



发起人高层会议总结报告

RAGHAV S. NANDYAL

SITARA TECHNOLOGIES PVT. LTD.

Dear Raghav Nandyal:

一、总体发现

通过这次 CMMI 高成熟度的访谈和多次的文件审查，还有各位专家评审丰富的经验和专业技能的指导，使我们对公司的 CMMI 高成熟度实施状况有了非常全面的了解。在今天的评估结束后，我们获得了很多宝贵的改进意见，这些意见旨在进一步提升我们项目的开发能力和公司资源精细化管理的能力，促进公司长期的良性发展。本次评估发现了一些改进建议，包括编码生产率和总生产率的重新定义、代码编写规范化和代码结构的创建、项目资源精细化等方面，经过公司高层经理、EPG 过程改进小组、项目经理、QA、CM、OT 等过程改进中的重要角色回溯问题与研究讨论，一致认为发现改进项与公司的实际情况高度符合，符合度为 95%。

二、经验教训

我们从工程管理、项目管理、支持、过程管理四个方面为切入点分别进行详细总结。

工程管理

在需求阶段要将验收的要求准则记录下，根据验收要求，制定相应的验收准则。确保准则明确、可操作，以便在开发过程中进行验证和测试。将验收准则详细记录在文档中，包括每个需求的验收要求和对应的验收准则。在需求阶段，与项目团队和客户共同确认验收准则的准确性和完整性。随着项目进展和市场变化，需求验收的要求和准则还要调整变化。

在设计阶段，在数据库设计说明书中添加 ER 图：在数据库设计说明书的相关章节中，插入 ER 图的图像和描述。确保在文档中清晰地引用 ER 图，并解释每个实体的意义和它们之间的关系。最后得到一个清晰、可视化的数据库结构视图，让我们更好的去分析和设计数据库系统。

在代码编写阶段，重构代码以符合最佳实践和设计原则，并将其分解为模块化和可维护的结构，确保代码结构清晰、模块化，并且符合良好的设计模式。这可以使得代码更易于阅读和维护，需要进行代码审查，识别和纠正代码中的问题和不良设计。可以将代码拆分为更小的模块和组件，使其更易于理解、修改和维护。每个模块或组件应该具有清晰的职责，并



且可以独立地进行开发和测试。编写清晰的文档和注释，描述代码的功能、用法和注意事项。这有助于他人理解代码，并快速上手进行维护和修改。我们要在项目进行过程中不断优化代码结构和设计。逐步改进代码结构，提高代码的灵活性和可维护性，从而降低项目成本并提高项目效益。

在编写测试用例时，重视代码结构：确保代码结构清晰、模块化，并且符合良好的设计模式。这可以使得代码更易于阅读和维护。进行单元测试，可以帮助确保每个独立的部分（即单元）都能正常工作。通过定期运行测试，你可以在代码修改或添加新功能时，及时发现并修复问题。除了单元测试，集成测试也非常重要。它可以确保各个模块之间的交互不会引入新的问题。进行代码审查，遵循编码规范。使用静态代码分析工具：这些工具可以自动检查代码中可能存在的问题，包括语法错误、未使用的变量、潜在的运行时错误等需要秉持一个严谨的态度，为每个测试点编写清晰具体的操作步骤，保证测试用例编写规范，同时为反向测试设计留出空间，严格根据测试用例执行测试。在评审后测试用例产生变更后，需要先列出涉及到的相关文档，统一进行更新，而且要在需求跟踪矩阵中进行记录，有利于对需求进行一致性跟踪。

在集成测试阶段，完善测试计划，采用标准来确保验证和确认活动关注关键需求，规范集成测试、系统测试、验收测试的进入和退出准则，将测试计划进行更加细粒度的区分，从而最大限度地减少浪费。对于集成测试，测试计划应明确描述需进行的集成测试类型、测试覆盖范围、测试环境以及测试资源的需求。此外，还需要确定集成测试的执行顺序和时间，以确保测试的全面性和有效性。对于系统测试，测试计划应包括测试执行的步骤、测试用例的设计和选择、测试环境的准备、测试数据的准备、测试资源的需求等。同时，还应明确测试的时间安排和所需的人员配备，以及如何跟踪和记录测试结果。对于验收测试，测试计划应明确规定测试的目标、测试方法和策略，以及测试范围和测试环境。还需要确定测试的时间和人员配备，并制定相应的测试用例和测试数据。

