北京环亚信通信息科技有限公司

尊敬的 Raghav 先生：

您好！

在此，我谨代表本公司软件研发部门(Software R&D Department)，对您在此次 CMMI 五级评估中给我们带来的宝贵意见表示由衷的感谢！

虽然我们在此前已经经历过 CMMI 三级的实践和评估，但是此次五级，我感觉对我们公司来说，比此前的三级更加有实际的改进意义。

在访谈结束的当天下午，我们的 EPG Leader 王来利与项目经理张伟力召集了部分成员一起就下阶段我们迫切需要改进的内容进行了一场研讨会，我作为公司领导参与了此次讨论。

在这场研讨会上，我们学到了以下几方面高成熟度 CMMI 实践的宝贵经验：

(1) 公司的每一个角色，不是仅仅靠自己就能做好的，需要不同角色的相互协作。通过此次评估，我作为领导，更加意识到今后加强研发、测试、度量及品质保证之间组间协作，是相当重要的。

(2) 测试是一项非常重要的工作，需要在项目前期就把测试范围，测试内容固定下来，尽可能早地多写测试用例，要 100%地覆盖源代码和代码分支。

(3) 过程性能模型的建立和使用是公司走向成熟的标志。我们需要建立和维护更有效的过程性能模型，并合理使用，以提高我们的过程能力，进而提升产品的质量。

(4) 培训工作要贯串于整个组织，并且需要做到任何时间任何地点都能开展培训。

(5) 流程的效率需要进一步提高，例如冗余的会议可以精简，过多的检查项可以合并。

基于以上认识，结合本公司实际的资源运作现状，经与我们的 EPG Leader 和项目经理沟通，我将考虑计划从以下几方面进行改进(Top 5)：

(1) 简化评审检查项，提高评审效率；

　　责任人：软件研发部，需求工程师：郭庆伟

　　试点日期：2020 年 5 月底到 6 月----方案已经完成

(2) 针对当前成都市的具体交通状况，现在正在建立弹性上下班机制；

　　责任人：人事经理，吴黎敏

　　试点日期：2020 年 6 月

(3) 建立统一的集成平台，以减少集成时间，提高项目开发效率；

　　责任人：软件研发部，石兆阳

　　试点日期：2020 年 6 月~7 月

2020年5月1日

(4) 成立独立的数据管理中心，专门负责公司项目的度量和量化管理；

责任人：软件研发部，王来利

试点日期：2020 年 7 月

(5) 建立"动态培训计划与跟踪"系统，实时有效地开展培训工作；

责任人：人力资源部，唐雨

试点日期：2020 年 7 月

通过这场评估，我同时也惊讶地发现我们的项目经理，需求工程师和设计组长的语言表达能力，逻辑思维能力以及对项目，对组织绩效能力的理解上，都有了脱胎换骨的提升。在此，非常感谢您在此次评估中给我们项目组成员，过程改进小组(EPG)成员以及全公司带来的帮助。

此致，

敬礼

签名：李立

日期：2020 年 5 月 11 日

盖章：

北京环亚信通信息科技有限公司

Dear Mr. Raghav:

First of all, it is an honor to be able to get your guidance.

Here, on behalf of the Software R & D Department of this company, I would like to express my heartfelt thanks to you for the valuable opinions you brought to us in this CMMI Level 5 appraisal!

Although we have already experienced the practice and appraisal of CMMI level 3 before, this time at level 5, I feel that for our company, it has more practical improvement significance than the previous level 3.

On the afternoon of the end of the interview date, our EPG Leader Wang Laili and project manager Zhang Weili convened some members to conduct a seminar on what we urgently need to improve in the next stage. I participated in the discussion as a company leader.

In this seminar, we learned the following valuable experience of high-maturity CMMI practice:

(1) Each role of the company cannot be done by itself, but requires the cooperation of different roles. Through this appraisal, as a leader, I became more aware of the importance of strengthening collaboration between R & D, testing, measurement, and quality assurance in the future.

(2) Testing is a very important task. It is necessary to fix the test scope and test content in the early stage of the project, write more test cases as early as possible, and cover the source code and code branches 100%.

(3) The establishment and use of process performance models are a sign of the company's maturity. We need to establish and maintain more effective process performance models and use them reasonably to improve our process capabilities and thus improve product quality.

(4) The training must be carried out throughout the organization, and training needs to be carried out at any time and any place.

(5) The efficiency of the process needs to be further improved. For example, redundant meetings can be streamlined, and excessive inspection items can be combined.

Based on the above knowledge, combined with the actual resource operation status of the company, after communicating with our EPG Leader and project manager, I will consider plans to improve from the following aspects (Top 5):

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(1) Simplify the review items and improve the review efficiency;

Responsible person: Software R & D Department, Requirement engineer: Guo Qingwei

Pilot date: end of May to June 2020-the plan has been completed

(2) In view of the current traffic situation in Chengdu, a flexible commuting mechanism is being established;

Responsible person: Personnel Manager, Wu Limin

Pilot Date: June 2020

(3) Establish a unified integration platform to reduce integration time and improve project development efficiency;

Responsible person: Software R & D Department, Shi Zhaoyang

Pilot Date: June to July 2020

(4) To set up an independent data management center, specializing in the measurement and quantitative management of company projects;

Responsible: Wang Laili, Software R & D Department

Pilot date: July 2020

(5) To establish a "dynamic training plan and tracking" system to carry out training in real time and effectively;

Responsible person: Tang Yu, Human Resources Department

Pilot date: July 2020

Through this appraisal, I was also surprised to find that our project managers, requirements engineers and design team leaders have improved their language skills, logical thinking skills, and understanding of projects and organizational performance capabilities. Here, thank you very much for your help to our project team members, process improvement group (EPG) members and the entire company in this appraisal.

Sincerely,

SALUTE

Signature: Li Li

Date: 2020年5月11日

Seal: