



山东益源环保科技有限公司文件

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Executive Session Summary Report on Sponsor Feedback

发起人反馈高层会议总结报告

公司通过多年研发积累和高成熟实践实施,使企业在项目管理、性能目标监控方面,都有了非常大的提升,为评估当期过程水平和持续识别改进机会,公司决定申请 CMMI5 级认证评审。在评估期间,非常感谢主评估师 Raghav 先生和 ATM 的努力工作,确保了评估的顺利进行。

对于本次 CMMI5 级认证评估,我从以下 4 个方面进行总结:

1. 评估发现结果符合情况

在评估过程中,评估团队为公司提出 44 个改进项,通过 EPG、项目经理对改进项分析反馈结果,我认为这些改进项覆盖了公司 96%实际情况,这是一个非常高的符合比例,也反映出本次评估的专业水平非常高。

2. 本次评估过程中学习的经验教训

我们对所有弱项进行分析,按照商业目标相关性和改善成本对这些弱项进行了价值评估,对所有弱项进行了优先级排序,其中优先级优先的弱项包括:1) 公司新人员对于工具使用能力不足,需要加强新员工开发工具使用培训,并基于高成熟度模型,评估培训效果的

有效性。2) 项目需求调研阶段, 增加项目 QA 和测试人员与客户的沟通, 以便更准确的识别出客户质量需求和验收标准要求, 确保后续项目验收更顺畅。3) 项目组增加内部沟通频率, 可以考虑增加每日站会的方式, 以便项目经理及时掌握工作进度情况, 处理发现问题。4) 增加对测试发现的严重问题的 CAR 分析, 并根据帕累托分析结果, 出来频繁出现的缺陷, 以便降低遗留缺陷密度, 提升质量。5) 为更好的满足保行业的政策及规范, 项目组增加行业法律法规的学习, 以便提升产品的合规性。6) QA 审计中, 检查项进行优先级划分并简化, 增加项目经理随机抽查的方式, 提高 QA 审计的精准度和效率。7) 为便于高层经理了解性能目标达成效果, 研发部门定期开展专项的管理内审。

1. 经验教训对公司的意义

通过本次评估, 识别出很多对我们有帮助的改进建议, 这些改进建议对我们持续优化组织性能目标、基线、模型有很好的指导意义, 改进建议涵盖了项目管理、工程实施、支持活动、组织改进各个方面, 通过改进建议分析, 获得改进措施, 可以对公司软件研发的过程组织能力、技术研发能力、项目管理能力、解决方案交付能力、质量管理能力, 提供了改进依据。随着公司各方面能力的持续提升, 我们也可以为用户提供更成熟的行业解决方案、更高质量的服务以及持续创新和升级的服务, 这些都是我们目前非常需要的。

2. 下一步的持续改进步骤

后续我会组织公司 EPG 团队, 开展专题专项研讨会, 安排好后续改进落实工作。首先对每个过程域的弱项建议进行根本原因分析, 找到最佳的解决方案, 组织管理团队进行措施可行性评估, 同时, 依据解决方案中的核心要点确定过程改进目标, 建立过程改进基础设施, 定义角色与职责分工以及所需的资源, 制定相应的改进计划, 对改进过程进行验证与执行, 落实到公司管理规章制度中, 持续跟踪改进的效果。提改进方案需要先进行内部试点, 之后在组织内部进行推广, 高层和 EPG 监测改进计划的推广效果并及时调整, 让组织在量化管

理中持续进步，持续提升组织商业目标达成。

山东益源环保科技有限公司

2022年9月26日

A handwritten signature in black ink, appearing to be '张俊' (Zhang Jun).

The company has gained tremendous improvements in project management and performance objective monitoring over the years of R&D build-up and high maturity practice implementation. To assess the current process proficiency and continuously identify improvement opportunities, we decided to apply for CMMI Level 5 appraisal. The hard work of the lead appraiser Mr. Raghav and ATM during the period of assessment is greatly appreciated for ensuring the smooth proceeding of the appraisal.

For this CMMI appraisal, I present a summary of the following 4 dimensions.

1. Conformity of the appraisal findings

In the course of the appraisal, the appraisal team proposed 44 improvement items for the company. Through EPG and project manager's analysis of the improvement items and feedback results, I believe that these improvement items covered 96% of the actual conditions of the company, which is a very strong compliance and indicates that the professional performance of this appraisal is excellent.

2. Lessons learned from the current appraisal experience

We evaluated the value of all weaknesses as per the relevance of business objectives and improvement costs, and prioritized all weaknesses, among which the priority weaknesses are: 1) 1) The company's new recruits are not competent enough to use tools, so they need to strengthen training on the use of development tools and assess the effectiveness of the training effect based on the high maturity model. 2) In the project requirements research stage, we should improve the communication between project QA and testers and customers in order to more accurately identify customer quality requirements and acceptance criteria requirements to ensure subsequent project acceptance more smoothly. 3) The project team should increase the domestic communication frequency, and can consider adding daily station meetings so that the project manager can keep track of the work progress and deal with the problems found. 4) Add CAR analysis of serious problems found by testing, and come out with frequent defects according to the results of Pareto analysis in order to reduce the density of remaining defects and improve quality. 5) In order to better meet the policies and specifications of the insurance industry, the project team increases the industry laws and regulations study in order to improve product compliance. 6) In QA audit, check items will be prioritized and simplified, and the project manager's random sampling will be increased to improve the accuracy and efficiency of QA audit. 7) In order to facilitate senior managers to understand the effect of performance target achievement, R&D department will carry out special management internal audit regularly.

3. Implications of the lessons learned for the company

Many improvement proposals that are helpful to us have been identified through this appraisal. These improvement proposals represent excellent direction for us to continuously optimize our organizational performance objectives, baselines, and models. The improvement proposals cover all aspects of project management, engineering implementation, support activities, and organizational improvement, and through the analysis of the improvement proposals, improvement measures are obtained that can provide a basis for the company's software development process

organization capability, technology development capability, and technology. As our company keeps improving on every aspect of our capabilities, we can also provide users with more mature industry solutions, higher quality services and continuous innovation and upgrades, which are much needed now.

4. Next steps for continuous improvement

Subsequently, I will chair a special workshop for the company's EPG team to conduct a special theme and schedule the follow-up improvement implementation tasks. First, we will analyze the root causes of the weaknesses suggested in each process domain, find the best solution, put together the management team to assess the feasibility of the measures, and at the same time, define the process improvement objectives in line with the key elements of the solutions, establish the process improvement infrastructure, define the division of roles and responsibilities and the required resources, develop the corresponding improvement plan, validate and implement the improvement process. We will materialize the improvement into the company's management regulations, and continuously track the effect of the improvement. The improvement program needs to be piloted internally first, and then promoted within the organization. The senior management and EPG monitor the promotion effect of the improvement program and adjust it in time, so that the organization can make continuous progress in quantitative management and continuously improve the organization's business objectives attainment.

Shandong Yiyuan Environmental Protection Technology Co., Ltd.

September 26, 2022.

