

发起人高层会议总结报告

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Dear Raghav Nandyal:

一、总体发现

在这段访谈及文件审查期间，各位专家凭借其深厚的专业素养，精准地洞察并揭示了我司存在的诸多潜在问题，并在评估阶段给予了极具针对性的改进建议和悉心指导，令我司收获颇丰，举行了多场访谈，与此同时，还协助我们使用 SPRUM -Systemic Process Review Using Measurements[®] 对业务流程进行了全面回顾，Systemic Process Review Using Measurements[®] 是 Raghavan S. Nandyal 的注册商标。我们深受教益，采纳了一系列宝贵的意见，这些意见致力于深化我司的企业管理制度改革，优化产品开发流程，提升项目管理效能，增强企业人才培养效率，以及强化公司资源的精细化管理水平，从而有力推动了公司的全方位健康发展，扫清了通往未来道路上的诸多障碍。通过经历这次 CMMI 高成熟度等级的深度访谈和严谨的文件审查，在各位专家独到而专业的视角下，我们对公司 CMMI 高成熟度实施现状形成了全面深入的认知。此次评估中，专家们提出了涵盖产品设计、产品测试交付、决策分析、项目管理、项目资源精细化管理、PPM 模型的引入、人才培训机制、编码规范等多个领域的改进建议。公司高层管理层、EPG 过程改进小组、项目经理、质量保证部门（QA）、配置管理（CM）、运营管理团队（OT）等关键角色，在对这些问题进行追溯分析和深入研讨后达成共识：认为这些建议与公司的实际状况高度契合，符合度高达 95%，为我们指明了明确的改进路径。

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

在工程过程方面，重点在代码方面，各位专家和评估师给到了非常详细且落地的执行方案，例如

1. 添加注释：对于复杂或难以理解的代码逻辑，添加注释可以帮助他人理解代码的意图和功能。

注释应该清晰、简洁，并且遵循一致的注释风格。

2. 使用有意义的变量和方法名：命名变量和方法时应该使用具有描述性的名称，这样可以增加代码的可读性。避免使用单个字符或缩写，除非是广为接受的缩写。

3. 拆分复杂代码块：将复杂的代码块拆分为更小的部分，每个部分执行一个特定的功能。这样可以使代码更易于理解和维护。
4. 删除空代码模块：确保没有空代码块或无用的代码。空代码块会增加代码的阅读难度，应该从基线代码中删除。
5. 定期进行代码审查：定期进行代码审查可以帮助发现代码中的问题并改进代码质量。在审查过程中，可以注意代码的可读性和注释的完整性

在执行 CMMI 高成熟度评估的过程中，我们在工程过程中取得了显著的洞见和实践经验。针对产品设计环节，我们认识到标准化和系统化设计方法的重要性，明确规范化的流程有助于减少设计缺陷和提高产品质量。同时，我们在产品测试交付阶段发现了及时性和完整性上的不足，今后将着重加强测试计划的严密性，确保每个阶段的产品都能进行全面、高效的验证和确认。在编码实践上，我们深刻理解到代码编写规范化的必要性，这不仅有助于提升软件质量，也有利于团队间的协作和知识传承。因此，我们将加强对编码标准的培训和执行力度，确保每位开发人员均能遵循统一的编程规范。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，在后续项目中建立有效的沟通机制，与团队成员和利益相关者保持开放、及时的沟通，确保每个人都清楚自己的任务和角色，并且能够及时汇报进展和遇到的问题。

第二点的改进就是定期举行进度评审会议，回顾项目的进展情况，识别潜在的风险和问题，

并共同制定解决方案。这些会议可以帮助您及时发现并解决可能影响项目进度的问题。

最后，加大力度，持续跟踪和监控：持续跟踪任务的执行情况，及时更新项目进度，并根据需要调整资源分配和优先级。确保您对项目的整体情况有清晰的了解，并能够迅速做出反应以保持项目进度。

