高层会议简报

　　首先很感谢评估小组的各位老师，本次评估所指出的项目过程弱项及改进建议，我们通过认真的理解与分析，95%的内容是符合我司实际情况，我们接受所有改进建议，同时在接下来的工作中落实到各个过程的执行人员。

一、在本次评估中，我司从中获得的经验教训有以下几项：

1. 在项目工程中，明确商业目标后，应对采集的历史数据进行筛选，选取有用的数据进行统计分析，通过分析得出：降低客户验收缺陷密度、提高项目生产率、降低项目及时交付率、降低设计进度偏差，有助于商业目标的实现。

2. 在项目管理方面，加强日常沟通方式，以邮件或公司 ERP 系统向高层经理汇报质量情况，重要的文件传输与沟通都必须可追溯，为后期审计保留证据。

3. 在改进过程方面，设置合理的考核系数，如：过程符合率、缺陷密度，按照项目的结束周期，及时给予奖励或处罚，提高员工的积极性。

4. 利用公司自己的优势，以远程视频会见的核心技术为基础，自建考核平台，同时各管理过程都纳入此平台，可有效的提高日常管理、项目管理效率。

5. 充分识别测试用例，从不同的场景、基于项目业务流程、数据流程设置所有的功能节点，设计测试用例，尽量覆盖所有的路径，可减少测试缺陷密度。

6. 加强各产品业务培训和人员技术培训，有利于提高各干系人的业务水平和技能水平，从而工作效率。

7. 加强同行评审，完善 QA 和 PR 检查单，可最大化避免二义性的出现，减少返工现象。

二、评估中提出的改进建议对我司有以下帮助和用处：

1. EPG 建立模型时，充分探索更多的可控因子，不断优化和完善 PPM，有利于在组织的过程改进过程中发挥更大的预测和调控作用，以便组织可以采取早期纠正行动，降低研发成本和提高研发质量；

2. 将实现阶段细化到每个模块的集成节点，引入 DevOps 平台，实现自动化编码、自动化集成、QA 审计的有效结合，从而实现高质量交付的目标；

3. 在系统设计说明书增加外部接口设计细节，如：接口名、地址、输入参数、输出参数、返回参数，有利于提高开发人员执行编码效率和提高测试人员测试用例的覆盖率。

三、在接下来的工作中，我司将从以下几个方面执行：

1. 首先作为发起者，我将在接下来的工作中加强日常监督工作，多听取各管理人员的汇报工作，尽可能多的参与项目会议，另外我们将在评估完成后召开关于 CMMI5 复审总结会，给公司员工宣读本次评估的改进建议，并阐述改进建议对于项目的好处，同时让各员工明确公司新一年的商业目标，动员全体成员按照 CMMI2.0 模型执行，向新一年的商业目标前进。

2. 给组织级和项目组提供更多资源，如：资金、人员；制定培训计划，加强员工业务培训和技能培训；加强团队建设，无论精神上还是物质上都给予激励，让整个团队时刻保持积极向上的状态。

3. 加强阶段性检查，如：QA 增加检查项、ATM 评估、高层与会；将汇报工作做得更细致，保证高层可及时接收到最新消息。

4. 在组织级团队上，增加人员配备，多收集项目数据，做好数据筛查，汇总后进行多次数据分析，增加试点项目，让分析后基线和模型尽可能多的应用到实际中去，为后期新项目推广应用提供更多保障。

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2022 年 9 月 8 日

Executive Session Briefing

I would like to express my gratitude to the members of the appraisal team for the weaknesses pointed out in this appraisal and the recommendations for improvement, we have carefully understood and analyzed them, 95% of them are in line with our actual status, we accept all the recommendations for improvement, and at the same time, we are going to implement them to the personnel executing each processes in the next work.

In this appraisal, the lessons we have learned from it are as follows.

1. Upon clarifying the business objectives in project engineering, the collected historical data is to be filtered and the useful data will be extracted for statistical analysis, through which it is concluded that: reducing the density of customer acceptance defects, improving project productivity, reducing the timely project delivery rate, and reducing design schedule deviations will help achieve the business objectives.

2. On project management, the daily communication approach will be enhanced to report quality to senior managers by email or company ERP system, and important document transmission and communication must be traceable to retain evidence for later evaluation.

3. Regarding the improvement process, we will set reasonable evaluation factors, such as: process compliance rate and defect density, and give rewards or penalties in time according to the end cycle of the project to improve the motivation of employees.

4. Taking advantage of the company's own advantages, based on the core technology of remote video meeting, we build our own appraisal platform, while each management process is incorporated into this platform, which can effectively improve the efficiency of daily management and project management.

5. Fully identify test cases, set up all functional nodes from different scenarios, based on project business process and data process, design test cases and try to cover all paths, which can reduce test defect density.

6. The strengthening of business training of each product and technical training of personnel

is conducive to improving the business level and skill level of each cadre, and thus the efficiency of work.

7. Reinforcing peer review and improving QA and PR checklists can maximize the avoidance of dilemma and reduce rework phenomenon.

Second, the improvement suggestions made in the appraisal are helpful and useful to our company as follows.

1. The EPG needs to fully explore more controllable factors when establishing the model, and continuously optimize and improve the PPM, which is conducive to playing a greater role in predicting and regulating the process improvement process of the organization, so that the organization can take early corrective actions to reduce R&D costs and improve R&D quality.

2. Refining the implementation phase to the integration node of each module and introducing the DevOps platform to realize the effective combination of automated coding, automated integration, and QA auditing, so as to achieve the goal of high-quality delivery;

3. Adding external interface design details to the system design specification, such as: interface name, address, input parameters, output parameters, and return parameters, which is beneficial to improve the efficiency of coding execution by developers and improve the coverage rate of test cases by testers.

Third, the following aspects of our company will be enforced in the next stage of work.

1. First of all, as the sponsor, I will take the next step to strengthen the daily supervision, listen to more reports from the managers, and participate in as many project meetings as possible, in addition, we will hold a summary meeting about the CMMI5 review after the evaluation is completed, read out the improvement suggestions of this evaluation to the company staff, and explain the benefits of the improvement suggestions for the project, and make the staff clear about the company's business objectives in the coming year. The meeting is held after the completion of the CMMI5 appraisal.

2. We provide more resources to the organization level and the project team, such as funds and personnel; make training plans to strengthen staff business training and skills training; strengthen team building, and give incentives both spiritually and materially, so that the whole team can keep a positive state at all times.

3. We will strengthen periodic checks, such as QA to increase check items, ATM evaluation, and senior-level participation; we will make reporting more detailed to ensure that senior management can receive the latest news in time.

4. We will increase the staffing in the organization-level team, collect more project data, do a good job of data screening, aggregate and conduct multiple data analysis, and increase pilot projects so that the analyzed baseline and model can be applied to the actual as much as possible to provide more guarantee for the later promotion and application of new projects.

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