发起人高层会议总结报告

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Dear Raghav Nandyal:

一、总体发现

在这段访谈和文件审查时间中，各位专家为公司发现了很多潜在问题，并在评估期间指导如何改进，我们公司受益良多，获得了很多宝贵的改进意见，这些意见旨在进一步优化我们公司的企业管理制度、完善产品开发流程、提高项目管理能力、提升企业人才培训效率、以及公司资源精细化管理的能力，促进公司全面的的良性发展，为公司的未来发展除掉了前路的绊脚石。通过这次 CMMI 高成熟度的访谈和多次的文件审查，以及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 高成熟度实施情况有了非常全面的了解。

本次评估发现了一些改进建议，包括产品设计方面、产品测试交付方面、决策分析方面、项目管理方面、项目资源精细化方面、引进 PPM 模型、人才培训方面、代码编写规范化等方面，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

我们从工程过程、项目管理、支持过程、过程管理四个方面为切入点分别进行详细总结。

工程过程

首先，针对测试阶段增加测试用例的质量控制并与 QA 一起验证测试用例，以便证明缺陷密度是在交付前还是交付后发现的问题。这一建议实质上是在强调测试阶段的重要性以及测试用例的质量对产品质量的影响。在软件开发过程中，测试阶段是发现和修复缺陷的关键阶段，而测试用例的质量直接影响着测试的有效性和覆盖度。通过加强测试用例的质量控制，我们可以确保测试用例的准确性和完整性，从而更好地发现潜在的缺陷。与 QA 团队一起验证测试用例，可以进一步提高测试用例的质量，并确保缺陷密度的准确度。通过这样的方式，我们可以清晰地了解缺陷是在交付前还是交付后被发现，为改进工程过程提供有力的数据支持。

其次，针对建议系统测试用例不仅考虑有效测试用例，还要考虑无效测试用例，并加强对过程的管理以确保目标设置的精准度。这一建议强调了系统测试用例的全面性和管理的重要性。有效的测试用例可以有效地检验系统的功能和性能，但同时也需要考虑到无效测试用例可能带来的影响。无效的测试用例可能会导致测试结果不准确，从而影响对系统质量的评估。因此，我们需要加强对系统测试用例的管理，确保所有测试用例都是有效的并能够全面覆盖系统的各个方面。同时，加强对过程的管理，确保目标设置的精准度，可以帮助我们更好地控制项目进度和质量，确保项目按时交付并达到客户的期望。

综上所述，针对 CMMI 测评中发现的工程过程方面的问题，我们应该重视测试阶段测试用例质量控制的改进和系统测试用例的全面性管理，加强对过程的管理，确保项目目标的实现。只有不断优化工程过程，提高产品质量，我们才能在竞争激烈的市场中立于不败之地，赢得客户的信任和支持。

项目管理

针对建议对功能点估算及实际建设功能点完成后进行定期复盘，分析产生偏差的原因这一问题，我认为这是非常重要的一点。功能点估算在项目管理中扮演着至关重要的角色，它直接影响着项目的进度、成本和质量。通过定期复盘和分析功能点估算与实际完成情况之间的偏差，我们可以及时发现问题、总结经验教训，并不断优化项目管理过程，提高项目管理的效率和准确性。

首先，对功能点估算的定期复盘可以帮助我们更好地了解项目进展情况。通过与实际完成情况进行对比分析，我们可以发现哪些功能点的估算存在偏差，哪些环节需要改进和优化。这有助于我们及时调整项目计划，避免进度延误和成本超支，确保项目按时交付。

其次，定期复盘还可以帮助我们深入分析产生偏差的原因。功能点估算偏差可能源于多方面，如需求变更、技术难点、人力资源不足等因素。通过对偏差原因的分析，我们可以找出问题的根源，采取相应的措施进行改进。比如，加强需求管理、提升团队技术水平、合理分配资源等，从而提高功能点估算的准确性和可靠性。

另外，定期复盘也有助于积累项目管理经验和提升团队能力。通过不断总结和反思，我们可以发现项目管理中的优势和不足，形成良好的管理实践，提升团队的执行力和应变能力。这有助于公司在未来的项目中更加高效地进行功能点估算和管理，提高项目成功的几率。

综上所述，针对项目管理中功能点估算与实际完成情况之间的偏差问题，我们应该重视定期复盘和分析，及时发现问题、总结经验教训，并不断优化项目管理过程。只有通过持续改进和学习，我们才能提高项目管理的水平，确保项目顺利完成并达到客户的期望。

