

Shenzhen Castel Intelligent Technology Co., Ltd.

Castel Intelligent

Dear lead appraiser:

I am He Yong, the general manager of Shenzhen Castel Intelligent Technology Co., Ltd. Shenzhen Castel Intelligent Technology Co., Ltd., the sponsor of CMMI5, I am very honored to participate in this very meaningful CMMI appraisal, and at the same time I would like to represent the entire staff of our company. The members expressed their heartfelt thanks and good wishes for the evaluation of our company during the epidemic! During the short evaluation period, I have benefited a lot. The findings given by the appraiser and ATM members made me think deeply, re-recognized the importance of CMMI and evaluation to my company, and allowed me to point out the direction of corporate process improvement actions. .

This assessment is a precious learning opportunity for me. I participated in the opening meeting of the evaluation during the evaluation period. During the evaluation period, I was very concerned about the evaluation and directly and indirectly asked the team members about the status of the evaluation. As a corporate leader, I and the management team should have systematic thinking,

because CMMI itself is a very logical management system. In the process of continuous development of the enterprise, we must form and deepen the standardization of enterprise management, improve the enterprise structure and process settings, fill and consolidate the lack of professional knowledge, break the ideological limitations of personnel, encourage personnel to jump out of their comfort zone, and habitually Promote the enterprise process and institutionalization in accordance with the process itself to meet the management difficulties caused by the increase in personnel. The management and I should pay more attention to talent training. As one of the management of an enterprise, we should not only focus on the development cycle of the project (demand, design, development, testing, delivery), but also pay attention to some scenarios outside the development cycle. , Such as customer value analysis, customer future blueprint analysis, team vitality training, employee happiness index, etc.

This assessment is a rare opportunity for our company to improve and is of great significance. Our business needs continuous development, and we shoulder the heavy responsibility of the society and the long way to go. All development and innovation are inseparable from advanced and mature process improvement. Although our company promotes the implementation of advanced maturity process improvements, there are many areas that need further improvement. Our process improvement is a long-term process. To achieve the optimal level, we still need a long time. We collect a large amount

in the actual R & D operation management of the enterprise. Our team must coordinate with each other, arrange for senior managers to be overall responsible for process improvement, EPG to sort out the problems found in this evaluation, and long-term cooperation with consulting companies, give a time schedule for improvement within a week, from one month to two months, Adjust the organization process and template, and arrange the project team to participate in the revision of the new organization process asset library. After the completion of the training, in the company's application and application process, the technical director and EPG pay attention to the implementation at any time, and I will also participate in monitoring activities to understand the progress and results of process improvement. We will evaluate the process assets annually and half a year, and the implementation of the improvement will be taken as one of the basis for the assessment. QA will increase the audit strength and the authority of the QA personnel, and play a good role in the supervision of the organizational process.

Thank you very much for the opportunity of this evaluation. I will apply the opinions recognized in this evaluation to the operation of the team. This evaluation is of great significance to the growth of our company. Our team will certify the implementation plan for the work after the evaluation. Thanks again to the evaluator and ATM for the training and improvement suggestions given in this evaluation, these are our valuable assets on the road to software engineering standardization. I believe that our company will continue to

of organization-level and project-level data, and use the process of "sample data sampling-measurement-PPM modeling-PPB baseline-verification-analysis summary-feedback to the organization" through statistical control methods. "Long-term measurement data" contributes to further analyze the advantages, disadvantages and effects of process improvement. This assessment made us realize that companies are never ending in improving their skills. Talents are the core of the company. We have always believed that companies need to synchronize process improvement and technology, and cultivate reserve talents. In the evaluation, we are more aware of the improvement of the CMMI high-maturity process to improve product quality and increase customer user satisfaction. This assessment requires companies to optimize and streamline existing R & D processes and improve management efficiency. The implementation of CMMI practice and evaluation is to cultivate a "regular army" that understands technical management and process improvement, in order to prepare for the future large-scale business introduction. This assessment makes us clear that there is still a gap between domestic enterprises in the ascent, we will continue to expand the influence of the international and domestic markets, guided by the CMMI system, let this system continue to be a benign driving force for market business.

Future plans are also based on the results of this evaluation, and follow-up will be based on the content of the project improvement suggestions, and the specific improvement items will be organized and optimized, and used

flourish and continue to achieve new achievements.

