

上海泛微网络科技有限公司文件



Raghav 你好!

首先非常感谢您参加对泛微的 CMMI5 的评估工作,对您和您领导的 ATM 小组,翻译人员这些天来的辛勤工作表示由衷的感谢。

通过本次评估过程,更加深刻的学习理解了 CMMI 过程域的价值及如何确保实践的推进,下面我从 5 个方面来描述:

- a、**执行约定:** 学习了组织如何有效的构建约定组织执行方针并持续起作用
- b、**执行能力:** 学习了如何让组织的能力持续成长,包括好的经验持续上升到组织级共享,有效的能力培训保障等
- c、**实施活动:** 学习了每个关键过程域制定执行的任务和活动步骤,并要持续跟踪及必要的改进措施
- d、**数据分析:** 学习了所有的执行活动要做到用数据说话,及时开展度量分析,及时了解活动的执行状态
- e、**实施验证:** 学习了活动结果都要有效的验证,确保有效的执行好评审和审计,验证过程活动是否按照建立的组织过程有效的执行

本次评估对我及泛微公司来说有以下两点意义

a、形成组织的循环改进驱动机制

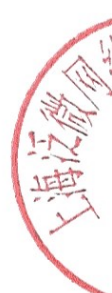
如何管理好“改进”工作是 CMMI 组织要持续解决的一个重要问题。我们要结合公司的产品市场特点,有效自然结合开发部门及相关职能部门、改进推动组织之间的关系。过程责任定义清晰,让持续改进在组织中成为全员参与的常态化活动,让过程执行者作为真正的改进主体,持续聚焦工作中的痛点,让改进成果在最大范围适用落地。

b、为公司经营目标提供开发保障机制

规划好每个软件项目开发过程,通过规范化管理,改进进度和预算的可预测性、改进开发周期、提高生产率、改进质量,确保软件开发过程的有效、可控执行,让公司可以更好的把控项目的开发成本及人均产出。为公司市场经营、软件项目交付提供有力的保障机制。

我们将根据以下 5 点来改进:

- a、项目周例会今后要邀请外部干系人参加,同时在周报中增加干系人的实际完成情况,用以和计划进行对比,以控制项目偏差。
- b、Bug 记录表需要增加一个页面,用来记录测试的次数、发现 bug 数量和



bug 的类型、解决问题 的数量，然后对这些数据进行统计分析。

c、调整组织级方针的分类方式，按照项目管理、过程管理、工程和支持 4 个类别进行调整，加强过程域之间的联系，方便项目经理获取相关的组织级模板或手册。

d、从客户维度获取市场份额，维护成本信息，来评估改善效果。

除了在组织级培训基础上，加强与项目经理的沟通，通过调查、访谈等方式获取专项技能的培训需求，例如需求咨询、测试、开发技术、相关工具使用等。

杨国生



上海泛微网络科技有限公司



上海泛微网络科技股份有限公司文件



Dear Raghav:

First of all, thank you very much for participating in the evaluation of CMMI5 of WEAVER, and express your heartfelt thanks to you and your ATM team and translators for their hard work these days.

Through the evaluation process, I have a deeper understanding of the value of the CMMI process area and how to ensure progress in practice. I will describe it from five aspects:

- a、 **Execution agreement:** Understand how organizations can effectively establish agreed organizational implementation policies and continue to function
- b、 **Executive ability:** Learned how to make the organization's capabilities continue to develop, including the sharing of good experience to the organization level, effective capacity training guarantee, etc.
- c、 **Implementation activities:** Understand the tasks and activity steps of each key process area to be executed, and continue to track and take necessary improvement measures
- d、 **data analysis:** Learned all the execution activities and talked with the data, carried out measurement analysis in time, and understood the execution status of the activities in time
- e、 **Implement verification:** After being informed of the results of the activities, they must be effectively verified to ensure that the reviews and audits are effectively carried out and that the activities are carried out in accordance with the established organizational processes

This assessment has the following two implications for Panmicro and me

- a、 Form an organizational cycle improvement drive mechanism
How to manage the "improvement" work is an important issue that the CMMI organization should continuously solve. We must combine the market characteristics of the company's products, effectively and naturally integrate the development department and related functional departments, and improve the relationship between promotional organizations. The definition of process responsibility is very clear. Therefore, continuous improvement becomes a normal activity in the organization. The process executor is the real theme of improvement, constantly paying attention to the pain points in the work, so as

to apply the improvement results to the organization. To the greatest extent.

- b、 Provide a development guarantee mechanism for the company's business objectives

Plan the development process of each software project, through standardized management, improve the predictability of schedule and budget, shorten the development cycle, increase productivity, improve quality, and ensure the effective and controllable execution of the software development process, so that the company can better control project development costs and output per capita. Provide a strong guarantee mechanism for the company's market operation and software project delivery.

We will prioritize the following five improvements:

- a、 The project weekly meeting will invite external stakeholders to participate, and at the same time increase the actual completion status of stakeholders in the weekly report to compare with the plan to control project deviation.
- b、 The error record table needs to add a page to record the number of tests, the number of errors found and the type of error, the number of problems solved, and then statistical analysis of these data.
- c、 Adjust the classification method of organization-level strategy, adjust according to the four categories of project management, process management, engineering and support, strengthen the connection between process areas, and facilitate the project manager to obtain relevant organization-level templates or manuals.
- d、 Gain market share from the customer dimension and maintain cost information to evaluate the improvement effect.
- e、 In addition to organization-level training, communication with the project manager should be strengthened, and special skills training needs should be obtained through surveys and interviews, such as demand consulting, testing, development techniques, and the use of related tools.

Guosheng Yang



Shanghai Weaver Network Tech. Co.,