通过这次 CMMI 评估，也帮助我们公司引入更先进的决策分析工具和技术，我们可以更准确地预测项目发展趋势，提前做好预案以降低潜在风险。同时，我们也将项目资源精细化管理上下功夫，确保资源的合理配置和高效利用。

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。

在配置层面，我们会根据明确定义配置项、建立配置管理计划、选择适当的工具支持、实施配置管理过程、定期审计和演变基线的方法来持续推进配置能力的增强，明白 CM 的目的是能够起到有效的配置管理控制作用，而不是增加不必要的 CI 工作量

在支持过程中，我们发现引进 PPM 模型对于提升整体业务战略规划和资源配置的有效性至关重要。通过 PPM 模型的应用，我们可以更好地平衡各类项目的优先级，实现资源的最大价值化。此外，企业内部的知识管理和技术积累也是支持过程的重要组成部分，我们将进一步强化这一领域的建设，鼓励员工分享知识和经验，形成持续学习和改进的文化氛围。

过程管理

根据建议，我们会在 QA 的核查与度量报告对流程执行展开深入评估，并运用多元化的手段来剖析现有流程执行的状态。流程执行的评估与分析在项目管理中具备核心地位，因为有效执行流程是保障项目成功的关键要素。QA 的审核机制及度量报告能让我们全面审视当前流程的运行状态，进而通过多元化分析手段识别存在的问题并改进流程，以提升工作效率和品质。首先，QA 的检查作为关键一环，能揭示流程执行中的问题与不足之处。

QA 团队通过对流程执行的严格审查，可探测出是否出现违规行为或流程不合规等问题。及时识别并修正这些问题，有利于保证流程的有效执行，防止潜在风险和质量问题的发生。

其次，度量报告在评估流程执行效果上发挥重要作用。通过汇总和解析各类度量指标，我们可以深入了解流程执行的具体表现，包括执行效率、工作质量和执行成效等。这有助于挖掘流程中的瓶颈和改善契机，为优化流程提供坚实的数据基础。此外，运用多元化的分析评价方法，如流程审查、问题深度剖析和用户反馈等，有助于我们全方位掌握流程现状。结合 QA 的检查结果和度量报告，综合分析这些多元信息，能使我们更精准地评估流程执行状况，找准改进空间。另

一方面，关于明确资产复用方式和复用层级以最大化复用价值的建议，同样强调了资产复用在项目管理中的重要性及其价值最大化的追求。资产复用和经验复用有助于提升工作效率、降低成本，并推动组织的可持续发展。因此，我赞同进一步明确资产复用方式和复用层级，以充分发挥其复用价值。

在过程管理方面，我们意识到过程性能指标体系构建的重要性，只有量化的过程数据才能提供准确的决策依据。我们将继续深化对 CMMI 过程域的理解和应用，确保过程改进活动能够落地生根，并定期进行过程审计以监控和调整过程的表现。同时，通过加强 EPG 过程改进小组与其他关键角色如高层经理、项目经理、QA、CM 和 OT 等部门的协同合作，使得过程改进更加科学、系统和高效，从而推动整个企业的成熟度持续提升

三、现实意义

第一点，改进过程与提升质量管理：CMMI5 代表了软件工程和系统开发领域的最高成熟度级别，意味着企业在过程改进和质量管理的上达到了最优实践标准。通过 CMMI5 认证，企业表明其已经建立起一套完善的、自我改进的过程体系，能够高效地控制项目风险、减少过程变异性，并确保产品和服务质量的一致性和可靠性，从而显著增强客户信任度和市场竞争力。

第二点，成本效益优化与资源利用率提高：达到 CMMI5 的企业能够更加精确地预测项目成本和进度，降低无效工作和重复劳动，通过量化管理实现资源的合理配置与优化利用，从而在保证产品质量的同时，有效降低成本，提升经济效益。