项目管理

在项目管理过程中，明确了编码生产率和总生产率的定义确保数据统计和分析准确性和一致性的关键，在《度量分析指南》中记录当收集到的数据出现问题或异常时，我们需对问题与解决方式进行记录。可以采取建立数据问题处理流程、培训数据收集和分析人员、建立数据质量监控机制、记录和分享经验教训以及持续改进和优化等措施。这些措施可以确保数据的准确性和可靠性，减少对项目目标的影响，提高团队的数据处理能力。

在项目中，我们需要与项目组成员进行沟通，了解他们目前掌握的技能 and 工具，并确定项目所需的所有技能和工具，针对每个技能和工具，确定所需的技能等级，明确项目组成员是否需要进一步提高他们的技能水平，根据项目组成员现有的技能水平和项目所需的技能等级，对比确定是否需要培训，如果需要的话要制定相应的培训计划，确保项目组成员具备所需的技能，从而保证项目的顺利进行。

在编码项目里程碑任务时把周期比较长的编码任务做细化处理中，对编码任务进行详细的分析，了解任务的组成部分和子任务，根据编码任务的组成部分，确定可以细化的子任务



和模块，将细化的子任务分配给团队成员，确保每个成员都清楚自己的职责和任务范围，为每个子任务制定详细的计划，包括时间表、资源需求等，其次，加强团队成员之间的沟通和协作，确保每个人都了解项目的进展情况、任务要求和变更情况。

项目经理在编写项目计划书时，要列出项目组使用的所有沟通协作工具，对于项目管理工具要在项目计划书中详细说明它们的用途和功能，帮助项目组成员了解如何使用这些工具来支持项目的管理和执行。提供工具的访问方式和支持，确保项目计划书中提供所有工具的访问方式和支持信息，包括软件的下载链接、使用手册、技术支持等。对于新的沟通协作工具和项目管理工具，可以提供必要的培训和支持并且定期更新和审查。决策分析报告中评价准则和指标的选择过程和理由要充分记录和文档化。通过提供透明的信息，可以增加决策报告的可信度。数据支持和验证，确保评价准则和指标的选择基于可靠的数据和信息。对所选指标进行数据验证和分析，以确保其有效性和可度量性。

支持

我们要及时更新《交付件一览表》、提供清晰的目录结构、提供访问权限、提供使用指南、及时响应客户问题和定期与客户沟通等措施。这些措施可以帮助客户更好地使用最终交付版的可执行代码，提高客户满意度和工作效率。在《变更申请单》中明确任务执行人姓名和受变更影响的干系人姓名、提供详细的变更影响分析、建立跟踪和报告机制、加强沟通和培训以及建立变更管理流程。

过程管理

我们高级管理层在参加过程改进检查时记录不全，而且对检查中发现问题改进措施落实不到位、没有跟踪反馈，我们将进一步完善定期检查的方式和方法、对检查中发现问题及处理结果要做好记录及分析。对改进过程中未充分落实或难以执行落实的改进措施或计划进行分析调整，确保发现问题得到充分处理，并记录完成的结果。质量人员要根据业务需求和评审数据类型，制定适用于数据准确性检查的标准。标准应包括数据的格式、一致性、范围等方面的要求。然后，根据数据准确性检查标准，设计适用于数据准确性检查的工具。工具可以是自动化或半自动化的，如数据清洗工具、规则引擎等。再对质量人员进行数据准确性检查的培训，确保他们了解数据准确性检查的标准、工具的使用方法以及评审专家的能力。最后，在同行评审的数据检查过程中，引入数据准确性检查步骤。质量人员应使用检查工具对评审数据进行准确性检查，确保数据的准确性和一致性。在质量报告中引入数据准确性质量指标，用于衡量数据准确性检查的效果。这有助于团队和相关部门了解数据准确性检查的重要性，并促使他们积极参与数据准确性检查的改进。

我们在过程改进总结报告中，需要将当前项目的过程改进项与目标达成进行映射，从而全面了解哪一个过程对改进效果贡献度最大。要明确当前项目的过程改进的目标。目标可能包括提高效率、减少错误率、提升产品质量等。确保目标具体、可量化和可衡量。然后，在报告中列出所有的过程改进项，这些改进项应对目标的达成具有潜在的影响。最后，映射改进项与目标，将每个过程改进项与项目目标进行映射。通过评估改进项与目标的关联，可



