发起人高层会议总结报告

作为公司评估发起人，我代表公司对主任评估师 Raghav 先生及 ATM 团队的卓越、严谨、务实的工作表示衷心的感谢和钦佩。公司依据 CMMI 2.0 模型进行过程改进以来，在工程实施、项目管理和组织建设方面有了很大的提升，通过本次 CMMI 高成熟度评估，可以有效提升公司技术研发能力和管理流程水平，对公司商业目标的达成具有重要意义。

下面我从 4 个方面对本次 CMMI 评估进行总结：

1、评估结果真实反映出软件工程实践的状态

在评估过程中，评估小组成员为我们提供了 49 个具有价值的改进建议，通过公司高层管理者和过程改进小组的研究讨论，我们认为这些改进建议与公司现状的符合程度非常高，达到 95%以上，客观的反映了公司在工程实施和组织管理上的薄弱环节，这些弱项是我们在过程改进中没有被充分注意到的，本次评估为我们后续的过程改进指明了方向。

2、评估过程的经验总结

通过对全部改进建议的分析，根据影响的范围、迫切程度、改进的成本、收益性分析等因素综合考虑，识别出了最有价值的改进建议如下：（1）组织持续改进性能目标需要将客户目标考虑进来分析。（2）使用统一的培训平台可以汇聚资源，提升培训的效率和有效性，支持组织过程改进的目标达成。（3）在工程实施过程中出现不符合逻辑性问题如集成测试比单元测试缺陷多的问题，要及时使用根本原因分析方法，尽早找到问题原因。（4）在产品集成中增加网络通讯、外部系统接口、账号密码、集成数据准备相关检查项，提升产品集成效率，降低集

成成本。（5）在工程实施中增加解决问题、评审缺陷投入的工作量分析，可有效减少解决问题、评审等带来的返工工作量。（6）在项目变更影响分析增加对配置项的评估分析。（7）在 QA 工作报告中增加 QA 实际投入工时与预计投入工时的偏差分析，以便作为未来 QA 工作资源投入的参考。

3、经验教训对公司过程改进的意义

通过评估识别出的改进建议覆盖了工程实施、项目管理、支持工作和组织改进的各个方面，基于改进建议我们制定改进措施，能够指导我们日常改进工作，在组织改进管理方面，如规范和模板的问题需要我们 EPG 小组更新最新的规范、指南和相关的模板，有效支撑项目工作。在工程实施方面，需要更加重视编码质量、测试流程，把同行评审更好的应用到工程实施中，提升开发效率和质量。只有工程实施、项目管理、支持工作和组织改进充分发挥各自的作用，才能确保公司商业目标和业务目标的达成。

4、下一步工作内容

在此次评估之后，我们会组织公司高层、管理层、EPG 小组，召开专题讨论会议，总结经验，部署下一步工作内容，对实践域的改进建议进行针对性分析，评估改进措施，落实改进方案，责任到人和团队，让相关的负责人制定计划，EPG 跟踪措施落实情况，并对落实情况进行量化分析，保证措施的有效性，在公司范围内试点推广改进措施，持续优化过程改进，更好的实现公司的商业目标。

发起人：

中汽研汽车工业工程（天津）有限公司

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SPONSOR FEEDBACK -EXECUTIVE SESSION BRIEFING

As the sponsor of the company's appraisal, on behalf of the company, I would like to express my heartfelt thanks and admiration for the excellent, rigorous and pragmatic work of the chief appraiser, Mr. Raghav, and the ATM team. Since the process improvement according to the CMMI 2.0 model, the company has greatly improved its engineering implementation, project management and organizational construction, and through this CMMI high maturity assessment, it can effectively improve the company's technology research and development capabilities and management process level, which is of great significance to the achievement of the company's business goals.

Below I summarize this CMMI appraisal from 4 aspects:

1. The appraisal results truly reflect the state of software engineering practice

In the appraisal process, the members of the appraisal team provided us with 49 valuable improvement suggestions, through the research and discussion of the company's senior management and the process improvement team, we believe that these improvement suggestions are in line with the company's current situation is very high, reaching more than 95%, objectively reflecting the company's weak links in engineering implementation and organizational management, these

weaknesses are not fully noticed in process improvement, this appraisal points out the direction for our subsequent process improvement.

2. Summary of experience in the appraisal process

Through the analysis of all improvement suggestions, according to the scope of the impact, urgency, the cost of improvement, profitability analysis and other factors, the most valuable improvement suggestions were identified as follows: (1) The organization's continuous improvement performance goals need to take customer goals into account for analysis. (2) The use of a unified training platform can pool resources, improve the efficiency and effectiveness of training, and support the achievement of organizational process improvement goals. (3) In the process of project implementation, if there are some problems with more defects in integration testing than unit testing, the root cause analysis method should be used in time to find the cause of the problem as soon as possible. (4) Add network communication, external system interface, account password, and integration data preparation related inspection items in product integration to improve product integration efficiency and reduce integration costs. (5) In the implementation of the project, add the workload analysis of solving problems and reviewing defects, which can effectively reduce the rework workload caused by solving problems and review. (6) Add appraisal and analysis of configuration items to the project change impact analysis. (7) Add the

deviation analysis between the actual working hours of QA and the estimated working hours of QA in the QA work report, so as to use it as a reference for future QA work resource investment.

3. The significance of lessons learned for the company's process improvement

The improvement suggestions identified through the appraisal cover all aspects of engineering implementation, project management, support work and organizational improvement, based on the improvement suggestions we develop improvement measures, can guide our daily improvement work, in the organizational improvement management, such as specifications and templates The problem requires our EPG team to update the latest specifications, guidelines and related templates to effectively support the project work. In terms of engineering implementation, more attention needs to be paid to coding quality and testing processes, and peer review is better applied to engineering implementation to improve development efficiency and quality. Only when engineering implementation, project management, support work and organizational improvement play their respective roles can the company's business goals and business objectives be achieved.

4. The content of the next step

After this appraisal, we will organize the company's senior management, management, and EPG groups to hold a special discussion

meeting, summarize experience, deploy the next work content, conduct targeted analysis of the improvement suggestions in the practice area, evaluate the improvement measures, implement the improvement plan, assign responsibility to the person and team, let the relevant person in charge formulate the plan, EPG track the implementation of the measures, and quantitatively analyze the implementation to ensure the effectiveness of the measures, pilot and promote the improvement measures within the company, and continuously optimize the process improvement.

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CATARC Automotive Industry Engineering(Tianjin)Co., Ltd.

Dec 22, 2022