

发起人高层会议总结报告

RAGHAV S. NANDYAL

SITARA TECHNOLOGIES PVT. LTD.

Dear Raghav Nandyal:

一、 整体发现

在本次 CMMI5 评估中，主任评估师和 6 位 ATM 共发现了 30 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、过程管理等 4 类，其中工程管理 10 条、项目管理 9 条，支持类 7 条，过程管理及其他 10 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进行研究讨论，一致认为主任评估师和 ATM 发现的 30 多个弱项与公司的实际情况高度符合，符合度为 95%。

二、 经验教训

本次评估发现了很多弱项和问题，总结如下：

软件工程类

在需求跟踪、设计评审、单元测试、集成测试等各个阶段，提出了不同的问题和建议。包括需求跟踪矩阵的直观性不够。评审文档检查单较为分散繁琐。还建议引入单元测试工具，自动化测试工具，提高单元测试、集成测试的效率，减少人为因素的影响，提高过程的稳定性。

项目管理类

文档方面问题较多，比如各种评审检查单的文件格式不统一，工作量和成本等度量指标出现在不同的文档，风险和机会管理表的记录分散等等。并提出建议将此类文档精简、合并、并统一成清晰呈现的格式。便于控制文档数据的准确性、提高编写文档的效率，为文档使用人员提供更方便直观的视图。

支持类

目前组织没有为项目提供决策模板，组织提供的决策方法没有更新。建议在组织为不同的决策方法提供文件模板，并建议研究分析引入新的决策方法。

组织级 QA 检查单中的个别检查项描述不够具体，需要调整使其更具可执行性。

过程管理类

文档方面：有很多文档模板的内容重复冗余。生产率计算单位不统一等，建议合并重复的文档模板，统一单位和标准定义。

过程改进方面：年度过程改进计划没有具体的革新改进计划，除了通过原因分析来识别创新改进外，建议积极探索新的改进机会。

模型方面：模型中的因子可控性不强等。建议增加可控的因子，以便项目组能更好的进行控制。

培训方面：建议增加在线培训系统，以便进行远程培训。还建议在培训完成一段时间后，对培训进行效果评估。

三、 现实意义

以上发现的问题，出现在组织级和项目级等各个方面，对这些问题进行改进，将有助于提高过程的质量、稳定性和流程执行的效率。建立高成熟度实践有下列好处：

- 1、 组织通过分解商业目标，引导项目组围绕目标开展活动，能更好的达成组织目标。
- 2、 组织通过度量分析、基线、模型的建立，能提高组织过程的可控性、稳定性。
- 3、 组织通过革新措施、消除组织过程的弱项。能提升流程执行的质量或效率。
- 4、 项目组通过模型预测，及时发现与目标的偏差并采取措施纠正偏差，能提升目标达成的可能性。
- 5、 通过优化文档模板、引入新的工具，能提高项目过程中的效率、质量和稳定性。

四、 实施计划

针对上述问题，我们将采取下列措施和行动进行改进。

- 1、 首先是我们会将这些问题和建议登记到《过程改进信息表》中，并落实到具体负责人员，进行持续的跟踪，直到问题改进达成。
- 2、 在组织层面，重新梳理和编制模板，将一些有重复内容的模板合并。将文档中的格式、及生产率等单位统一定义。另外根据项目需求增加新的模板，完成后发布新的模板。EPG 在将来制定年度计划时，将革新改进计划也包含进来。探索新的改进工具，方法和技术，来进行改进，提升组织能力。EPG 建立数据质量标准，与 QA 对数据质量共同负责。寻找并增加新的更加可控的因子，重新建立新的效率模型。
- 3、 在项目层面，将采取措施使得需求跟踪力度更精确。将引入新的单元测试工具，自动集成工具和自动测试工具，提高单元测试、系统集成、自动测试的效率和质量。

总之，我们要在组织和项目层面继续推动高成熟度实践，不断改进弱项，优化过程，来快速提升项目实施和项目管理能力，提升公司的组织过程性能，提升产品质量和组织生产率，降低成本，从而提升市场竞争力。

最后，感谢主任评估师和 ATM 成员及过程改进小组、项目组成员的辛勤付出！你们的工作对公司的过程改进有重大的意义！

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Sponsor Feedback – Executive Briefing Summary

RAGHAV S. NANDYAL

SITARA TECHNOLOGIES PVT. LTD.