支持过程

首先，针对没有对一些常见的不符合问题进行跨项目的分析的问题，我认为这是一个非常重要的改进点。在项目管理中，常见的不符合问题可能会在多个项目中反复出现，如果只是针对单个项目进行解决，可能只是治标不治本，无法从根本上解决问题。因此，我赞同建议组织对这些常见的不符合问题进行跨项目的分析，并按分类进行汇总，以找到根本原因，并从组织层面解决问题，以便更好地识别改进的机会。

通过跨项目的分析，我们可以发现问题的共性和规律性，从而找到问题的根源。这样做的好处是，我们可以提出更有效的改进措施，避免问题反复出现，提高工作质量和效率。例如，如果多个项目都存在需求管理不规范的问题，我们可以通过跨项目的分析，找到造成这一问题的根本原因，可能是需求变更管理流程不完善或者沟通不畅等。然后，我们可以在组织层面解决这些问题，例如制定统一的需求管理流程、加强沟通和协作等，从而避免类似问题在未来的项目中再次出现。

其次，针对建议在确定改进时充分识别将会面临的潜在障碍和风险并做好记录的问题，我认为这是一个非常重要的改进点。在改进过程中，我们常常会面临各种挑战和风险，如果事先不做好充分的准备和记录，可能会导致改进效果不如预期，甚至失败。因此，我赞同建议在确定改进时充分识别将会面临的潜在障碍和风险，并做好记录，以便获取实施过程中改进的预期成效。

通过充分识别潜在障碍和风险，我们可以更好地制定改进计划。这样做的好处是，我们可以提前预见到可能出现的问题和挑战，并制定相应的对策和计划。例如，如果我们要改进项目沟通和协作的效果，我们可能会面临团队成员的抵触情绪、沟通渠道的不畅等障碍。通过充分识别这些潜在障碍，我们可以提前制定解决方案，例如开展培训、建立有效的沟通渠道等，以便在实施过程中取得预期的改进成效。

另外，做好记录可以帮助我们总结经验教训，为未来的改进提供借鉴。通过记录改进过程中遇到的障碍和风险，我们可以及时总结经验教训，形成良好的管理实践，为未来的改进工作提供借鉴和参考。这有助于组织在未来的工作中更加高效地进行改进，不断提升绩效和竞争力。

综上所述，针对支持过程方面的问题，我们应该重视跨项目的分析和充分识别潜在障碍和风险，以便更好地识别改进的机会和确保改进的预期成效。只有通过持续改进和学习，我们才能提高工作质量和效率，确保组织持续发展和竞争力。

过程管理

针对建议通过 QA 的检查和度量报告对过程实施评价，使用多种手段对当前过程实施的状况进行分析评价。这一建议实质上是在强调过程实施的评价和分析的重要性。在项目管理中，过程的有效实施对于项目的成功至关重要。通过 QA 的检查和度量报告，我们可以对当前过程的实施状况进行全面评价，并通过多种手段进行分析，以便发现问题、改进过程，提高工作效率和质量。

首先，通过 QA 的检查可以帮助我们发现过程实施中的问题和不足。QA 团队可以对过程的执行情况进行检查，发现是否存在违反规定的行为、是否存在流程不规范等问题。通过及时发现和纠正这些问题，我们可以确保过程的有效实施，避免潜在的风险和质量问题。

其次，通过度量报告可以帮助我们对过程实施的效果进行评估。通过收集和分析各种度量指标，我们可以了解过程的执行情况、工作质量和效率等方面的表现。这有助于我们发现过程中的瓶颈和改进的机会，为优化过程提供数据支持。

另外，使用多种手段对当前过程实施的状况进行分析评价可以帮助我们全面了解过程的情况。除了 QA 的检查和度量报告，我们还可以采用其他手段，如流程审查、问题分析、用户反馈等，来获取更多的信息和意见。通过综合分析这些信息，我们可以更准确地评估过程的实施状况，发现问题和改进的机会。

针对建议进一步明确资产的复用方式和复用层次，最大化复用价值。这一建议强调了资产复用的重要性和价值最大化的目标。在项目管理中，资产复用可以提高工作效率、降低成本，并促进组织的持续发展。因此，我赞同建议进一步明确资产的复用方式和复用层次，以便最大化复用的价值。