以确定哪些过程改进项对目标达成的贡献度较大。在过程改进总结报告中呈现改进项与目标的映射关系，并总结哪些过程改进项对目标达成的贡献度较大。

三、现实意义

经过 CMMI5 的认证评估和优化，组织在管理层面展示了高度的成熟度和流程能力。项目执行已达到量化管理的标准，能够运用各类统计工具对收集的数据进行分析，从而得出有价值的结论和模型。实施 CMMI5 模型使公司能够提升软件开发和项目管理能力、促进持续改进、增强市场竞争力、减少成本和风险，以及提高员工绩效管理水平和。这些优势将助力公司在激烈的市场竞争中稳居不败之地，实现可持续发展与商业成功。

1. 提升公司的软件开发和项目管理能力：CMMI5 级要求企业实现过程量化，对软件开发过程之间的关系进行量化，从而能够实现对软件开发和项目的实时监控，便于精准管理和决策。这有助于公司提升软件开发和项目管理的效率和准确性。
2. 促进企业的持续改进：CMMI5 级要求企业具有一套行之有效的软件开发和工程管理过程，能够通过数据分析和过程量化，对软件开发过程进行持续改进，实现过程自我修正能力的提高。这有助于公司建立持续改进的机制，不断优化和改进公司的业务流程和产品质量。
3. 提升公司的市场竞争力：CMMI5 级适用于大规模、高质量、复杂度高的软件开发，能够帮助企业确保高质量的产品，从而提高客户满意度，并提高企业的竞争力。这有助于公司在市场上获得更多的机会和优势。
4. 降低公司的成本和风险：CMMI5 级要求企业实现基于规则和量化分析的自动化程序，比如质量控制等，自动化的程序可以大大提高软件开发的效率，并且减少人工操作带来的人为失误。同时，由于质量有所保证，浪费在修改、解决客户的抱怨方面的成本会降低很多。这有助于公司降低成本和风险，提高经济效益。
5. 提升公司的员工绩效管理水平和：CMMI5 的实施可以提升公司的员工绩效管理水平和。通过度量和分析开发过程和产品，建立公司的效率指标，这有助于公司更好地评估员工的工作绩效，提高员工的工作积极性和效率。同时，CMMI5 的实施也可以帮助公司建立和完善员工培训和发展体系，提高员工的技能水平和职业素养，增强公司的核心竞争力。

四、改进措施

在本次评估中，EPG 团队会将发现的不足、问题、建议等纳入《过程改进建议与跟踪表》。EPG 团队和项目人员一起合作将针对这些建议逐一通过各种会议进行识别和讨论，据此制定本次评估的《差距分析报告》，作为现阶段组织过程改进的依据。公司将组织通过新项目的实施，来进行改进效果的试点验证，收集数据进行进一步的分析。

我们会在下次 EPG 会议上评审并发布改进过程及成果资料，并将其更新至相应的过程资产库。我们会首先进行制定《过程改进计划》，计划中会明确了活动的详细步骤、时间进度、参与人员、实施目标等内容。公司高层也会和 EPG 成员将讨论改进实施的注意事项及潜在风险与障碍，公司高层会对过程改进的人力、财力、培训等资源给予了充分支持。在改进过程中，相关人员积极配合，EPG 团队选择合适的项目进行改进试点，试点成功后稳步扩大推广范围。

EPG 团队依据《过程改进计划》进行实施过程改进过程中，会进行全程监控改进过程，记录改进效果，分析收集的度量数据，选择合适的模型进行量化分析，建立预测模型和趋势



江苏数创智软科技有限公司

分析，以预测软件开发过程和产品的质量。在项目实施过程中，持续优化项目开发过程，提升工作效率。同时，EPG 团队针对代码规范性问题进行持续改进，寻找影响因子，评估并调整度量项，优化基线与模型，提升项目整体水平。此次评估和日常实践使我们更深入地理解了 CMMI5，也意识到自身不足。实施 CMMI5 是一个持续改进、优化的过程，我们秉持着不断努力、不断进步的理念。通过培训、标准化、监控、沟通、改进等多种手段，我们致力于提升组织的能力与成熟度。我们要主动适应不断变化的软件发展和市场环境，对我们的人员、技能等要求也要日益提高。提高过程管理水平有助于提升客户满意度、提高开发效率，从而使我们更好地适应市场环境，实现长期愿景。因此，我们将把 CMMI5 作为重要的工具，不断提升产品质量和管理能力。再次感谢本次评估老师的辛勤付出和专业指导。

我在此授权并同意您本人和 SITARA Technologies 在 SITARA 的出版渠道上分享我们的评估成果，在 SITARA Technologies 认为合适的情况下宣传我们的评估成果。

江苏数创智软科技有限公司
发起人：仲金梅
2023年12月24日





EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

RAGHAV S. NANDYAL
SITARA TECHNOLOGIES PVT. LTD.