第三点，增强创新能力与快速响应市场需求：高成熟度级别的过程管理体系不仅关注执行力，还强调适应性和灵活性。这意味着企业具备更强的创新能力，能够快速响应市场变化和客户需求，通过不断优化和迭代自身过程能力，实现产品的快速研发和市场投放。

第四点，增强投标优势与扩大市场份额：在许多政府和大型企业的招标采购活动中，CMMI5 往往被视为供应商资质的重要考量因素。通过 CMMI5 认证，企业在竞标过程中可获得明显的竞争优势，有助于争取更多优质项目，进一步拓宽业务领域和市场份额。

第五点，帮助人才发展与企业文化塑造：过程改进不仅是技术层面的提升，也是企业文化和人力资源建设的重要组成部分。CMMI5 级企业的员工能够在—个结构化、有序且鼓励持续改进的环境中工作，这有助于培养高素质的人才队伍，形成追求卓越的企业文化，从而为企业长远发展奠定坚实的基础。综上所述，通过 CMMI5 认证对于企业而言，既是对内部管理能力的权威认可，也是对外部市场竞争实力的有力证明，对企业的运营效能、市场地位、以及可持续发展具有深远的战略意义。

CMMI5 级的建设对公司来说具有重要的现实意义，能够帮助我们改进过程与提升质量管理、成本效益优化与资源利用率提高、增强创新能力与快速响应市场需求、增强投标优势与扩大市场份额、帮助人才发展与企业文化塑造，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。



美象信息

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。





美象信息

EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

Overall findings

During this period of interviews and document reviews, numerous potential issues existing in our company have been accurately identified and revealed by the HMLA, Raghav Nandyal and his appraisal team, leveraging their profound professional expertise. They have provided highly targeted improvement suggestions and meticulous guidance during the appraisal phase, which has greatly benefited our company. Multiple interviews have been conducted, and concurrently, they have assisted us in conducting a comprehensive review of our business processes using SPRUM - Systemic Process Review Using Measurements®, a registered trademark of Raghavan S. Nandyal. We have greatly benefited from adopting a series of valuable suggestions aimed at deepening our corporate management system reform, optimizing product development processes, enhancing project management efficiency, improving talent development effectiveness, and refining the precision management level of company resources. This has significantly propelled the all-round healthy development of the company and cleared numerous obstacles on the path to the future. Through the in-depth interviews and rigorous document reviews of the CMMI high maturity level, we have gained a comprehensive and in-depth understanding of the company's CMMI high maturity level implementation status from the unique and professional perspectives of the HMLA, Raghav Nandyal and his appraisal team. In this appraisal, experts have proposed improvement suggestions covering multiple areas such as product design, product testing and delivery, decision analysis, project management, project resource refinement management, introduction of PPM models, talent training mechanisms, and coding standards. Key roles in the company, including senior management, EPG process improvement teams, project managers, quality assurance departments (QA), configuration management (CM), and OT roles, have reached a consensus after conducting retrospective analysis and in-depth discussions on these issues: they believe that these suggestions are highly consistent with the actual situation of the company, with a compliance rate as high as 95%, and have provided us with clear improvement pathways.

Lessons Learned

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

Engineering management

In the engineering process, the focus is on the code, and detailed and practical execution plans are provided by the HMLA, Raghav Nandyal and his appraisal team and assessors. For example:

Comments addition: Comments should be added for complex or hard-to-understand code logic to help others understand the intent and functionality of the code. Comments should be clear, concise, and follow a consistent commenting style.

Meaningful variable and method names usage: Descriptive names should be used when naming variables and methods to enhance code readability. Avoid using single characters or abbreviations unless they are widely accepted.

Complex code block splitting: Complex code blocks should be split into smaller parts, with each part performing a specific function. This makes the code easier to understand and maintain.

Empty code module deletion: Ensure there are no empty code blocks or unused code. Empty code blocks increase the difficulty of reading the code and should be removed from the baseline code.