Shenzhen Castel Intelligent Technology Co.,Ltd.

April 21, 2020

He Yong

signature:



深圳市航通智能技术有限公司

航通智能

尊敬的主任评估师：

您好！

我是深圳市航通智能技术有限公司的总经理何勇，此次 CMMI5 的发起人，非常荣幸参与本次非常有意义的 CMMI 评估，同时我谨代表我司全体员工，向主任评估师和评估组成员在疫情期间为我司进行评估表示衷心的感谢和美好的祝福！在短暂的评估期间，我受益良多，评估师和 ATM 成员给出的发现结果让我深思，让我重新认识到 CMMI 及评估对我公司的重要性，让我对企业过程改进行动指明了方向。

本次评估对我是一个珍贵的学习机会。我在评估期间参与过评估的开幕会，在评估期间十分关注这次评估的情况也直接间接向团队成员询问评估的状态。作为一名企业领导人，我本人及管理团队应当有系统性思维，因为 CMMI 本身就是一个非常有逻辑的管理体系。在企业不断发展的过程中，我们必须形成并深入建设企业管理的标准化，完善企业架构和过程设置，填补和巩固了专业知识不足，打破人员思想局限，鼓励人员跳出自己的舒适圈，习惯性地按照过程本身推广企业过程和制度化建设，以满足人员增多带来的管理上的难题。我和管理层更应当重视人才培养，作为一个企业的管理层之一，我们不应仅关注项目的开发周期（需求、设计、开发、测试、交付），也要关注开发周期之外的一些场景，比如客户价值分析、客户未来蓝图分析、团队生命力培养、员工幸

福指数等。

本次评估对于我们企业是难得的提升机会，意义重大。我们企业需要持续发展，我们肩负社会重任，任重而道远。所有的发展和 innovation 离不开高级成熟的过程改进。虽然我们公司推动落实高级成熟度过程改进，但是有很多地方还需进一步改进。我司的过程改进是一个长远的过程。做到优化级水平，我们还需要长期时间。我们通过收集大量的组织级与项目级数据，通过统计控制的方法以“样本数据采样-度量-PPM 建模-PPB 基线-验证-分析总结-回馈组织”的流程来进行，可为组织做“长线度量数据”做出贡献，进一步分析过程改进的优缺点和效果。本次评估让我们意识到，企业在提高人员技能永无止境，人才是企业的核心，我们一直认为，企业需要提高过程改进与技术、培养储备人才 3 方面来同步协同。我们在评估中更加明白通过 CMMI 高成熟度过程改进，以提高产品质量，增加客户用户满意度。这个评估要求企业优化与精简已有的研发过程，提升管理效率。通过实施 CMMI 实践和评估就是培养出来一支懂得技术管理以及过程改进的“正规军队”，以为将来的大规模业务导入做好充足的准备。这次评估让我们清楚国内企业在上升中依然存在差距，我们将继续扩大国际与国内市场的的影响力，以 CMMI 体系为指导，让该体系继续作为市场业务的良性驱动力。

将来的计划也是基于本次评估结果的，后续将按项目改进建议中的内容，整理优化具体改进项，运用在企业实际的研发运营管理中。我们团队要相互协调配合，安排高层经理总体负责过程改进，EPG 整理本次评估中发现的问题，和咨询公司长期合作，一周内给出改进的时间安排，用一个月到两个月的时间，对组织过程及模板进行调整，并安排项目组人员参与修订新的组织过程资产库。

完成之后进行培训，在公司应用，应用的过程中，技术总监、EPG 随时关注执行情况，我本人也会之间参加监控的活动中来，了解过程改进进度和结果。我们会年度及半年对过程资产进行考核，改进的执行情况作为其中的一项考核依据，QA 加大审计力度和提高 QA 人员的权威性，发挥好组织过程监管作用。

非常感谢这次评估的机会，我会将这次评估当中认识到的观点运用到团队运作当中、这次评估对我们企业的成长意义重大，我们团队将针对评估后的工作，认证落实计划。再次感谢评估师和 ATM 在本次评估中给予的培训和改进建议，这些都是我们软件工程标准化前进路上宝贵的财富。我相信我们企业会蒸蒸日上，不断获得新成就。



深圳市航通智能技术有限公司

二〇二〇年四月二十一日

何勇

签章：

A handwritten signature in black ink, appearing to be '何勇' (He Yong).