尊敬的拉加夫·南迪亚教授，以及 ATM 组的各位专家们，

你们好！

我是普天信息技术有限公司的 Sponsor 李峰。首先，请允许我代表普天技术有限公司对南迪亚教授以及专家们 8 天来的辛勤工作表示由衷的感谢。此次不同于以往的任何一次 CMMI 评估，因为疫情影响，评估组和各个支持部门跨越几千公里，通过远程通讯的方式进行指导和评估，这对我们都是一种新的评估体验，也是对时差，沟通方式，信息传递的一种考验，很高兴看到大家对这次评估工作的理解和支持，克服种种困难，达到了预想的效果。

我公司之前已三次通过 CMMI5 级评估，深刻感受到了 CMMI 模型为企业带来的益处，包括以下几点：

1、获得 CMMI 国际权威认证，提升公司品牌形象，获得市场的认可。

2、规范项目开发过程，保证软件开发的质量，提升用户满意度。

3、帮助公司优化已有的研发过程，提升管理效率。

4、通过建立 CMMI 模型，培养出一支懂得技术管理以及过程改进的专业团队。

5、公司通过过程改进，建立了财富库以共享经验，解决了人员流动所带来的问题。

作为公司的 Sponsor，谈谈对此次评估的体会：

1. 主任评估师很专业且经验丰富，快速并精准定位了公司在 CMMI 模型的建立和实施过程中的改进点。

2. 通过 EPG Leader 每天的工作反馈，进一步了解到 CMMI 评估的严谨性和规范性。

3. 主任评估师和 ATM 组专家提出的改进建议对公司高层具有重要意义，过程改进有些建议是我们计划中的已经着手准备实施，有些建议给公司提供了全新的改进方向，比如引入需求管理工具，对因需求变更导致的返工工作进行全面管理。

4. 要结合公司的实际情况和经营现状，制定更切合实际的商业目标和 QPPO，通过不断优化研发管理流程，通过成熟度模型的落地实施，实现提高开发质量，减少开发成本，缩短开发周期和提升开发效率等改进子目标，最终保证公司商业目标的达成。

对于此次 CMMI 评估提出的改进建议，根据对公司的影响程度和重要性，我们将优先考虑对以下改进建议实施改进：

1. 升级《C 语言编码规范》，增加每个文件代码行数要求，以便于维护、测试和定位缺陷。

2. 尽快起草组织级的规程文件，对因需求变更引起的返工工作量进行定义和跟踪，解决工作量统计上的缺失问题。

3. 可以按照组织对项目规模大小的分类，分别建立基线，使得对项目的制定更准确。

4. 对于 CMMI 评估中提出的所有的改进建议，我们将形成问题列表，召开 EPG 会议进行讨论，提出具体解决方案，跟踪改进活动的实施情况，并对实施后的效果进行评审、验证。

最后，再次感谢南迪亚教授对我公司 CMMI 5 级的评估，感谢您带给我们先进的经验和专业知识，给我们公司提出了很多的改进机会。希望有机会能够与您再一次合作，欢迎您来中国到公司现场对我们进行指导。

Best Regards

李峰

2020 年 6 月 28 日

Dear Professor RaghavNandyal, and allthe experts in the ATM team,

This is Li Feng, the sponsor of Potevio Institute of Technology Co., Ltd. First of all, please allow me, on behalf of Potevio to express my heartfelt thanks to you and ATMs for hard work in the past 8 days. This appraisal is different from any previous CMMI appraisals. Affected by the epidemic, the appraisal team overcame the difficulties and guided and evaluated our company through virtual delivery. This is a new appraisal experience for us. It is also a test of the technology we use for this online appraisal. But we are very pleased to see everyone's understanding and support for this appraisal, overcoming all kinds of difficulties and achieving the expected results.

Our company has passed the CMMI level 5 appraisals three times before, and has deeply realized the benefits of the CMMI model for the enterprise, including the following points:

1. CMMI is an international authoritative certification that can be used to enhance the company's brand image and gain market recognition.

2. Standardize the project development process, ensure the quality of software development, and increase user satisfaction.

3. Help the company to improve the existing R&D process and improve management efficiency.

4. By establishing a CMMI model, a professional team that understands technical management and process improvement is cultivated.

5. Through process improvement, the company established a wealth database to share experience and solve the problems caused by the flow of people.

As the company's sponsor, I would like to share my personal experience of this appraisal:

1. The lead appraiser is very professional and experienced, and has quickly and accurately positioned the company's improvements in the establishment and implementation of the CMMI model.

2. Through daily work feedback from EPG Leader, I further understand the rigor and standardization of CMMI appraisal.

3. The improvement suggestions made by the lead appraiser and ATM team experts are of great significance to the company's senior management. Process improvement Some improvement suggestions are already in preparation for implementation in our plan, and some suggestions provide the company with a new direction for improvement, such as the introduction of demand management tools, and comprehensive management of rework caused by demand changes.

4. Combining the company's actual situation and operating status, formulate more realistic business goals and QPPO, through continuous optimization of R&D management process, through the implementation of the maturity model, to improve development quality, reduce development costs, shorten development cycle and Improve the development efficiency and other improvement sub-goals, and ultimately ensure that the company's business goals are achieved.

Regarding the improvement suggestions proposed in this CMMI appraisal, according to the degree and importance of the impact on the company, we will give priority to the implementation of the following improvement suggestions:

1. Upgrade the "C Language Coding Standard" and increase the number of lines of code per file to facilitate maintenance, testing, and locating defects.

2. Draft organization-level procedure documents as soon as possible, define and track the rework workload caused by demand changes, and solve the lack of workload statistics.

3. According to the organization's classification of project size, baselines can be established separately to make the project formulation more accurate.

4. For all the improvement suggestions put forward in the CMMI appraisal, we will form a list of issues, convene an EPG meeting to discuss, propose specific solutions, track the implementation of improvement activities, and review and verify the results after implementation.

Finally, thank you Professor Nandyal again for the appraisal of our company's CMMI level 5, and thank you for bringing us advanced experience and professional knowledge, and for giving us many opportunities for improvement. I hope to have the opportunity to cooperate with you once again. You are welcome to come to China to guide us on site.

Best Regards

Li Feng

June 28, 2020