Regular code reviews: Regular code reviews help identify issues in the code and improve code quality. During the review process, attention can be paid to code readability and comment completeness.

During the execution of the CMMI high maturity appraisal, significant insights and practical experience were gained in the engineering process. For the product design phase, the importance of standardized and systematic design methods was recognized. Clearly defined processes help reduce design defects and improve product quality. Meanwhile, deficiencies in timeliness and completeness were identified in the product testing and delivery phase. In the future, emphasis will be placed on strengthening the rigor of testing plans to ensure comprehensive and efficient verification and validation of products at each stage. In terms of coding practices, the necessity of standardized coding was deeply understood. This not only helps improve software quality but also facilitates collaboration and knowledge transfer among teams. Therefore, efforts will be made to enhance training on and adherence to coding standards to ensure that every developer follows a unified programming style.

Regarding the engineering process issues identified in the CMMI appraisal, attention should be given to improving the quality control of test case execution in the testing phase and comprehensive management of system test cases. Strengthening process management is necessary to ensure the achievement of project goals. Only by continuously optimizing the engineering process and improving product quality can we stand invincible in the fiercely competitive market and win the trust and support of customers.

Project management

In response to the issue of regular retrospective analysis of feature point estimation and actual feature point completion, which I believe is a crucial aspect, I recognize the vital role feature point estimation plays in project management, directly impacting project progress, cost, and quality. By regularly reviewing and analyzing the deviations between feature point estimation and actual completion, problems can be promptly identified, lessons learned can be summarized, and project management processes can be continuously optimized to enhance efficiency and accuracy.

Firstly, establishing effective communication mechanisms in subsequent projects, maintaining open and timely communication with team members and stakeholders, ensuring everyone is clear about their tasks and roles, and able to report progress and encountered issues promptly.

The second improvement is to hold regular progress review meetings to review project progress, identify potential risks and issues, and collectively devise solutions. These meetings can help identify and address issues that may affect project progress in a timely manner.

Lastly, intensifying efforts for continuous tracking and monitoring: continuously tracking task execution, updating project progress promptly, and adjusting resource allocation and priorities as needed. Ensure a clear understanding of the overall project situation and the ability to respond quickly to maintain project progress.

Through this CMMI appraisal, our company has also introduced more advanced decision analysis tools and techniques, enabling us to predict project development trends more accurately, prepare contingency plans in advance to mitigate potential risks. At the same time, we will also focus on fine-grained management of project resources to ensure reasonable allocation and efficient utilization.

Regarding the issue of deviations between feature point estimation and actual completion in project management, we should prioritize regular retrospective analysis, promptly identify issues, summarize lessons learned, and continuously optimize project management processes. Only through continuous improvement and learning can we elevate the level of project management, ensuring successful project completion and meeting customer expectations.

Support

Firstly, regarding the issue of not conducting cross-project analysis of common non-compliance issues, I consider this to be a crucial area for improvement. In project management, common non-compliance issues may recur across multiple projects. Addressing them on a project-by-project basis might only provide temporary solutions without tackling the root cause. Therefore, I endorse the suggestion for the organization to conduct cross-project analysis of these common non-compliance issues, categorize them, and identify root causes to address them at the organizational level, thus better identifying opportunities for improvement.

Through cross-project analysis, we can uncover patterns and commonalities in issues, enabling us to identify their root causes. The benefit of this approach is that we can propose more effective improvement measures to prevent recurring issues, thus enhancing work quality and efficiency. For instance, if multiple projects are experiencing issues with requirements management, cross-project analysis can help identify root causes such as inadequate change management processes or communication gaps. Subsequently, we can address these issues at the organizational level, such as by establishing standardized requirements management processes or enhancing communication and collaboration, thereby preventing similar issues from recurring in future projects.

