

北京神州泰岳软件股份有限公司文件

评估发起人反馈-高层会议简报

首先, 作为本次评估的发起人, 我代表本公司感谢主任评估师 Raghav 先生及评估团队在这些天的辛勤工作。尤其因为疫情关系, 不能进行现场评审, Raghav 先生克服了时差的影响, 跟我们的评估团队高效高质量的完成了本次评估工作, 我们对主任评估师的专业精神和工作效率十分敬佩, 再次表示感谢。

评估团队通过对我公司项目管理过程的审核, 为我们的团队提出了很多宝贵的意见和建议。我们组织了内部讨论, 经过相关责任人对各个弱项问题的逐一讨论确认, 大家一致认为评估团队提交的改进建议与公司现状的符合程度超过 95%, 这些弱项问题的改进, 也是我们今后过程改进工作的重要目标。

通过此次评估, 我们意识到在项目的开发过程和实施过程中, 还存在一些不足之处, 我们组织内部负责人对所有改进建议进行了讨论分析, 一致认为以下几个建议是近期需要优先解决的:

- (1) 对于过程改进的效果, 没有进行定期跟踪管理及评审, 高层无法全面掌握改进的进展以及效果。
- (2) 针对组织商业目标能否达成的关键因子识别不够充分, 导致影响组织商业目标结果的 PPM 建立的不够多。
- (3) 组织级根因分析经验库中, 有部分经验教训没有进行数据量化分析。
- (4) 项目管理记录表中没有对问题严重程度进行图表分析。
- (5) 研发效能平台 (Khan) 和低代码平台 (Ultra-LDCP) 的使用率对于提升开发人员的效率和质量有重要作用, 一年培训一次的频次过低。
- (6) 代码中类注释过于简单, 无法起到注释的作用, 没有帮助代码的阅读者更好的了解代码的详细信息, 方法的主要功能等。
- (7) 组织

战略培训计划中未明确定义与组织 QPPO 相关的培训需求。

我们认为本次评估建议对过程管理、项目管理和支持三个方面最有帮助。在过程管理方面，为 EPG 针对公司商业目标的达成，优化数据收集种类，丰富过程基线和模型，对公司营业利润的预测和分析，均提出了非常有效的建议。在项目管理方面，针对项目过程问题的记录和分析，代码的编写规范和质量也有十分有价值的建议。在支持方面，对于各种问题的分析，提出了增加数据量化的建议，使我们对于问题跟踪分析以及解决有了很好的思路。

在本次评估结束后，我们会组织专项会议，参与人不仅限于高层，EPG，项目经理，PQA 等人，还会召集更多跟过程改进相关的同事参与讨论。对在本次评估中，每个实践域提出的改进建议进行分析，找出最优解决方案，形成过程改进计划。后续由 EPG 主导推进，寻找试点项目进行实施，并对过程数据进行采集分析，通过对比改进前的数据和改进后的数据，分析改进措施的有效性。对于有效的改进措施，由 EPG 完善过程体系并推广实施，高层和 EPG 负责组织监督推广实施效果，通过对比改进数据，对比 QPPO 的基线数据，随时对发现的问题进行分析修正，以便更好的支撑商业目标达成。

北京神州泰岳软件股份有限公司

2022年11月7日

程永全

2022.11.7

Ultrapower Software Co., Ltd. documents

SPONSOR FEEDBACK - EXECUTIVE SESSION BRIEFING

To begin with, as the sponsor of this appraisal, on behalf of our company, I would like to extend our thanks to Mr. Raghav, the lead appraiser, and the appraisal team for their hard work during these days. We admire the professionalism and efficiency of the lead appraiser and would like to express our gratitude once again to Mr. Raghav for overcoming the time difference and working with our appraisal team to complete this appraisal in an efficient and high quality manner, especially since the on-site appraisal could not be scheduled due to the epidemic.

As a result of the audit on our project management process, the appraisal team put forward many valuable comments and recommendations for my team. Having discussed and confirmed each weak issue one by one with the relevant responsible persons, we all agreed that the improvement proposals presented by the appraisal team are in compliance with the current situation of our company to a degree of more than 95%, and that the improvements of these weaknesses are an important target for our future process improvement efforts.

In response to the weaknesses, those in charge within our organization agreed that the following recommendations are priorities to be addressed in the near future.

1. The effectiveness of process improvement is not regularly tracked and reviewed, and senior management cannot fully track the progress and effectiveness of improvement.
2. The key factors for the attainment of the organization's business objectives are not sufficiently identified, resulting in the lack of PPMs established to influence the results of the organization's business objectives.
3. There is no graphical analysis of problem severity in the record sheet.
5. The usage of R&D effectiveness platform (Khan) and low code platform (Ultra-LDCP) plays an important role in improving the efficiency and quality of developers, but the frequency of training once a year is too low.
6. Class comments in the code are too simple, and do not help the readers of the code to better understand the code.
7. The training needs related to the organization's QPPO are not clearly defined in the organization's strategic training plan.

We found the recommendations of this appraisal to be most beneficial on three fronts: In terms of process management, the recommendations are very effective for EPG to optimize the types of data collection, enrich process baselines and models, and forecast and analyze the company's operating profit for achieving the company's business objectives. In terms of project management, we have provided valuable advice on the documentation and analysis of project process issues, and on the specification and quality of code development. In terms of support, for the analysis of various issues, suggestions have been made to increase the quantification of data, giving us a good idea of how to track and analyze issues and their resolution.

Upon completion of this appraisal, we will host a dedicated meeting with the participation of not only senior management, EPG, project managers, PQA, etc., but also more process improvement related colleagues. We will analyze the improvement proposals, find the best solution, and formulate a process improvement plan. The EPG will then take the lead in finding pilot projects for implementation, collecting and analyzing process data, and analyzing the effectiveness of the improvement measures by comparing the data before and after improvement. For the effective improvement measures, the EPG will improve the process system and promote the implementation. The senior management and the EPG will be responsible for organizing and monitoring the promotion and implementation effects, and by comparing the improvement data and comparing the baseline data of QPPO, the discovered problems will be analyzed and corrected at any time in order to better support the achievement of business objectives.



Ultrapower Software Co., Ltd.
November 7, 2022

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2022. 11. 7