various process improvement opinions and focus on the implementation problems of the improvement process in order to discover the shortcomings of the process improvement in time, evaluate the effect in time, make great efforts to promote good improvement, and analyze the reasons for the improvement effect in a timely manner. And make adjustments.

The CMMI improvement process requires continuous practice. Through continuous practice, more experience, understanding, mastery and continuous optimization of the improvement process are required. Continuous improvement through CMMI will enhance the company's software maturity and increase the company's value and market position.

Beijing Sinova Technologies, Inc.

Sponsor: Dongmei Shi

2021/12/20