Secondly, regarding the suggestion to thoroughly identify potential obstacles and risks when determining improvements and document them, I consider this to be another crucial area for improvement. During the improvement process, we often face various challenges and risks. Failure to adequately prepare for and document them beforehand may result in less-than-expected improvement outcomes or even failure. Therefore, I agree with the suggestion to thoroughly identify potential obstacles and risks when determining improvements and document them to anticipate the expected effectiveness of implementation.

At the configuration level, we continuously enhance configuration capabilities by clearly defining configuration items, establishing configuration management plans, selecting appropriate tool support, implementing configuration management processes, and conducting regular audits and baseline evolution. It is understood that the purpose of CM is to effectively control configuration management, rather than increasing unnecessary CI workload.

In support processes, we recognize the importance of introducing the PPM model to enhance overall business strategic planning and resource allocation effectiveness. Through the application of the PPM model, we can better balance the priorities of various projects and maximize the value of resources. Additionally, internal knowledge management and technical accumulation are essential components of support processes. We will further strengthen efforts in this area, encouraging knowledge and experience sharing among employees to foster a culture of continuous learning and improvement.

Process Management

In accordance with the suggestions, a thorough appraisal of process execution will be conducted through QA checks and measurement reports, employing diverse means to analyze the current state of process execution. Appraisal and analysis of process execution hold a central position in project management because effective process execution is a key factor in ensuring project success. The QA audit mechanism and measurement reports enable us to comprehensively examine the current status of process operations, thereby identifying existing issues through diverse analytical means and improving processes to enhance work efficiency and quality. Firstly, QA inspections serve as a critical component in revealing issues and deficiencies in process execution. Through rigorous scrutiny of process execution, the QA team can detect instances of non-compliance or procedural irregularities. Timely identification and rectification of these issues are beneficial in ensuring effective process execution, preventing potential risks, and quality issues. Secondly, measurement reports play a crucial role in evaluating the effectiveness of process execution. By aggregating and analyzing various metrics, we can gain insights into specific aspects of process execution, including efficiency, work quality, and effectiveness. This helps to identify bottlenecks and improvement opportunities within the process, providing a solid data foundation for process optimization. Additionally, employing diverse analytical appraisal methods such as process reviews, in-depth issue analysis, and user feedback helps us to comprehensively understand the current state of processes. By combining the results of QA inspections and measurement reports and analyzing these diverse pieces of information, we can more accurately assess the status of process execution and identify areas for improvement. On another note, regarding the recommendation to clarify asset reuse methods and reuse levels to maximize the value of reuse, it underscores the importance of asset reuse in project management and the pursuit of maximizing its value. Asset reuse and knowledge reuse contribute to improving work efficiency, reducing costs, and driving organizational sustainability. Therefore, I agree with further clarifying asset reuse methods and reuse levels to fully leverage their reuse value. In terms of process management, we recognize the importance of building a performance indicator system for processes, as only quantified process data can provide accurate decision-making bases. We will continue to deepen our understanding and application of CMMI process areas to ensure that process improvement activities are effectively implemented and regularly conduct process audits to monitor and adjust process performance. Additionally, by strengthening the collaborative efforts between the EPG process improvement team and other key roles such as senior managers, project managers, QA, CM, and OT departments, process improvement becomes more scientific, systematic, and efficient, thereby driving continuous improvement in the maturity of the entire enterprise.

Relevance

The first point, the improvement of processes and the enhancement of quality management: CMMI Level 5 represents the highest maturity level in the field of software engineering and system development, indicating that enterprises have achieved optimal practice standards in process improvement and quality management. Through CMMI Level 5 certification, enterprises demonstrate that they have established a comprehensive, self-improving process system capable of efficiently controlling project risks, reducing process variations, and ensuring the consistency and reliability of product and service quality, thus significantly enhancing customer trust and market competitiveness.