Dear Raghav Nandyal:

Overall findings

Through this CMMI high maturity interview and multiple document reviews, along with the rich experience and professional guidance from expert evaluations, we have gained a comprehensive understanding of the company's CMMI high maturity implementation status. After today's appraisal, we have received valuable improvement suggestions aimed at further enhancing our project development capabilities and the precision management of company resources. These suggestions are designed to facilitate the long-term, healthy development of the company. The appraisal identified some improvement suggestions, including the redefinition of coding productivity and overall productivity, standardization of code writing, creation of code structure, and refinement of project resources. After retrospection and discussing the identified improvement points with key roles in the company such as senior managers, EPG process improvement team, project managers, QA, CM, and OT during process improvement, it was unanimously agreed that the identified improvements align highly with the company's actual situation, with a conformity rate of 95%.

Lessons Learned

Detailed summaries were conducted from four perspectives: engineering management, project management, support, and process management.

Engineering management

During the requirements phase, it is essential to document the acceptance criteria and formulate corresponding acceptance criteria based on them. The criteria should be clear and operational for verification and testing during the development process. Detailed records of acceptance criteria should be documented, including the acceptance requirements for each requirement and their corresponding acceptance criteria. During the requirements phase, confirm the accuracy and completeness of acceptance criteria with the project team and clients. As the project progresses and market changes, requirements for acceptance and criteria may need adjustments.

In the design phase, add an ER diagram to the database design documentation. Insert images and descriptions of ER diagrams in relevant sections of the database design documentation. Clearly reference ER diagrams in the document, explaining the meaning of each entity and their relationships. This results in a clear, visual representation of the database structure, facilitating better analysis and design of the database system.

During the coding phase, refactor code to adhere to best practices and design principles. Break down the code into modular and maintainable structures to ensure clarity and



adherence to good design patterns. This makes the code more readable and maintainable, requiring code reviews to identify and correct issues and poor designs. Code can be divided into smaller modules and components, making it easier to understand, modify, and maintain. Each module or component should have clear responsibilities and be independently developed and tested. Write clear documentation and comments describing the functionality, usage, and considerations of the code. This aids others in understanding the code for quick maintenance and modification. Continuously optimize code structure and design during the project, gradually improving flexibility and maintainability to reduce project costs and increase efficiency.

When writing test cases, emphasize code structure. Ensure code structure is clear, modular, and adheres to good design patterns, making it easier to read and maintain. Conduct unit testing to ensure each independent part (unit) functions correctly. Regularly run tests to promptly discover and fix issues when modifying code or adding new features. In addition to unit testing, integration testing is crucial to ensure interactions between modules do not introduce new issues. Conduct code reviews following coding standards. Use static code analysis tools to automatically check for potential issues, including syntax errors, unused variables, potential runtime errors, etc. Adhere to a rigorous approach, write clear and specific steps for each test point, ensure test case writing standards, and leave space for reverse testing design. Strictly follow test case execution after changes in the review of test cases. After changes in the review of test cases, first list the relevant documents involved, update them uniformly, and record them in the requirements traceability matrix, facilitating consistency tracking of requirements.

In the integration testing phase, refine the test plan, adopt standards to ensure key requirements are addressed in verification and validation activities. Standardize the entry and exit criteria for integration testing, system testing, and acceptance testing to minimize waste. The test plan for integration testing should clearly describe the types of integration testing to be performed, the scope of testing coverage, testing environment requirements, and testing resource needs. In addition, determine the sequence and time of integration testing to ensure comprehensive and effective testing. For system testing, the test plan should include the steps of test execution, design and selection of test cases, preparation of testing environment, preparation of test data, and testing resource requirements. Additionally, specify the schedule and personnel needed for testing, as well as how to track and record test results. For acceptance testing, the test plan should clearly define the goals, testing methods and strategies, as well as the scope and testing environment. Determine the time and personnel needed for testing and develop corresponding test cases and test data.

