

发起人高层会议总结报告

我司邀请了 CMMI 研究院高成熟度首席评估师拉加夫先生以及 ATM 成员，执行了为期 8 天的正式评估，通过文档审查、工作演示、现场访谈，找出了很多有价值的改进建议。相较于历届评估，本次高级成熟度评估也让我们更好地感受到本次评估过程的专业性和严谨性。在第二次 CMMI5 级评估中，我通过高层会议，认真听取了各个职能的发现结果汇报，我发现评审发现结果为我们公司后续过程改进提供了更多的改进来源。基于评审发现的弱项和改进项，我们认为这些改进建议与公司现状的符合程度超过 95%，这些建议项，将为公司后续项目管理、研发实施方面提供改进思路 and 方向。

EPG 和项目经理通过访谈会议中所收集到的信息，我认为这些改进建议能够为公司商业目标达成提供帮助，按照公司的商业目标，我们收获了如下建议机会：1) 商业目标分解报告中，虽然建立了回归方程，但是因子并不是很有效，通过重新进行根因分析识别出更有效的因子，为商业目标的达成提供保障。2) 目前公司虽然使用了一些低代码工具和代码走查工具，但仍然不够，需要加强优秀的第三库和开源项目的学习和使用，以减少代码工作量并提升项目效率与质量。3) 公司实施的培训，不仅要关注技术类、市场类的培训、岗位工作流程的专项培训，还应将课程按照参训人员的情况分为入门、进阶、高阶三级进行分类培训，最大程度保障培训效果，提升员工综合技能，以更好提升员工工作效率。4) 目前，单元测试 bug 表缺少 bug 问题原因、处理方法、所影响的模块等信息，对 BUG 的分类和细化有利于后期对开发人员进行相关培训，避免类似 BUG 重现，提高代码质量。5) 不符合问题的原因分析描述中，增加详细改进方案、参与人员、解决时间，以便项目结束后进行经验总结。6) 将不同行业的项目进行合并统一分析，结合工业物联网的基础特性，以裁剪的原则进行适度的裁剪，有利于集中优势力量实现公司的商业目标。7) 在识别风险时，应根据历史数据进行风险的预估，在项目开始前就制定更合理的评估风险等级和缓解措施，保证项目高质量的完成。

我们认为本次评估建议对改进类、管理类和工程类三个方面最有帮助。在改进类方面，EPG 会以多维度的方式，识别更多有效因子并持续优化过程基线和模型，提出改进机会，推广更多的工具，提升组织整体效能；在管理类方面，我们会继续完善各阶段的风险评估并提前制定缓解措施，添加

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更多的风险分类目录，帮助项目经理更好的识别风险，进一步提高团队风险管理意识；我们也会细化培训内容，对培训内容进行分级处理，以应对各阶段的员工能力，同时引入更多的外部培训，提升人员的专业水平，提升产品竞争力；在工程类方面，单元测试增加相关因素的分类汇总，通过汇总数据找出共性问题并形成统一方案，提升生产效能，确保实现公司商业目标的达成。

在后续的工作中，我将带领团队成员针对各项弱项和建议项，举行组织专项会议，对每个实践域的改进建议进行根本原因分析，找出最优的解决方案，并制定 2023 年的行动计划。按照改进计划开展试点执行，并采集数据，分析改进措施的有效性，为持续改进提供数据支撑。高层也会对项目团队和 EPG 提供更多的支持，要求 QA 加强审计，提供过程改进指导，在培训方面，我们会继续增加培训预算，加大外部咨询师的投入并增加三维数据可视化和全息投影等硬件以增强培训的体验。另外在办公环境方面，我们也会提供预算，来保障过程的持续改进，最终实现公司的企业发展远景商业目标。

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Mr. Raghav, a Certified High Maturity Lead Appraiser of the CMMI Institute, and the ATM members were invited to perform an 8-day benchmark appraisal. Several valuable improvement proposals were identified through document review, work demonstration and on-site interviews. This HM appraisal also makes us feel the professionalism and rigor compared to the earlier Level 5 appraisal. During the executive briefing meeting of the second CMMI Level 5 appraisal, I listened carefully to the report on the findings from each function, and I am very happy to find that the review findings provide more sources of improvement for the subsequent process improvement in our company. Based on the weaknesses and improvements found by the review, we believe that these improvement suggestions are more than 95% in line with the current situation of the company, and these will provide improvement ideas and directions for the subsequent project management and R&D implementation of the company.

I believe that these improvement proposals can help the company reach its business objectives, as per the company's business objectives, we have harvested the following suggested opportunities: 1) In the business objectives decomposition report, although the regression equation is established, the factors are not very effective, identify more effective factors by re-running root cause analysis to provide business objectives 2) Although the company is currently using some low code tools and code walk check tools, but still not enough, need to improve the learning and use of excellent third library and open source projects to reduce code workload and improve project efficiency and quality. 3) The company performs training, not only focusing on technical, marketing training, and job workflow-specific training, but also the course must be classified in accordance with the participant's needs 6) The projects in different industries should be analyzed jointly and consistently, combined with the basic characteristics of industrial IoT, and moderately tailored, which is conducive to focusing on the strengths to achieve the company's business objectives. 7) When identifying risks, the risks should be predicted in line with historical data, and a more reasonable assessment of the risk level and mitigation measures should be formulated before the project starts to ensure the completion of the project with high quality.

We believe that the proposals of this appraisal will be most helpful in three areas: improvement, management and engineering. In the improvement category, EPG makes a

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multi-dimensional approach to identify more effective factors and continuously optimize process baselines and models, propose improvement opportunities, and promote more tools to improve overall organizational effectiveness; in the management category, we will continue to improve risk assessment at each stage and develop mitigation measures in advance, add more risk classification catalogs to help project managers better identify risks and further improve team We will also refine the training content, conduct hierarchical handling of the training elements to cater to the capabilities of employees at each stage, and introduce more external training to improve the professional performance of personnel and enhance product competitiveness; in the engineering category, unit testing will increase the classification and aggregation of relevant factors, identify common problems and form a unified plan through aggregated data, improve production efficiency, and ensure the achievement of the company's business goals.

For the follow-up work, I will hold organizational dedicated meetings with team members to address each weakness and improvement proposals, conduct root cause analysis for each practice area, identify the optimized solution, and develop an action plan for 2023. Pilot implementation will be carried out according to the improvement plan, and data will be collected to analyze the effectiveness of improvement measures and provide data support for continuous improvement. Senior management will also provide more support to the project team and EPG by requiring QA to strengthen audits and provide process improvement guidance. In terms of training, we will continue to increase the training budget, invest more in external consultants and add hardware such as 3D data visualization and holographic projection to enhance the training experience. In addition, we will also provide a budget for the office environment to ensure continuous improvement of the process and ultimately achieve the company's business goals for corporate development vision.

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