



# 关于发起人反馈的高级别会议总结报告

整个评估团队 8 天的辛勤付出，连续多日指导评估工作。评估团队评审评估材料、查看工具、举行访谈，指出切合实际的弱项，提出特别有效的建议。此次评估发现的问题，经过整个团队的确认，是客观存在的。可以说发现结果在整个工程和管理实践的 95% 精准度。通过此次评估的学习过程，加深了我们对自己工作流程和 CMMI 实践的理解。发现结果和我司的发展目标十分切合，满足了我们整个项目团队改进路程的方向。

公司研发部门按照高成熟度实践引入了量化统计技术和概念，各方面工作成效明显提高。项目总体降低了客户验收缺陷密度、提高了系统缺陷清除率、提高了编码生产率、降低了项目总进度偏差，从而提高了客户满意度 4.6%，我部门完成了本年度的商业目标。在过程管理方面提供了组织级的 PPB 和 PPM，提高了项目经理对项目预判和调整的能力，定量的进行过程改进，持续不断的提升组织绩效目标；项目管理方面量化监控项目各阶段，有效的进行偏差分析，实现项目的 QPPO；过程支持方面完善组织的奖惩度，建立质量控制中心，提升客户满意度。其他方面高成熟度实践促进公司业务向全球化发展。

在此前我们在工程实践中其实有很多的经验教训。比如：

1. 蒙特卡罗模拟预测客户验收缺陷密度的影响因子不够完善，导致实际客户验收缺陷密度远高于组织级的预期目标。



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2. 代码规范不够严谨，一个类要求 15 个方法，一个方法限制最多 300 行代码，造成一个类代码过于冗长，不利于维护。

3. PQA 没有及时记录检查评审的问题，可能会导致评审过程产物缺失。

4. 测试出的 bug 没有经过系统性的分析，导致重复性或者同类型的 bug 反复出现。

5. 项目估算的类型单一，没有考虑项目的特性，未全方面考虑项目估算类型，导致项目估算的结果不够准确。

6. 公司培训需求调查评率太低，只在年末和年初开展，没有随着项目周期进行调研，不利于员工专业度的提高。

7. 需求设计的原型没有进行版本管理，每次与客户沟通确认后的原型都被覆盖，无法比较不同需求版本的差异，不利于项目差异跟踪。

以上问题都是我们实际项目过程中持续发生并急需解决的问题，通过本次的评估对上述的问题已经获得了一些完善的改进建议。

针对此次评估过程中发现的弱项和改进建议，我们会组织专业的 EPG 团队对此次发现的弱项进行根因分析，组织高层经理及相关项目团队对弱项建立改进计划和解决方案，并进行持续进行改进。

通过此次评估我们将持续有效的进行过程改进，将我们本次的经验教训收纳入我们的组织资产库，并在试点项目中进行试点，检验试点效果，通过培训进行部署实施。具体如下：

1. 完善我们的代码规范，提高我们代码的可读性、可维护性、可



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复用性及易用性，早日实现项目的 QPPO，提高编码的效率和质量；

2. 完善我们的代码走查和构建方式，提供看板的监控方式，用可视化的方式发现问题、管理问题、解决问题；

3. 开通客户与高层经理的绿色通道，加强多维度的考核，为客户提供更便捷的服务，提高客户满意度；

4. 购买 PingCode 研发管理平台，线上管理我们项目过程中的缺陷及线上进行我们的评审，保障我们的评审过程文件能更好的保留，并为我公司的公共测试用例库赋能，确保产品交付质量，同时为我公司后续敏捷业务开发提供了铺垫；

5. 对我们的 bug 进行充分的系统分析，找出问题的共通性，并对问题进行根因分析，并将改进过程及建议汇总到组织资产库；

6. 及时通过项目总结报告和过程改进要求等，汇总项目各项技能缺失和需求，做好培训计划及人员需求计划，并及时上报高层经理批准后，提供及时的人员培训、人员补充以及技术外协；

7. 公司将大力支持过程改进所需的各种资源。

“成就客户”一直是我们的理念，我们也一直致力于提高客户满意度。作为公司的发起人，我将持续投入人力、物力、财力，促进公司各项工作的度量分析和持续改进，提高我们各项工作的成熟度，达成我们的客户满意度。作为 CMMI 领域的全球知名专家，我们希望 Raghav 先生有机会来现场指导我们的工作。



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发起人签字

胡涵斌

2022年10月15日



2022 年 10 月 15 日

## **Executive Session Summary Report - Sponsor Feedback**

The entire appraisal team worked diligently for eight days, steering the appraisal for many consecutive days. The appraisal team reviewed appraisal materials, inspected tools, held interviews, pointed out relevant weaknesses, and provided particularly effective proposals. The findings accurately represents the current state of software engineering and management practices as much as 95% and above. The learning experience of this evaluation reinforced our understanding of our own workflow and CMMI practices. The findings were found to be very relevant to our company's development targets and catered to the direction of our entire project team to improve the journey.