首先，明确资产的复用方式可以帮助我们更好地规划和管理资产。不同的资产可能有不同的复用方式，如技术复用、业务复用等。通过明确资产的复用方式，我们可以更好地制定相应的复用策略和流程，确保资产的有效复用。例如，对于技术复用，我们可以建立代码库或中间件库，以便团队成员能够方便地复用已有的代码或中间件，提高开发效率和质量。

其次，明确资产的复用层次可以帮助我们更好地管理和组织资产。不同的复用层次可能对应着不同的复用对象和复用范围。通过明确资产的复用层次，我们可以更好地组织和分类资产，使其更易于查找和复用。例如，我们可以将资产分为基础设施层、应用层和业务层等不同的层次，以便团队成员能够根据需要选择合适的复用对象。

综上所述，针对过程管理方面的问题，我们应该重视通过 QA 的检查和度量报告对过程实施进行评价，使用多种手段对当前过程实施的状况进行分析评价。同时，我们也应该进一步明确资产的复用方式和复用层次，以便最大化复用的价值。只有通过持续改进和优化过程管理，我们才能提高工作效率和质量，确保组织持续发展和竞争力。

三、现实意义

首先，经过 CMMI5 的认证评估和优化，使得公司在管理层面展现了高度的成熟度和流程能力。这意味着我们的项目执行已达到量化管理的标准，能够更有效地规划、执行和监控项目，从而提高项目交付的质量和效率。

其次，通过 CMMI5 级的实施，公司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。这将帮助我们更好地了解项目和业务运作的情况，为决策提供科学依据，降低决策风险，提高决策的准确性和效果。

第三，CMMI5 级模型的实施将促进持续改进。通过不断地审视和优化公司的流程和实践，我们能够不断提升软件开发和项目管理能力，保持竞争优势，适应市场变化，实现持续增长和发展。

第四，CMMI5 级的建设能够增强公司的市场竞争力。具备 CMMI5 级认证将成为我们在市场上的一项强有力的竞争优势，向客户和合作伙伴展示我们在质量管理和流程执行方面的卓越能力，提升公司形象和声誉，吸引更多业务机会。

最后，CMMI5 级的实施可以帮助公司减少成本和风险，提高员工绩效管理水平。通过优化流程和提升管理能力，我们能够更有效地利用资源，降低运营成本，减少项目失败和延期的风险，同时激励员工持续学习和成长，提高员工的绩效和满意度。

总的来说，CMMI5 级的建设对公司来说具有重要的现实意义，能够帮助我们提升管理水平、促进持续改进、增强市场竞争力、降低成本和风险，以及提高员工绩效管理水平，从而实现可持续发展与商业成功。这些优势将使我们在激烈的市场竞争中稳居不败之地，为公司的可持续发展奠定坚实基础。

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，通过制度规范、通过资源调配、通过生产工具迭代等方式尽早解决这些问题。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。再次衷心感谢评估师、感谢各位 ATM 老师的辛勤付出和专业指导，为公司团队提供了宝贵的指导意见，为公司未来的发展奠定了扎实的基础。公司将持续改进管理能力和产品质量，让公司形成持久的商业成功和可持续发展。

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。

凯瑞康德

发起人：肖玄

2024 年 3 月 3 日

EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

Overall findings

During this interview and document review period, numerous potential issues were identified by the experts for the company. They provided guidance on improvements during the appraisal, from which our company has greatly benefited. We have gained valuable improvement suggestions aimed at further optimizing our corporate management system, refining product development processes, enhancing project management capabilities, improving the efficiency of talent training, and refining the precision of company resource management. These capabilities collectively foster the comprehensive and positive development of the company, removing obstacles for its future growth. Through this CMMI high maturity interview and multiple document reviews, along with the rich experience and professional skills guidance from the expert reviews, we have gained a comprehensive understanding of the company's CMMI high maturity implementation.

This appraisal has unveiled several improvement suggestions, including aspects of product design, product testing and delivery, decision analysis, project management, project resource refinement, introduction of PPM models, talent training, and standardization of code writing. Following a retrospective examination and research discussion by key roles in the company's higher management, EPG process improvement team, project managers, QA, CM, OT, and other essential roles in process improvement, it is unanimously agreed that the identified improvement items align highly with the company's actual situation, with a conformity rate of 95%.

