Executive Session brief
Sponsor Feedback
发起人反馈高层会议简报

我司多年坚持在项目管理过程中进行高成熟度实践，实施量化管理和性能目标监控，使我司更好达成商业目标，受益匪浅。为评估当期过程能力和持续识别改进机会，公司几年前决定申请高级成熟度级 Benchmark 评估。主评估师 Raghav 先生在软件行业从事经验丰富、ATM 也参与过之前的评估，且来自不同的工作背景，他们体现了专业性和工匠精神，找出了公司发展中存在的实际问题。

对于本次高级成熟度级认证评估，我从以下四个方面进行总结：

1. 评估发现结果符合我司实际情况

在评估过程中，评估团队为公司提出 26 个弱项，通过高层经理、EPG 小组、项目经理、项目组成员对弱项分析和反馈，一致认为这些弱项符合我司 95%的实际情况，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和严谨度。

2. 在本次评估过程中学习的经验教训

我组织 EPG 举行会议，对所有弱项按照商业目标进行了相关性和性价比分析，将所有弱项进行了优先级排序，其中优先级最高的弱项有：（1）区分复用代码生产率和新代码生产率的度量。更便于了解 Jetsum 智能开发平台组件复用带来的效益，还更能了解研发团队的编码能力，能够有效提高 Jetsum 智能开发平台的复用价值，且需要加强数据的分析，探索不同因素对目标的影响；（2）在组织度量库中增加需求评审、设计评审、编码评审环节的评审效率信息，将实际的评审效率和预测的评审效率进行对比，帮助我们更加准确的判断评审结果的有效性，更好规划评审活动；（3）编码语言不规范影响可读性和可维护性，可以借助工具检查（在其中嵌入编码规则），如引入 sonar 作为代码上传代码的门禁，且需要

加强编码注释的培训，增加人员的意识，另外加大对 QA 的编码培训，以让开发人员养成良好的编码习惯，比如：编码中有时候出现循环超过三层，可读性不高，且当编码规模增大的时候对性能造成影响；（4）RDM 和 TS 当中的工作产品、配置项可以考虑合并，实现文档的简约化，以便于产品的维护，若发生结构性变更，难以同时更新诸多关联文档，其实还有很多其他资料也需要整合，确保文本工作的精简化；（5）采用 JIRA 管理平台，并结合公司的具体业务情况对其进行二次开发，主要加强测试缺陷的管理，同时也能针对需求，设计和代码评审的缺陷进行管理，提高缺陷管理效率，我们也可以用 Jira 整合标准过程文档；（6）持续收集整理各项目的测试用例和代码组建，提炼通用性强的元素，整理成公共用例和代码库且进行标记，让后续项目复用，提高测试用例编写和开发的效率；（7）高层管理者批准了质量管理的奖惩制度，QA 在需求设计和代码阶段要督促将评审准备时长收集到组织度量监控矩阵中，便于 MA 统计和分析，高层能够做出更好的决策；（8）项目初期阶段，需求和设计文档的规模使用 FP 转换为 KLOC，该数据是估算得出的，与实际有偏差。建议编码后对估算数据进行校准，比较差异性，促进功能点和代码行转换的准确性。

3. 经验教训对我司的帮助

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、项目交付能力、质量管理能力等，提供了改进依据，主任评估师对高级成熟度方面，加强了人员对模型和数据处理方法的理解，改变固有的思考模式，加强了质量意识和优化能力。随着公司各方面能力的持续提升，我们相信，我们有了更多客观数据的搜集和数据作为支撑，我们团队会作出更加满足事实情况的决定，不仅可以不断实现我们的商业目标，还能够为用户提供更加高效、更高质量的服务。

4. 我司后续如何进行改进

下一步，我将带领由高层经理带领的 EPG 小组、内部 ATM、和参加访谈的人员，如：项目经理、负责需求、开发、测试、质量、配置、培训工作的相关人员召开会议，讨论这些建议对过程的影响、配备人力资源、预算、讲师、过程改进监控时间表等来更新标准过程且进行流程、模板、工具的培训，确保 EPG 落实每一项改进措施。EPG 要把以上所需的目标、资源、方法列入到过程改进计划中，从公司管理规章制度入手，更新工作系统，纳入新的文档元素，制定过程改进监控。我们还会紧密跟踪 CMMI 的最新模型、国内 DCMM、行业规范等各种标准，持续将 CMMI 理念融入到禅道管理系统中。人员方面，我将选派 2 位 QA 和 2 位项目经理参加外部六西格玛培训等，持续支持高成熟度模型的实践。我们确信：CMMI V2.0 模型的实施是我司成功实现“为客户提供更捷讯的技术、更贴心的服务”公司愿景的必要条件。

武汉捷讯信息技术有限公司

2022 年 11 月 21 日

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For years we have maintained high maturity practices in our project management process, implementing quantitative management and performance target monitoring, which has enabled us to better achieve our business objectives and gain significant benefits. To evaluate the current process capability and continuously identify improvement opportunities, the company decided to apply for an High Maturity Level Benchmark appraisal a few years ago. The lead assessor, Mr. Raghav, who is experienced in the software industry and ATM has been involved in previous appraisals, and comes from a variety of work backgrounds, demonstrating professionalism and craftsmanship in identifying real issues in the company's development.

