

四川金信石信息技术有限公司

金信石发〔2022〕03号



最高执行层总结和发起人反馈报告

作为本次评估发起人，我代表公司感谢主任评估师 Raghav 先生及评估团队辛勤付出，对主任评估师的严谨和专业程度非常满意，感谢各位参与者的贡献！

评估团队通过对我们公司项目管理过程和工作产品的评审，为公司提出了很多有价值的改进建议。经过公司管理团队逐项评估，我们认为这些改进建议与公司现状的符合程度超过 95%，这些建议项，为公司后续在软件工程实践、项目管理和组织流程建设方面提供完善的空间和方向。

我们对所有改进建议进行逐一分析，认为这些改进建议能够为公司商业目标达成提供帮助，按照改进建议与商业目标相关性分析，我们对所有改进建议进行了优先级排序，识别出最有价值的改进建议如下：（1）组织过程中，对性能目标大幅提升的情况，进行更深层次的根因分析。（2）EPG 建立 PPM 后，除了使用模拟数据验证外，也要使用真实数据进行验证，以确保模型的有效性，降低推广风险。（3）在项目迭代过程中，增加风险可视化管理方法，便于团队和高层及时了解风险变化情况。（4）在项目执行的过程中，对于有业务相关性的项目，建立可视化的管理 Kanban，高效分享项目信息。（5）建立行业专有名词字典代码库，在编码过程中检查使用情况，并持续改进。（6）在编码过程中，代码的逻辑表达式建立统一规则，并在代码走查单中加入检查条款，从而提升编码的可维护性和可读性。（7）为达成单元测试 100%的覆盖率目标，优化公司现有的单

元测试框架，涵盖所有公有方法和私有方法，以便降低编码缺陷的遗留。

我们认为本次评估建议对组织管理、风险管理和工程实践三个方面最有帮助。在组织管理方面，为 EPG 持续优化标准过程、合理定义组织性能目标、优化过程基线和模型，提出了改进机会，有助于提升组织整体效能；在风险管理方面，风险可视化 Kanban 的使用，有助于团队跟踪风险，了解风险状态，进一步提高团队风险管理意识；在工程实践方面，编码规范和质量方面的建议，有助于进一步提升团队在软件工程实践方面的能力，提升生产效能，确保实现公司商业目标的达成（总生产效能提升 10%，外部缺陷密度降低 7%）。

在后续的工作中，针对各项建议组织专项会议，对每个实践域的改进建议进行根本原因分析，找出最优的解决方案，并制定行动计划。按照改进计划开展试点执行，采集数据，分析改进措施的有效性，为持续改进提供数据支撑。高层和 EPG 跟踪执行情况，对于有效的改进措施，由 EPG 完善组织体系并推广实施，高层和 EPG 监测推广效果，及时调整，采用 PDCA 的方法，让组织在量化和改进中持续进步，支撑商业目标达成。

四川金信石信息技术有限公司
发起人：[Signature]
2022年8月22日



Sichuan Kingscheme Information Technology Co., Ltd.

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Executive Summary and Sponsor Feedback

As the sponsor of this appraisal, on behalf of the company, I would like to thank the lead appraiser, Mr. Raghav, and the appraisal team for their hard work, and I am very satisfied with the rigor and professionalism of the chief appraiser, and appreciate the contributions of the participants!

The appraisal team has made many valuable improvement suggestions for the company through the review of our project management process and work products. Upon assessment of the company's management team one by one, we believe that these improvement suggestions are more than 95% in line with the current status of the company. These proposed points, provide much room and way forward for the company's subsequent improvement in software engineering practices, project management and organizational process building.

We analyzed all improvement suggestions separately and we believe that they can help the company reach its business objectives. According to the correlation analysis between the improvement suggestions and business objectives, we prioritized all improvement suggestions and identified the most valuable ones as follows: (1) Deeper root cause analysis should be conducted for significant improvement of performance objectives during the

organization process. (2) PPM should be validated by EPG using real data in addition to simulated data after it is established to ensure the validity of the model and reduce the risk of rollout. (3) Risk visualization management methods will be increased during the project iteration process to facilitate the team and senior management to understand the risk changes in a timely manner. (4) Establish visual management Kanban for projects with business relevance during project execution to efficiently share project information. (5) Build a code base of industry-specific dictionaries, check usage during the coding process, and continuously improve. (6) Establish uniform rules for logical expressions of code in the coding process and add check clauses to the code walk checklist, thus improving maintainability and readability of the code. (7) Optimize the company's existing unit testing framework to cover all public and private methods in order to reach the goal of 100% coverage of unit testing, so as to reduce the remaining of coding defects.

We believe that the suggestions of this appraisal are most helpful concerning three dimensions: organizational management, risk management, and engineering practices. In terms of organizational management, the recommendations suggest improvement opportunities for EPG to continuously optimize standard processes, rationally define organizational performance objectives, optimize process baselines and models, and help improve overall organizational effectiveness; as for risk management, the use of Kanban for risk visualization helps the team track risks, understand risk status, and further improve the team's risk management awareness; regarding engineering practices, the recommendations on coding specifications and In the area of engineering practices, recommendations on coding specifications and quality helped to further enhance the team's capabilities in

software engineering practices, improve productivity, and ensure the achievement of the company's business objectives (10% improvement in total productivity and 7% reduction in external defect density).

In the follow-up, specific meetings will be scheduled for each recommendation to analyze the root cause of the improvement recommendations for each practice area, identify the optimized solution, and develop an action plan. The pilot implementation will be carried out according to the improvement plan, data will be collected, and the effectiveness of the improvement measures will be analyzed to provide data support for continuous improvement. The senior management and EPG follow up the implementation, and for effective improvement measures, the EPG improves the organizational system and promotes the implementation. The senior management and EPG monitor the promotion effect and make timely adjustments, using the PDCA method, so that the organization can make continuous progress in quantitative implementation and improvement to support the attainment of business objectives.

Sichuan Kingscheme Information Technology Co.,Ltd.

Sponsor:



August 22, 2022