Lessons Learned

We have conducted detailed summaries from four perspectives: engineering processes, project management, support processes, and process management.

Engineering management

Firstly, quality control for increasing test case quantity during the testing phase is suggested, along with validation of test cases with the QA team, aiming to demonstrate whether defect density is an issue discovered before or after delivery. This recommendation essentially emphasizes the importance of the testing phase and the impact of test case quality on product quality. In the software development process, the testing phase is a crucial stage for detecting and fixing defects, and the quality of test cases directly influences the effectiveness and coverage of testing. By enhancing the quality control of test cases, accuracy and completeness can be ensured, thereby better identifying potential defects. Validating test cases with the QA team can further improve the quality of test cases and ensure the accuracy of defect density. Through this approach, a clear understanding of whether defects are discovered before or after delivery is obtained, providing robust data support for process improvement. Secondly, the recommendation is made to consider not only effective test cases but also ineffective test cases for system testing, and to strengthen process management to ensure the precision of goal setting. This recommendation underscores the comprehensiveness of system test cases and the importance of management. Effective test cases can efficiently evaluate system functionality and performance, but consideration must also be given to the potential impact of ineffective test cases. Ineffective test cases may lead to inaccurate test results, affecting the appraisal of system quality. Therefore, there is a need to strengthen the management of system test cases, ensuring all test cases are effective and provide comprehensive coverage of various aspects of the system. Simultaneously, reinforcing process management to ensure goal-setting precision can help better control project progress and quality, ensuring timely project delivery and meeting customer expectations.

In conclusion, addressing the engineering process issues identified in the CMMI assessment requires a focus on improving the quality control of test cases during the testing phase, comprehensive management of system test cases, and enhanced process management to ensure the achievement of project goals. Only through continuous optimization of the engineering process and improvement of product quality can we stand undefeated in the competitive market, earning the trust and support of customers.

Project management

Regarding the issue of regularly reviewing and analyzing the estimation and actual completion of functional points after construction, I believe this is a crucial aspect. Functional point estimation plays a pivotal role in project management, directly impacting the project's progress, cost, and quality. Through regular reviews and analysis of the deviations between functional point estimation and actual completion, problems can be identified in a timely manner, lessons can be learned, and continuous optimization of project management processes can occur, enhancing the efficiency and accuracy of project management.

Firstly, periodic reviews of functional point estimation can help us better understand the project's progress. By comparing and analyzing against actual completion, we can identify deviations in estimated functional points and areas that need improvement. This aids in promptly adjusting project plans, avoiding delays, and ensuring projects are delivered on time without exceeding costs.

Secondly, regular reviews also help in a thorough analysis of the reasons for deviations. Deviations in functional point estimation may stem from various factors such as changes in requirements, technical challenges, and insufficient human resources. Through analyzing the reasons for deviations, we can identify the root causes of the problems and implement measures for improvement. Strengthening requirement management, enhancing team technical capabilities, and rational allocation of resources are examples of measures that can improve the accuracy and reliability of functional point estimation.

Additionally, regular reviews contribute to accumulating project management experience and enhancing team capabilities. Continuous summarization and reflection help in recognizing strengths and weaknesses in project management, forming good management practices, and improving the team's execution and adaptability. This contributes to the company efficiently conducting functional point estimation and management in future projects, increasing the likelihood of project success. So addressing the deviations between functional point estimation and actual completion in project management requires a focus on regular reviews and analysis, timely problem identification, lessons learned, and continuous optimization of project management processes. Only through continuous improvement and learning can we elevate the level of project management, ensuring smooth project completion and meeting customer expectations.

Support

Firstly, concerning the issue of not conducting cross-project analysis of common non-compliance issues, I believe this is a crucial improvement point. In project management, common non-compliance issues may repeatedly occur across multiple projects. Addressing them only on a project-by-project basis might be a temporary solution and may not fundamentally resolve the problem. Therefore, I agree with the suggestion to organize cross-project analysis of these common non-compliance issues, categorize them, identify root causes, and address the issues at the organizational level to better identify improvement opportunities.

Through cross-project analysis, we can identify commonalities and patterns in issues, thereby discovering the root causes. The benefit of doing so is that we can propose more effective improvement measures, prevent issues from recurring, and enhance work quality and efficiency. For example, if multiple projects face issues with non-standardized requirement management, through cross-project analysis, we can identify the root causes, such as an inadequate requirement change management process or communication challenges. Subsequently, we can address these issues at the organizational level, such as establishing a unified requirement management process, enhancing communication, and collaboration, thus preventing similar problems in future projects.