The company's R&D department introduced quantitative statistical techniques and concepts in accordance with high maturity practices, and the effectiveness of all aspects of the work was significantly improved. The project overall reduced



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customer acceptance defect density, improved system defect removal rate, increased coding productivity, and reduced total project schedule deviation, resulting in a 4.6% increase in customer satisfaction, and our department accomplished its business goals for the year. In process management, we provided organization-level PPB and PPM to improve the project manager's ability to anticipate and adjust the project, quantitatively carry out process improvement, and continuously improve the organization's performance objectives; in project management, we quantitatively monitored all phases of the project, effectively carried out deviation analysis, and achieved QPPO of the project; in process support, we improved the organization's reward and punishment system, established a quality control center, and improved customer satisfaction. In other areas, high maturity practices contribute to the company's business globally.

There are many lessons we have actually learned in our engineering practice. For example.

1. The impact factor of Monte Carlo simulation to predict customer acceptance defect density is not sound enough,



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resulting in a much higher actual customer acceptance defect density than the organization-level expected goal.

2. The code specification is not disciplined enough, a class requires 15 methods, a method limit of up to 300 lines of code, resulting in excessive length of a class code, which is not conducive to maintenance.

3. PQA does not record the problems of inspection and review in time, which may lead to the lack of review process products.

4. The tested bugs are not systematically analyzed, resulting in repetitive or recurring bugs of the same type.

5. The type of project estimation is not considered the characteristics of the project, and the type of project estimation is not considered in all aspects, which leads to the result of project estimation is not accurate enough.

6. The training requirement survey frequency is too low, and is only conducted at the end and beginning of the year, not with the project cycle, which is not conducive to the improvement of staff professionalism.

7. The prototypes of requirement design are not versioned, and the prototypes are overwritten after each communication and confirmation with customers, so it is impossible to compare the



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differences between different requirement versions, which is not conducive to project tracking.

The above problems are the ones that continue to occur in our actual project process management and need to be solved urgently, and we have already obtained some better improvement suggestions for the above problems through this appraisal.

We will organize a professional EPG team to analyze the root causes of the identified weaknesses, organize senior managers and relevant project teams to establish improvement plans and solutions for the weaknesses, and carry out continuous improvement.

Through this appraisal we will continue to effectively carry out process innovation, incorporate our lessons learned this time into our organizational asset library, and pilot them in pilot projects to test their effectiveness and deploy and implement them through training. Details are as follows.

1. Improving our code specification, improving the readability, maintainability, reusability and ease of use of our code, realizing the QPPO of the project as early as possible, and





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improving the efficiency and quality of coding.

2. Refining our code walk-through and build approach, providing a Kanban monitoring approach to find problems, manage them and solve them in a visual way.

3. Building a green channel between customers and senior managers, strengthening multi-dimensional assessment, providing more convenient services to customers and improving customer satisfaction.

4. Purchasing PingCode R&D management platform to manage our defects in the project process online and conduct our reviews online, to ensure that our review process documents can be better retained, and to empower our public test case library to ensure the quality of product delivery, while providing a pavement for our subsequent agile business development

5. Conducting sufficient systematic analysis of our bugs, identifying commonalities in the problems, and conducting root cause analysis of the problems, and summarizing the improvement process and recommendations into the organizational asset library.

6. Timely aggregate project various skill deficiencies and needs through project summary reports and process improvement



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requirements, etc., make training plans and personnel requirements plans, and provide timely personnel training, personnel supplementation and technical outsourcing after timely submission to senior managers for approval.

7. The company will strongly endorse the various resources needed for process improvement, and fully support them from human, material and financial resources in all aspects.

Our philosophy has always been "making our customers satisfied", and we have always been committed to improving customer satisfaction. As the sponsor of the company, I will continue to invest human, material and financial resources to promote the measurement analysis and continuous improvement of our work, to improve the maturity of our work, and to achieve our customer satisfaction. We hope that Mr. Raghav, as a world-renowned expert in CMMI, will come and guide our work on site.

Sign



15th Oct 2022