Project management

In the project management process, defining coding productivity and total productivity is crucial. Ensure the accuracy and consistency of data collection and analysis, recording problems and solutions when data collection encounters issues, as documented in the Measurement and Analysis Guide. Establish a data problem handling process, train data collection and analysis personnel, establish a data quality monitoring mechanism, record and



share experiences and lessons learned, and continuously improve and optimize. These measures ensure the accuracy and reliability of data, reducing the impact on project goals and improving the team's data processing capabilities.

In projects, communicate with team members to understand their current skills and tools, and determine all the skills and tools required for the project. For each skill and tool, determine the required skill level. Confirm whether team members need to further improve their skill levels based on their current skill levels and the required skill levels for the project. If necessary, develop corresponding training plans to ensure team members have the necessary skills for the project, ensuring the smooth progress of the project.

When milestone tasks in coding projects have long cycles, break down coding tasks into detailed analyses. Analyze the components and sub-tasks of coding tasks, determine sub-tasks and modules that can be detailed based on the components of coding tasks, and assign detailed sub-tasks to team members. Ensure each member understands their responsibilities and task scope, and develop detailed plans for each sub-task, including schedules, resource requirements, etc. Strengthen communication and collaboration among team members to ensure everyone understands the project's progress, task requirements, and changes.

When writing a project plan, list all communication and collaboration tools used by the project team. Provide detailed explanations of the purpose and functionality of project management tools in the project plan to help team members understand how to use these tools to support project management and execution. Provide access methods and support for tools, ensuring that the project plan provides access methods and support information for all tools, including download links, user manuals, technical support, etc. For new communication and collaboration tools and project management tools, provide necessary training and support and regularly update and review them. Evaluate and document the criteria and reasons for selecting criteria and indicators in decision analysis reports. Providing transparent information increases the credibility of decision reports. Ensure the selection of criteria and indicators is based on reliable data and information. Verify and analyze the selected indicators to ensure their effectiveness and measurability.

Support

Timely update the "Deliverable Overview," provide a clear directory structure, grant access permissions, provide usage guides, respond promptly to customer questions, and regularly communicate with customers. These measures help customers better use the final deliverable executable code, increasing customer satisfaction and work efficiency. Clearly state the names of task executors and stakeholders affected by changes in the "Change Request Form," provide detailed change impact analysis, establish tracking and reporting mechanisms, strengthen communication and training, and establish a change management process.

Process Management

Our senior management recorded incomplete information during the participation in process



improvement checks, and the implementation of improvement measures for issues identified during the checks was inadequate, with no proper tracking and feedback. We will further refine the methods and approaches for regular checks, ensuring the proper documentation and analysis of issues identified during the checks. For improvement measures or plans that were not fully implemented or faced challenges in execution, we will conduct analysis and adjustments to ensure thorough resolution of identified problems, and record the completed results.

Quality personnel are required to formulate standards for data accuracy checks based on business needs and review data types. These standards should encompass requirements related to data format, consistency, and range. Subsequently, design tools suitable for data accuracy checks based on the established standards. These tools can be automated or semi-automated, such as data cleansing tools or rule engines. Provide training to quality personnel on data accuracy checks, ensuring their understanding of the standards, tools, and the capabilities of review experts. Finally, introduce data accuracy check steps into the peer review process. Quality personnel should use the check tools to ensure the accuracy and consistency of review data.

Introduce data accuracy quality metrics in the quality report to measure the effectiveness of data accuracy checks. This aids the team and relevant departments in understanding the importance of data accuracy checks, encouraging active participation in the improvement of data accuracy checks.

In the summary report of process improvement, it is necessary to map the current project's process improvement items to the achieved goals to comprehensively understand which process contributes the most to the improvement effects. Clearly define the goals of the current project's process improvement, which may include improving efficiency, reducing error rates, enhancing product quality, etc. Ensure that the goals are specific, measurable, and quantifiable. List all process improvement items in the report, with potential impacts on achieving the goals. Finally, map the improvement items to the goals, aligning each process improvement item with the project goals. By evaluating the association between improvement items and goals, it is possible to identify which process improvement items contribute significantly to goal achievement. Present the mapping relationship between improvement items and goals in the summary report of process improvement, summarizing which process improvement items contribute the most to goal achievement. Present the mapping relationship between improvement items and goals in the summary report of process improvement, summarizing which process improvement items contribute the most to goal achievement.

Relevance

Following the appraisal by HM PRACTICES, the organization has demonstrated a high level of maturity and process capability at the management level. Project execution has met the standards of quantitative management, enabling the application of various statistical tools to



analyze collected data, thereby deriving valuable conclusions and models. The implementation of the HM PRACTICES model has empowered the company to enhance software development and project management capabilities, promote continuous improvement, strengthen market competitiveness, reduce costs and risks, and elevate employee performance management.