Dear Raghav Nandyal,

In this CMMI5 appraisal, the HM Lead Appraiser and six appraisal team members identified more than 30 areas for improvement and provided corresponding suggestions for improvement. The suggested improvements were divided into four categories: engineering management (10 suggestions), project management (9 suggestions), support (7 suggestions), and process management and others (10 suggestions). The identified areas for improvement were reviewed and discussed by key stakeholders in the company's mid-level management, EPG process improvement team, project managers, QA, and CM. Consensus was reached among the stakeholders that the more than 30 identified areas for improvement by the lead appraiser and appraisal team members were highly consistent with the company's actual situation, with a consistency rate of 95%.

Experience and Lessons Learned:

Software Engineering:

Several issues and suggestions were raised in different stages such as requirements traceability, design review, unit testing, integration testing, etc. The intuitiveness of the requirements traceability matrix was found to be insufficient. The inspection document checklist was found to be dispersed and cumbersome. Suggestions were made to introduce unit testing tools and automated testing tools to improve the efficiency of unit testing and integration testing, reduce the influence of human factors, and enhance process stability.

Project Management:

There were several issues related to documentation, such as the inconsistency of file formats for various review checklists, the occurrence of workload and cost measurement metrics in different documents, and the scattered recording of risk and opportunity management tables. Suggestions were made to simplify, merge, and unify these documents into a clear and presentable format. This would facilitate the control of document data accuracy, improve the efficiency of document writing, and provide more convenient and intuitive views for document users.

Support:

Currently, the organization does not provide decision templates for projects, and the

decision-making methods provided by the organization have not been updated. It is suggested that the organization provide document templates for different decision-making methods and research and analyze the introduction of new decision-making methods.

In addition, some of the descriptions of individual items in the organization's QA checklist are not specific enough and need to be adjusted to make them more actionable.

Process Management:

In terms of documentation, there are many document templates with redundant and repetitive content. The calculation units for productivity are not unified. It is recommended to merge duplicate document templates, unify units, and define standards.

Regarding process improvement, the annual process improvement plan lacks specific innovative improvement plans. Apart from identifying innovative improvements through root cause analysis, it is recommended to actively explore new improvement opportunities.

In terms of modeling, the controllability of factors in the model is weak. It is recommended to increase controllable factors so that the project team can better control them.

In terms of training, it is recommended to add an online training system for remote training. It is also recommended to evaluate the effectiveness of training after a period of time has passed since the training was completed.

The significance of addressing the issues identified at the organizational and project level and implementing high maturity practices is to improve the quality, stability, and efficiency of the processes, thereby better achieving the business objectives. The specific benefits of these improvements and practices include:

Organizations can guide project activities around their business objectives by breaking them down, making it easier to achieve the organization's goals.

By establishing metrics, baselines, and models, organizations can improve process controllability and stability, making processes more reliable and stable.

Through innovative measures and the elimination of weak areas in the organizational process, organizations can improve process execution quality or efficiency, making processes more efficient and effective.

Project teams can promptly detect deviations from objectives through model prediction and take corrective measures to increase the likelihood of achieving objectives.

By optimizing document templates and introducing new tools, project efficiency, quality, and stability can be improved, making projects more efficient and effective.

In summary, these improvements and practices can help improve the efficiency, quality, and stability of organizations and projects, making it easier for organizations to achieve their business objectives. We will continue to maintain high maturity practices to achieve these benefits.

Implementation Plan

To address the issues identified above, we will take the following measures and actions for improvement:

First, we will record these issues and suggestions in the Process Improvement Information Sheet and assign specific responsible individuals to track them continuously until the issues

are resolved.

At the organizational level, we will review and revise templates, merge templates with duplicate content, and unify definitions of formats and productivity units in documents. Additionally, we will add new templates based on project needs and publish them once completed. In the future, the EPG will include innovative improvement plans in the annual plan to explore new improvement tools, methods, and techniques to enhance organizational capabilities. The EPG will establish data quality standards and work together with QA to ensure data quality. We will also identify and add new controllable factors to establish new efficiency models.

At the project level, we will take measures to increase the precision of requirements tracking. We will introduce new unit testing tools, automated integration tools, and automated testing tools to improve the efficiency and quality of unit testing, system integration, and automated testing.

In summary, we will continue to promote high maturity practices at the organizational and project levels, continually improve weak areas, optimize processes, and quickly enhance project implementation and project management capabilities. This will improve the organizational process performance, product quality, and organizational productivity, reduce costs, and ultimately enhance market competitiveness.

Finally, we express our gratitude to the HM Lead Appraiser, ATM members, Process Improvement team, and project team members for their hard work! Your work is of great significance to the company's process improvement!

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