Secondly, regarding the issue of not adequately identifying potential obstacles and risks and making proper records when determining improvements, I consider this a crucial improvement point. During the improvement process, we often encounter various challenges and risks. Failure to adequately prepare and record beforehand may result in the improvement not achieving the expected results, or even failure. Therefore, I support the suggestion to thoroughly identify potential obstacles and risks and make proper records when determining improvements to capture the expected benefits during implementation.

Thoroughly identifying potential obstacles and risks enables us to formulate better improvement plans. The advantage of doing so is that we can foresee potential problems and challenges and develop corresponding strategies and plans in advance. For instance, when improving the effectiveness of project communication and collaboration, potential obstacles may include team members' resistance and inefficient communication channels. By identifying these potential obstacles, we can proactively devise solutions, such as conducting training and establishing effective communication channels, to achieve the expected improvement results during implementation.

Additionally, keeping proper records helps us summarize lessons learned for future reference. By documenting obstacles and risks encountered during the improvement process, we can promptly summarize lessons learned, form good management practices, and provide insights and references for future improvement work. This contributes to the organization's more efficient future improvements, continuously enhancing performance and competitiveness. Matters on supporting processes involves prioritizing cross-project analysis, thoroughly identifying potential obstacles and risks, to better identify improvement opportunities and ensure the expected outcomes of improvements. Only through continuous improvement and learning can we enhance work quality and efficiency, ensuring the organization's sustained development and competitiveness.

Process Management

The suggestion to assess the process implementation through QA inspections and measurement reports, using various means to analyze and evaluate the current process implementation, essentially emphasizes the importance of evaluating and analyzing the process. In project management, effective process implementation is crucial for the success of a project. Through QA inspections and measurement reports, we can comprehensively assess the current status of process implementation and employ various methods to analyze it, aiming to identify issues, improve processes, and enhance work efficiency and quality.

Firstly, issues and shortcomings in process implementation can be discovered through QA inspections. The QA team can inspect the execution of processes to identify violations of regulations or irregularities in the process. By promptly identifying and correcting these issues, we can ensure the effective implementation of processes and avoid potential risks and quality problems.

Secondly, measurement reports help appraise the effectiveness of process implementation. By collecting and analyzing various metrics, we can understand the performance of the process in terms of execution, work quality, and efficiency. This helps us identify bottlenecks in the process and opportunities for improvement, providing data support for optimizing the process.

Additionally, employing various means to analyze and evaluate the current status of process implementation helps us gain a comprehensive understanding of the process. In addition to QA inspections and measurement reports, other methods such as process reviews, problem analysis, user feedback, etc., can be utilized to gather more information and opinions. Through a comprehensive analysis of this information, we can more accurately appraise the implementation status of the process, identify issues, and discover opportunities for improvement.

The suggestion to further clarify the ways and levels of asset reuse to maximize reuse value is emphasized. The importance of asset reuse and the goal of maximizing its value are highlighted by this recommendation. In project management, asset reuse can enhance work efficiency, reduce costs, and promote the continuous development of the organization. Therefore, I agree with the proposal to further clarify the ways and levels of asset reuse to maximize its value.

Firstly, clarifying the ways of asset reuse can help us better plan and manage assets. Different assets may have different reuse methods, such as technical reuse or business reuse. By specifying the ways of asset reuse, we can develop corresponding reuse strategies and processes to ensure the effective reuse of assets. For example, for technical reuse, we can establish a code library or middleware library so that team members can easily reuse existing code or middleware, thereby improving development efficiency and quality.

Secondly, clarifying the levels of asset reuse can help us better manage and organize assets. Different reuse levels may correspond to different reuse objects and scopes. By specifying the levels of asset reuse, we can organize and categorize assets more effectively, making them easier to find and reuse. For instance, we can categorize assets into infrastructure layers, application layers, and business layers, allowing team members to choose appropriate reuse objects as needed. On process management, we should prioritize evaluating process implementation through QA inspections and measurement reports, using various means to analyze and evaluate the current status of process implementation. Additionally, we should further clarify the ways and levels of asset reuse to maximize its value. Only through continuous improvement and optimization of process management can we enhance work efficiency and quality, ensuring the ongoing development and competitiveness of the organization.

