



发起人高层会议总结报告

一、总体发现

在本次 CMMI 5 评估中，主任评估师和 5 位 ATM 总共发现了 50 多个弱项，并分别提出相应的改进建议。改进建议分为工程管理、项目管理、支持、过程管理 4 类，其中，工程管理 7 条，项目管理 13 条，支持 20 条，过程管理 13 条。通过公司中层、EPG 过程改进小组、项目经理、QA、CM 等过程改进中的重要角色研究讨论，一致认为主任评估师和 5 位 ATM 发现的 50 多个弱项的符合度为 95%。

二、经验教训

我们从工程管理、项目管理、支持、过程管理四个方面分别进行总结。

1、工程管理

开发人员应该参与需求沟通，但要尽可能减少沟通次数，大部分需求沟通还应由需求人员进行。开发人员在主要的几次评审会参与需求沟通即可。既可以保证开发人员能快速理解需求内涵，从而达到高效沟通，又可以保证开发人员不会被需求分散注意力或过多加入自己的主观意念。需求人员会通过专业的需求调查单和面对面访谈来获取用户需求，将用户需求整理成文档会使开发人员更快捷方便的理解需求内涵。

在项目中估算测试用例和实际测试环节，我们会在后续的项目中要求需求人员、设计人员、开发人员、测试人员共同协作来进行单员测试用例估算和测试用例制定的工作。一方面可以更加确保测试的前期工作，主要是测试用例覆盖所有的需求，同时也可以提高涉及到测试各个环节的可度量项，从而提高关于测试各环节的效率和整个项目的效率。

2、项目管理

本次评估的项目只使用了 IFPUG 估算方法，今后会根据项目的不同特征和规模使用其他的估算方法。

由于未建立系统化的历史机会库，可能增加相关依赖关系的工作中突发风险的发生，减少机会的发现，从而无法为管理提供有力的支撑。按照建议，组织级对历史风险库，历史机会库做总结和更新，建立机会识别经验库，并在经验库中建立相关的识别表。让项目组可以更好的利用项目库中的识别表识别项目中存在的风险和机会。

3、支持

我们在商业目标分解的过程中应用了 GQM 方法，定量的深入到了过程实际，结合生产过程经验和数据，实现了最大限度的度量项发掘。因此，我们会把 GQM 方法推广应用到 CMMI 的推广和实践中。

过程检查单的检查项过多，容易增加检查过程中的工作量。我们将实现过程检查单中检查项的精简，定期汇总各个项目的过程符合情况，提出共性问题并分析，从而减轻工作量，提升效率。

4、过程管理

公司培训方式比较单一，我们将开发其他的培训方式来提高培训效率，调动积极性。



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没有对体系架构归纳调整进行分类，这样会导致使用不方便，不易访问，我们会从过程管理、项目管理、支持、工程过程四大方面对体系架构进行分类。同时我们也会对过程文档资料进行整理使其简单化。

三、现实意义

控制生产成本，因为开发质量有所保证，浪费在反复修改、解决客户抱怨方面的人力成本及返工损耗会降低很多。

瞄准绩效重点，通过长期过程改进，企业建立了以共享经验为基础的财富库，通过度量和分析开发过程及产品，建立符合企业实情的效率指标。

有助于提高软件开发者的职业素养、有利于提升公司和员工绩效管理水平。

四、改进措施

EPG 会根据本次评估的结果，在 EPG 月度例会上讨论和任命相关的人员来处理对应的改进项，修改相关的标准过程及模板，使用《改进信息跟踪表》来跟踪这些改进项。修改好相关文档后，在下一个 EPG 月度例会对修改后的文档进行审核和审批，通过审批后，发布新修改后的标准过程及模板，并填写《CMMI 标准过程体系文件发布及修改通知》，通知公司哪些有修改。

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发起人：岳桐

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SPONSOR FEEDBACK - EXECUTIVE SESSION BRIEFING

I. Overall Findings

Over 50 weaknesses in total have been identified by the HM Lead Appraiser and the 5 ATMs in this CMMI 5 appraisal, and recommendations for improvement have been provided accordingly. The improvement proposals can be classified into 4 categories: engineering management, project management, support, and process management, of which 7 are for engineering management, 13 are for project management, 20 are for support, and 13 are for process management. After discussion through the study by company's middle management, EPG process improvement team, project manager, QA, CM and other important players in process improvement, the consensus is that the compliance of more than 50 weaknesses found by the HM Lead Appraiser and the 5 ATMs is 95%.

II. Lessons learned

We summarized the lessons from each of the four aspects of engineering management, project management, support, and process management, and the outcomes are as follows.

1、Engineering Management

Developers are expected to participate in the communication of requirements, but the number of communication meetings should be minimized, and most of the requirements communication should also be conducted by the requirements staff. Developers can participate in requirements communication in the main several review meetings. This can ensure that developers can quickly understand the requirements, so as to achieve efficient



communication, but also to ensure that developers will not be distracted by the requirement or too much by their subjective ideas. Requirements personnel obtain user requirements through professional requirements questionnaires and face-to-face interviews, and putting the user requirements into a document facilitates developers to understand the requirements more effectively and quickly.

2. Project Management

Only the IFPUG estimation method has been used for the projects under this assessment, and other estimation methods in the future will be employed to suit the different features and sizes of the projects.

Since a systematic historical opportunity pool is not built, it may increase the occurrence of unexpected risks in the work of related dependencies and fewer opportunities are spotted, thus not providing strong support for management. Following the suggestion, we should summarize and update the historical risk database and historical opportunity database at the organization level, establish a database of opportunity identification experience, and create relevant identification tables in the experience database. The project team can make better use of the identification tables in the project library to identify the risks and opportunities that exist in the project.

3. Support

We employ the GQM method in the process of business objective decomposition, which quantitatively penetrates into the process in practice, and maximizes the discovery of measurement items by incorporating production process experience and data. Therefore, we will extend the application of GQM method to promote and practice CMMI.



The excessive number of check items in the process checklist tends to multiply the workload in the inspection process. We will streamline the check items in the process checklist, periodically summarize the process compliance of each project, present common problems and analyze them, thus reducing the workload and improving efficiency.

4、 Process management

The company training method is relatively monotonous, we will develop other approaches to training to improve training efficiency and motivation. Without grouping and adjusting the process architecture, the system cannot be easily used and accessed, so we will assemble the system architecture from four aspects: process management, project management, support, and engineering process. Meanwhile, we will also sort the process documentation to make it simple.

III. Relevance

Production costs are controlled because the quality of development is assured, and the labor costs and rework losses wasted on iterative revisions and resolving customer complaints are greatly reduced.

Through long-term process improvement, the company establishes a wealth of experience based on shared experience and builds efficiency indicators that meet the company's realities by measuring and analyzing the development process and products.

This helps to improve the professionalism of software developers and the performance management of the company and its employees.

IV. Improvement Measures

Upon the outcome of this appraisal, EPG decides to appoint relevant personnel to



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handle the related improvement items, modify the related standard processes and templates, and use the Improvement Information Tracking Form to track these improvements in the EPG monthly meeting. After modifying the relevant documents, the modified documents will be reviewed and approved at the next EPG regular monthly meeting. After is filled out to inform the company which have been modified. After approval, the release of the newly modified processes and other assets will be communicated to all employees, notifying the company of what has been modified.

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March 18th, 2023

A handwritten signature in black ink, appearing to be the name 'Yue Tong' written in a cursive style.