



北京壹体体育产业发展有限公司  
Beijing one sports industry development Co., Ltd.

尊敬的主任评估师 Raghavan 先生:

您好!

我是北京壹体体育产业发展有限公司的研发总监赖升昌。

我谨代表本公司, 对您在此次 CMMI 五级评估中给我们带来的宝贵改进项表示由衷的感谢!

以下是我们的收获:

(1) 我学到了什么

通过观摩整场评估的访谈, 我从管理者的角度实际学到了很多实际有用的内容, 如:

- (a) 过程改进我认为不仅适用于软件研发过程, 同样适用于其它事务, 如: 人力资源管理, 企业管理, 甚至国家战略。
- (b) 针对 Raghavan 先生对代码的讲评, 我认为细节决定成败, 代码的工作虽然是底层的, 但是往往决定产品的品质。
- (c) 这是我所经历的第一次整个项目团队在一起学习经验和讨论问题的场景, 以前从未经历过, 这种形式胜过以往的产品研讨会, 给我带来了很好的启示。
- (d) 众多建议和改进项, 将是我们今后工作的宝库。

(2) 如何关联到工作


关联到工作的例子太多了, 我举几个实际的例子:

- (a) 我们的 EPG 小组会向全组织开放, 只要有志于过程改进的人才都欢迎加入到 EPG 小组的团队, 以增加组织过程改进的活力。
- (b) 项目经理对于评审的工作要加强, 不仅仅评审最终产品, 还要对代码进行细致认真的评审。
- (c) 高成熟度的工作我们会提供更多的资源, 让数据专家提升高成熟度团队的实力和能力。
- (d) 测试团队要加强集成测试、系统测试和验收测试的紧密结合。
- (e) 质量保证人员要精简流程, 提高效率。
- (f) 配置管理员的功能审计要确保版本整合之前产品的一致性, 这个很重要, 送错版本很麻烦。
- (g) 需求的跟踪需要 100%全覆盖。
- (h) 培训人员对培训反馈的量化统计工作需要进一步加强, 让员工对培训带来的收益有所了解。

(3) 下一步的打算

在此, 我和项目经理洪文捷达成一致意见, 对下一步的打算做了规划:

- (a) 作为高成熟度的软件企业, 需要制定可持续的过程改进计划并付诸实施。计划在本月底

  
2020.09.27.





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的 EPG 会议上讨论-----2020 年 9 月底。

- (b) 代码、类文件需要更加精简，避免数千，上万行的代码，尽量做到代码精简。计划下个月的 EPG 会议上讨论并执行----2020 年 10 月份。
- (c) 确保配置审计的客观性，确保配置项在集成之前是有效的。计划今年 11 月执行。
- (d) 建议在需求跟踪矩阵中，不仅对初级模块进行跟踪，还要跟踪到次级模块以及接口。也是计划今年 11 月执行。
- (e) 对于高成熟度 OPP 的模型(PPM)因子来说，需要采集更加容易度量的指标。计划今年 12 月执行，这是大量的项目数据会提交到 EPG，我们立即完成收集整理工作并制定出更有效的模型因子。

我再一次对您此次给出的宝贵建议表示由衷的感谢！

此致，

敬礼





北京壹体体育产业发展有限公司  
Beijing one sports industry development Co., Ltd.

Dear Mr. Raghavan, leader appraiser:

Hello!

I am Lai Shengchang, R & D Director of Beijing one sports industry development Co., Ltd.

On behalf of our company, I would like to express our heartfelt thanks to you for your valuable improvement suggestions and comments in the CMMI level 5 appraisal!

Here are what we got from this appraisal:

(1) What I have learned

Through the interviews, I learned a lot of practical and useful things from the perspective of a manager, such as:

(a) I think process improvement is not only applicable to the software R & D process, but also to other areas, such as human resource management, enterprise management, and even national strategy.

(b) According to Mr. Raghavan's comments on the code, I think the details determine the success. Coding is a very basic work, but it often determines the quality of the product.

(c) During the interview, all the project team members and other support members sit together to discuss issues and share suggestions or comments. This approach is new to me. And I think it is better than the product seminars we had before and it brings me good enlightenment.

(d) This large amount of suggestions and improvements shall be part of our treasure house for our future work.

(2) How is it relevant to work

There are too many examples related to work. Let me give some practical examples

(a) Our EPG team will be open to the whole organization. Any talents who are interested in process improvement are welcome to join EPG team to increase the vitality of organizational process improvement.

(b) The project manager should strengthen the review work, not only review the final product, but also carefully review the code.

(c) We will provide more resources for data experts to improve the capability to maintain high maturity.

(d) The test team should reinforce the connection between integration test, system test and acceptance test.

(e) Quality assurance personnel should streamline the process and improve efficiency.

(f) It is very important for CM person to ensure the consistency and readiness of configuration items before integration. It is very troublesome to mess up versions.

(g) Requirements should be 100% traced.

(h) The quantitative analysis of training feedback needs to be strengthened, so that employees can understand the benefits of training.

(3) Next step

Here, I reached an agreement with Hong Wenjie, the project manager, and we're making the plan for the next step:

(a) As a high maturity software enterprise, it is necessary to develop and implement a sustainable



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process improvement plan. It is planned to be discussed at the EPG meeting at the end of this month --- the end of September 2020.

(b) Code and class files need to be more concise, avoid thousands of lines of code for once class, try to break down big class file into smaller size. It is planned to be discussed and implemented at the EPG meeting next month - October 2020.

(c) Ensure the objectivity of configuration audit and ensure that configuration items are ready before integration. It is planned to be implemented in November this year.

(d) It is suggested that in the requirement traceability matrix, not only the major module should be traced, but also the sub-modules and interface should be traced. It is also planned to be implemented in November this year.

(e) For the model (PPM) factors of high maturity OPP, it is necessary to select factors which are easier to measure. It is planned to be implemented in December this year. A large amount of project data will be submitted to EPG. We will immediately complete the collection and analysis work and select some more effective model factors.

Again, I would like to express my sincere thanks to you for your valuable suggestions!

Sincerely,

Salute

Signature:   
Date: 2020.09.27.  
Seal: 