The second point, cost-effectiveness optimization and resource utilization enhancement: Enterprises reaching CMMI Level 5 can more accurately predict project costs and schedules, reduce ineffective work and redundant efforts, achieve rational resource allocation and optimal utilization through quantitative management, thereby effectively reducing costs while ensuring product quality and enhancing economic benefits.

The third point, enhancing innovation capability and responding quickly to market demands: A high maturity level process management system not only emphasizes execution but also adaptability and flexibility. This means that enterprises have stronger innovation capabilities, can respond quickly to market changes and customer demands, and achieve rapid product development and market deployment through continuous optimization and iteration of their process capabilities.

The fourth point, enhancing bidding advantages and expanding market share: In many government and large enterprise tendering and procurement activities, CMMI Level 5 is often considered an important consideration for supplier qualifications. Through CMMI Level 5 certification, enterprises can gain a significant competitive advantage in the bidding process, helping to win more high-quality projects and further expand business areas and market share.

The fifth point, aiding talent development and shaping corporate culture: Process improvement is not only about technical advancement but also an important part of corporate culture and human resources development. Employees of CMMI Level 5 companies can work in a structured, orderly, and continuously improving environment, which helps cultivate high-quality talent teams and form a culture of pursuing excellence, thus laying a solid foundation for the long-term development of the enterprise.

Improvement measures

In this appraisal, deficiencies, issues, and recommendations are incorporated into the "Process Improvement Recommendations and Tracking Sheet" by the EPG team. The EPG team, along with project personnel, collaborates to identify and discuss these recommendations one by one through various meetings, based on which the "Gap Analysis Report" for this appraisal is formulated as the basis for current-stage organizational process improvement. The company will organize pilot validations of improvement effects through the implementation of new projects, collect data for further analysis. We will review and release improvement processes and results at the next EPG meeting and update them to the relevant process asset repository.

We will first develop the "Process Improvement Plan," which will detail the activities, timelines, participants, implementation goals, etc. Senior management will also discuss with EPG members the considerations and potential risks and obstacles of improvement implementation. Senior management will provide full support for process improvement in terms of manpower, financial resources, training, etc., by addressing these issues through institutional norms, resource allocation, iterative production tools, etc. During the improvement process, relevant personnel cooperate actively. The EPG team selects appropriate projects for improvement pilots and steadily expands the scope after successful pilots. Throughout the implementation of process improvement based on the "Process Improvement Plan," the EPG team will monitor the entire process, record improvement effects, analyze collected measurement data, quantitatively analyze with suitable models, establish predictive models and trend analysis to predict software development processes and product quality. In the project implementation process, continuously optimize project development processes to improve work efficiency. At the same time, the EPG team continuously improves code standardization issues, identifies influencing factors, evaluates and adjusts measurement items, optimizes baselines and models to enhance the overall level of projects. This appraisal and daily practices have given us a deeper understanding of CMMI Level 5 and made us aware of our own shortcomings. Implementing CMMI Level 5 is a process of continuous improvement and



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optimization. We adhere to the concept of continuous effort and progress. Through training, standardization, monitoring, communication, improvement, and other means, we are committed to improving the organization's capabilities and maturity. We must proactively adapt to the ever-changing software development and market environment and continuously improve our personnel, skills, etc. Improving process management level helps improve customer satisfaction, increase development efficiency, enabling us to better adapt to the market environment and achieve long-term vision. Therefore, we will use CMMI Level 5 as an important tool to continuously improve product quality and management capabilities. Once again, sincere thanks to the assessors, and thanks to all the ATM teachers for their hard work and professional guidance, providing valuable guidance for the company team and laying a solid foundation for the company's future development. The company will continue to improve management capabilities and product quality, enabling the company to achieve lasting business success and sustainable development.

I hereby authorize and agree for you and SITARA Technologies to share our appraisal results on SITARA's publishing channels and promote our appraisal results as deemed appropriate by SITARA Technologies.

Meixxx Information Technology Co., Ltd.

Sponsor: Zhu Ren

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