1. The findings of the appraisal are in line with the actual circumstances of our company

During the appraisal process, the appraisal team proposed 26 weaknesses for the company. Through the analysis and feedback of the weaknesses by senior managers, the EPG team, project managers, and project team members, it was unanimously agreed that these weaknesses were in line with 95% of our practical conditions, which is a very high compliance ratio and reflects the expertise and rigor of this appraisal.

2. Lessons learned in this appraisal experience

I held a meeting with the EPG to analyze the relevance and cost effectiveness of all weaknesses along business objectives and prioritized all weaknesses with the highest priority: (1) Distinguish between reuse code productivity and new code productivity measures. It is easier to understand the benefits brought by the reuse of Jetsum intelligent development platform components, and also better understand the coding ability of the R&D team, which can effectively improve the reuse value of Jetsum intelligent development platform, and the analysis of data needs to be strengthened to explore the impact of different factors on the target; (2) add the review efficiency data of requirements review, design review, and coding review sessions to the organizational measurement database, and compare the actual review efficiency and predicted review efficiency to help us more accurately assess the effectiveness of review results and better plan review activities; (3) irregular coding style affects readability and maintainability, which can be checked with the help of tools (embedding coding rules in them), such as introducing sonar as a code upload code gatekeeper, and need to strengthen training on coding comments to increase personnel awareness, in addition (4) The work products and configuration items in RDM and TS can be considered to be merged to realize the simplicity of the documents, so as to facilitate the maintenance of the products, and if structural changes occur, it is difficult to update them at the same time. Many related documents, in fact, there are many other information also need to be integrated to ensure the streamlining of works; (5) the use of JIRA management platform, and its incorporation of the company's specific business situation for secondary development, mainly to strengthen

the management of test defects, but also for the requirements, design and code review of the management of defects to improve the efficiency of defect management, we can also use Jira to integrate the standard process (6) Continuously collect and organize test cases and code components for each project, refine the common elements and organize them into a public use case and code library and mark them for reuse in subsequent projects to improve the efficiency of test case writing and development; (7) Senior management approves the reward and punishment system for quality management, QA supervises the collection of review preparation time in the requirement design and code phase into the organizational metric monitoring matrix to facilitate MA statistics and analysis, and senior management can make better decisions; (8) In the early project phase, the size of the requirements and design documents are converted to KLOC using FP, and this data is estimated and deviates from the actual. It is recommended that the estimated data be calibrated after coding to compare the variability and promote the accuracy of function point and code line conversion.

3. Lessons learned are beneficial to our company

This appraisal has allowed us to identify many improvement proposals that are helpful to us. These improvement proposals are good indicators 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 improving the company's software development process capability, technology development capability, the project management capability, project delivery capability, quality management capability, etc., which provides a basis for improvement. The lead appraiser has strengthened personnel's understanding of models and data processing methods, changed patterns of inherent thinking, and enhanced quality awareness and optimization capabilities in terms of the high level of maturity. As we continue to improve our capabilities in all areas, we believe that with more objective data collection and availability of information to back us up, our team makes decisions that are more responsive to the facts of the situation and can continue to achieve not only our business objectives, but also provide more efficient and higher quality services to our users.

4. The follow-up of how we can proceed with the improvements

Next, I will lead the EPG team led by senior managers, internal ATMs, and interview participants, such as project managers, and personnel responsible for requirements, development, testing, quality, configuration, and training, to hold a meeting to discuss the impact of these proposals on the process, allocate human resources, budgets, instructors, and process improvement monitoring schedules to update the standard process and conduct training on processes, templates, and tools to ensure that the EPG implements each improvement measures. The EPG plans to include the above objectives, resources, and methods in the process improvement plan, starting with the company's management rules and regulations, updating the work system, incorporating new documentation elements, and developing process improvement monitoring. We will also be closely tracking the latest

CMMI models, domestic DCMM, industry norms and other various standards to continuously integrate CMMI concepts into the Zentao management system. In terms of personnel, I will select 2 QA and 2 project managers to attend external Six Sigma training, etc. to continuously support the practice of high maturity models. We are convinced that the implementation of CMMI V2.0 model is necessary for our company to successfully realize our vision of "providing customers with better technology and more attentive service".

Wuhan Jetsum Information Technology Co., Ltd

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