Enhancing Software Development and Project Management Capabilities: HM PRACTICES necessitate enterprises to achieve process quantification, quantifying the relationships between software development processes. This facilitates real-time monitoring of software development and projects, aiding precise management and decision-making. This contributes to improving the efficiency and accuracy of software development and project management.

Promoting Continuous Improvement: HM PRACTICES require companies to have an effective set of software development and engineering management processes. Through data analysis and process quantification, continuous improvement of software development processes is achievable, enhancing the self-correcting capabilities of processes. This helps companies establish a mechanism for continuous improvement, constantly optimizing and enhancing business processes and product quality.

Elevating Market Competitiveness: HM PRACTICES are suitable for large-scale, high-quality, and complex software development. They help companies ensure high-quality products, thereby increasing customer satisfaction and enhancing competitiveness. This contributes to the company gaining more opportunities and advantages in the market.

Reducing Company Costs and Risks: HM PRACTICES require companies to implement rule-based and quantitatively analyzed automated procedures, such as quality control. Automated procedures significantly improve the efficiency of software development and reduce errors caused by manual operations. Additionally, with quality assurance, costs related to modifications and addressing customer complaints are significantly reduced. This helps the company lower costs and risks, improving economic efficiency.

Elevating Employee Performance Management: The implementation of HM PRACTICES can enhance the company's employee performance management. By measuring and analyzing development processes and products, establishing efficiency indicators, the company can better evaluate employee work performance, increasing work motivation and efficiency. Moreover, the implementation of HM PRACTICES can assist the company in establishing and improving an employee training and development system, enhancing employee skills and professional competence, and strengthening the company's core competitiveness.

Improvement measures

In this appraisal, deficiencies, issues, and suggestions identified by the EPG team will be incorporated into the "Process Improvement Recommendations and Tracking Table." Collaboratively, the EPG team and project personnel will systematically recognize and discuss these suggestions through various



meetings, culminating in the development of the "Gap Analysis Report" for this appraisal. This report serves as the basis for the current stage of organizational process improvement. The company will organize pilot validations of improvement effects through the implementation of new projects, collecting data for further analysis.



The improvement process and its outcomes will be reviewed and disseminated at the next EPG meeting, updating the relevant process asset repositories accordingly. The initial step involves formulating the "Process Improvement Plan," outlining detailed steps, timelines, participants, implementation goals, and other relevant details. Senior management, in collaboration with EPG members, will discuss considerations, potential risks, and obstacles related to improvement implementation. The company's leadership provides ample support in terms of human resources, finances, training, and other necessary resources for process improvement. Throughout the improvement process, relevant personnel actively cooperate, and the EPG team selects suitable projects for improvement pilots, gradually expanding the scope upon successful implementation.

Following the "Process Improvement Plan," the EPG team monitors the entire process improvement process, documenting improvement effects, analyzing collected metrics data, utilizing appropriate models for quantitative analysis, establishing predictive models, and conducting trend analysis to forecast the quality of software development processes and products. Continuous optimization of project development processes occurs during project implementation, enhancing work efficiency. Simultaneously, the EPG team addresses code standardization issues through ongoing improvement, identifying influencing factors, evaluating and adjusting metrics, optimizing baselines and models, and elevating the overall project level.

This appraisal and daily practices have provided us with a deeper understanding of HM PRACTICES, highlighting areas for improvement. Implementing HM PRACTICES is an ongoing process of continuous improvement and optimization, guided by the principles of constant effort and progress. Through training, standardization, monitoring, communication, and various other means, we are committed to enhancing organizational capabilities and maturity. Proactively adapting to the evolving software development and market environment necessitates continual improvement in our personnel and skills. Improving process management contributes to increased customer satisfaction, enhanced development efficiency, enabling us to better adapt to the market environment and achieve long-term goals. Therefore, we consider HM PRACTICES a crucial tool for continually improving product quality and management capabilities. Once again, we express gratitude for the dedicated efforts and professional guidance of the assessors in this evaluation.

I hereby authorize and give consent to you and SITARA Technologies to share our appraisal accomplishments on SITARA's publishing channels, giving publicity to our appraisal accomplishment as SITARA Technologies deems it fit.

Zhenjiang Xinchuang Computer System Integration Co., Ltd. Sponsor: Zhong Jinmei

December 24th, 2023