Relevance

Firstly, through the certification appraisal and optimization conducted by HM's practices, the company has demonstrated a high level of maturity and process capability at the management level. This implies that our project execution has reached the standards of quantitative management, enabling more effective planning, execution, and monitoring of projects, thereby improving the quality and efficiency of project delivery.

Secondly, by implementing HM's practices, the company can utilize various statistical tools to analyze collected data, deriving valuable conclusions and models. This will help us better understand the situation of projects and business operations, providing a scientific basis for decision-making, reducing decision risks, and enhancing the accuracy and effectiveness of decisions.

Thirdly, the implementation of HM's practices will facilitate continuous improvement. Through ongoing scrutiny and optimization of the company's processes and practices, we can continually enhance software development and project management capabilities, maintain a competitive advantage, adapt to market changes, and achieve sustained growth and development.

Fourthly, the implementation of HM's practices at the practitioner level can enhance the company's market competitiveness. Possessing HM's practitioner-level certification will become a powerful competitive advantage for us in the market, showcasing our outstanding capabilities in quality management and process execution to clients and partners, enhancing the company's image and reputation, and attracting more business opportunities.

Finally, the implementation of HM's practices can help the company reduce costs and risks while improving employee performance management. By optimizing processes and enhancing management capabilities, we can more effectively utilize resources, reduce operating costs, mitigate the risks of project failures and delays, and simultaneously motivate employees for continuous learning and growth, thereby improving employee performance and satisfaction. The implementation of HM's practices at the practitioner level holds significant practical significance for the company. It can help us elevate management levels, promote continuous improvement, enhance market competitiveness, reduce costs and risks, and improve employee performance management. These advantages will secure our position in the competitive market and lay a solid foundation for the company's sustainable development and business success.

Improvement measures

In this appraisal, findings identified by the EPG team will be incorporated into the "Process Improvement Suggestions and Tracking Table." Collaboratively, the EPG team and project personnel will systematically identify and discuss these suggestions through various meetings, forming the "Gap Analysis Report" for this appraisal as the basis for the current stage of organizational process improvement. The company will organize the pilot verification of improvement effects through the implementation of new projects, collecting data for further analysis.

The improvement process and outcomes will be reviewed and disseminated at the next EPG meeting, and the information will be updated in the relevant process asset repository. The initial step involves the formulation of the "Process Improvement Plan," specifying detailed steps, timelines, participants, implementation goals, and other relevant details. Top management, along with EPG members, will discuss implementation considerations, potential risks, and obstacles, offering full support in terms of human resources, finances, training, and other necessary resources. The company will proactively address these issues through regulatory norms, resource allocation, iterative production tools, etc. In the improvement process, relevant personnel actively cooperate, and the EPG team chooses suitable projects for improvement pilots, progressively expanding the scope after successful pilots.

During the implementation of the process improvement outlined in the "Process Improvement Plan," the EPG team will monitor the entire process, record improvement effects, analyze collected metric data, employ suitable models for quantitative analysis, establish predictive models, and conduct trend analysis to forecast the quality of software development processes and products. Continuous optimization of project development processes and enhancement of work efficiency will occur throughout project implementation. Simultaneously, the EPG team will undertake continuous improvement regarding code standardization issues, identifying influencing factors, appraising and adjusting metrics, optimizing baselines and models, and elevating the overall level of projects. This appraisal, along with daily practices, has provided us with a deeper understanding of HM practices and made us aware of our shortcomings. Implementing HM practices is an ongoing process of improvement and optimization, guided by the principles of continuous effort and progress.

Through various means such as training, standardization, monitoring, communication, and improvement, we are committed to enhancing the organization's capabilities and maturity. We must proactively adapt to the ever-changing software development and market environment, continuously raising requirements for our personnel and skills. Improving process management capabilities contributes to increased customer satisfaction, higher development efficiency, and better adaptation to the market environment, ultimately realizing long-term visions. Therefore, we will consider HM practices as a crucial tool for continually improving product quality and management capabilities. Once again, heartfelt thanks to HMLA and all ATM teachers for their diligent efforts and professional guidance, providing valuable advice and laying a solid foundation for the company's future development. The company will persistently improve management capabilities and product quality, ensuring enduring business success and sustainable development.

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.

Shenzhen Care Comfort Technology Co. Ltd.

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