



CMMI5 高级别成熟度评估改进方案

首先,我代表公司对 SITARA TECHNOLOGIES 以及尊敬的评估师此次对浙江和仁科技股份有限公司(以下简称公司)做的 CMM5 成熟度评估表达最诚挚的敬意与感谢。

公司创立于 2010 年,是一家致力于为中国的数字化医院建设、区域卫生信息化建设、个人健康管理提供全面、先进解决方案的公司。作为一家以软件作为产品的高科技公司,产品研发能力是我们的生命线,而产品、软件、项目过程的管理、数据的分析、过程管理等等细化能力,过程的成熟度就尤为重要。在此方面,CMMI 一直以来给公司带来了大量的提升,一方面给予公司从方法论、建设思路等方面的帮助,另外一方面随着公司发展,有适应公司发展的更高级别的评估来解决公司当前面对的棘手问题。

本次 CMMI 的评估,从 5 月 23 日开始预热准备以来,已经基本完成评估,再次感谢评估师以及 SITARA TECHNOLOGIES 的大力支持。虽然本人未能全程参与会议,但一直在密切关注着进展并保持与高层经理、ATM、EPG 的每日沟通。从他们的反馈来看,本次评估给予公司带来了非常大的帮助,通过汇总查看问题单及改进意见,我认为带来帮助尤其巨大的是以下几方面:

1、高级别的 CMMI 评估尤其注重在量化管理方面的管控,量化数据获取可以帮助我更加透明的看待公司的各种过程数据。在这一方面,公司需继续加强力量与投入,本次评估过程中提出了有效的量化管理方面的优化意见尤其值得我们分析与学习;

2、项目的质量、产品的质量是公司市场的立足之本,本次评估过程中,我发现在这方面也暴露了一些可改进的项,在这方面的问题,是我尤其会引起重视的点,公司会在这方面建立改进措施,保证后续整体的品质;

3、公司的建立与人才培养密不可分,我看到了评估过程中我们在企业与组织培训方面,也提出了一些改进建议,十分感谢,人才是根本,后续我们不仅会增加在质量、配置等方面的过程改进执行,同时也会对技术、项目管理、过程改进本身加强培训,以建立更好的企业知识分享体系,以支撑企业以更好的发展前景前进;

4、围绕公司产品研发与交付的是一个又一个的项目,项目是企业运转的最小单元。通过本次成熟度评估,我现在项目过程中的可加强改进的点都切到了实处,非常感谢,后续我们需围绕这些点开展进一步改进工作。

整体的评估工作,已经初步告一段,软件与企业的改进过程,是一分钟不能耽搁的,基于评估的结果,我的工作计划中增加了以下内容来进一步保障此次评估给公司带来的帮助:

1、召集公司高层以及 EPG 组长、ATM 成员,来对本次评估做一次完整的回顾与总结会议,让我以及公司对此次评估有完整充分的了解,该行动预估在评估整体结束后一周开始;

2、改进工作是一个持续的工作,我会于 6 月下旬召集一次会议,邀请高层经理及 EPG 参加,主要在会上听取 EPG 组长在此次评估过程后,将对组织级的过程改进做出哪些事项,以及具体的成本及收效分析;

3、上述的改进会议及工作,势必将成为我在年度、半年度、季度工作中非常重要的一环,我会密切关注过程改进过程中,产生的数据、成效分析等。

最后,再次感谢 SITARA TECHNOLOGIES,并祝愿 SITARA TECHNOLOGIES 能带给公司,带给更多的公司帮助,提升各公司成熟度。

杨波



CMMI5 high-level maturity assessment improvement program

First of all, on behalf of the company, I would like to express my most sincere respect and gratitude to the SITARA TECHNOLOGIES and the respected appraiser for the CMM5 maturity assessment conducted by Zhejiang Heren Technology Co., Ltd. (hereinafter referred to as the company). Founded in 2010, the company is a company dedicated to providing comprehensive and advanced solutions for the construction of digital hospitals in China, the construction of regional health information, and personal health management. As a high-tech company with software as its product, product development capability is our lifeline, and the refinement of product, software, project process management, data analysis, process management, etc., the process maturity is particularly important. In this regard, CMMI has always brought a lot of improvement to the company. On the one hand, it has given the company help in methodologies and construction ideas. On the other hand, as the company has developed, there is a higher level of assessment to adapt to the company 's development The thorny issues facing the company.

This CMMI evaluation has basically completed the evaluation since the warm-up preparations began on May 23, and once again thank the evaluator and the SITARA TECHNOLOGIES for their strong support. Although I was unable to participate in the meeting throughout, I have been paying close attention to the progress and maintaining daily communication with senior managers, ATM, and EPG. From their feedback, this assessment has brought great help to the company. By reviewing the questionnaire and improving opinions, I think the following aspects are particularly great:

1. The high-level CMMI assessment pays particular attention to the management and control of quantitative management. The acquisition of quantitative data can help me to see the company's various process data more transparently. In this regard, the company needs to continue to strengthen its strength and investment. In this evaluation process, effective quantitative management optimization suggestions were put forward, which is particularly worthy of our analysis and learning;

2. The quality of the project and the quality of the product are the foundation of the company in the market. During this evaluation process, I found that there are some items that can be improved in this regard. In this regard, I will especially pay attention The company will establish improvement measures in this regard to ensure the overall quality of the follow-up;

3. The establishment of the company and the cultivation of talents are inseparable. I saw that during the evaluation process, we also put forward some suggestions for improvement in enterprise and organizational training. Thank you very much. Talents are fundamental. In the follow-up, we will not only increase quality, configuration, etc. Implementation of process improvement, and also strengthen training on technology, project management, and process improvement itself to establish a better enterprise knowledge sharing system to support enterprises to advance with better development prospects;





4. Around the company's product development and delivery is one after another project, the project is the smallest unit of enterprise operation. Through this maturity assessment, all the points that I can strengthen and improve in the process of the project have been cut into reality. Thank you very much. We need to carry out further improvement work around these points in the future.

The overall evaluation work has initially come to an end. The improvement process of the software and the enterprise can not be delayed for one minute. Based on the evaluation results, the following content has been added to my work plan to further guarantee the help this evaluation brings to the company :

1. Convene the company's senior management, EPG team leader and ATM members to make a complete review and summary meeting of this evaluation, so that I and the company have a complete and full understanding of this evaluation. Start a week

2. Improvement work is a continuous task. I will convene a meeting in late June to invite senior managers and EPG to participate. I will listen to the EPG team leader at the meeting. After this evaluation process, I will do organizational process improvement. What matters are presented, and the specific cost and effectiveness analysis;

3. The above improvement meeting and work will inevitably become a very important part of my annual, semi-annual and quarterly work. I will pay close attention to the data and effectiveness analysis generated during the process improvement process.

Finally, thanks again to the SITARA TECHNOLOGIES, and wish the SITARA TECHNOLOGIES can bring to the company, to bring more companies to help, improve the maturity of each company.

杨波

