

尊敬的 Raghav 老师您好：

我是北京聚通达科技股份有限公司的发起人侯战斌，感谢 Raghav 老师以及 ATM 老师们 8 天的辛勤工作。在评估期间的指导与帮助！谢谢！

一. 从 cmmi5 中学到了什么？

1. 组织级能利用度量的基线和模型，主动、定量地管理公司开发的项目，达成部门目标。
2. 项目经理通过主动的利用度量，能更好地预测项目绩效，实现项目目标。
3. 培训人员能根据组织级的目标，明确培训方向，例如：培训更加有针对性，对生产效率的提升有更好的效果
4. 工程开发过程中能基于组织级的目标，能使工程开发与公司的商业目标相关性加强，更有效率的达成部门目标
5. 通过收集过程改进建议，优化过程管理，优化了各个子过程的工作效率，提高生产率。

二. cmmi5 的作用

1. 能保证软件开发的质量与进度，能对“杂乱无章、无序管理”的项目开发过程进行规范。
2. 有利于成本控制。因为质量有所保证，浪费在修改、解决客户的抱怨方面的成本会降低很多。绝大多数情况是缺少规范制度，只是求快。项目完成后，要花很多时间修修补补，费用很容易失控。
3. 有助于提高软件开发者的职业素养。每一个具体参与其中的员工，无论是项目经理，还是工程师，甚至一些高层管理人的做事方法逐渐变得标准化、规范化。
4. 能够解决人员流动所带来的问题。公司通过过程改进，建立了财富库以共享经验，而不是单纯依靠某些人员。
5. 有利于提升公司和员工绩效管理水平和持续改进效益。通过度量和分析开发过程和产品，建立公司的效率指标。

三. 针对改进建议，聚通达的改进措施

1. 针对 ATM 提出的培训建议，我们的改进方法是每次培训前确保课程是符合学员培训需求的同时，应该将课程发送给领导，再次由领导对课程进行质量把关，不同岗位的培训课程应该由其部门的领导及高层检查课程内容并对课程质量进行把关，以求做到培训方针中提到的，培训应该对员工负责，因材施教，同时更要注重培训效果。

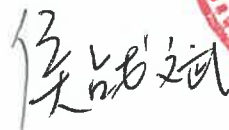
2. 其他类的问题，我们接受并及时改进。

最后，再一次感谢 Raghav 老师以及 ATM 老师们，感谢你们带给我们专业的知识，给我们公司提出了改进意见，谢谢。欢迎您来中国到公司现场指导沟通。谢谢

此致敬礼。谢谢！

侯战斌

2020年7月21日



Dear teacher Raghav:

I am Hou Zhanbin, the founder of Beijing Jutongda Technology Co., Ltd. I am grateful to Mr. Raghav and ATM teachers for their 8-day hard work. Guidance and assistance during the assessment! Thank you!

One. What did you learn from cmmi5?

1. Organizational level can use measurement baselines and models to actively and quantitatively manage the projects developed by the company to achieve departmental goals.
2. Project managers can better predict project performance and achieve project goals through proactive use of metrics.
3. Trainers can clarify the direction of training based on organizational goals, for example: training is more targeted and has a better effect on improving production efficiency
4. The project development process can be based on organizational goals, which can strengthen the relevance of project development to the company's business goals, and achieve department goals more efficiently
5. By collecting process improvement suggestions and optimizing process management, the work efficiency of each sub-process is optimized and productivity is improved.

two. The role of cmmi5

1. It can guarantee the quality and progress of software development, and regulate the project development process of "disorganized and disorderly management".
2. Conducive to cost control. Because the quality is guaranteed, the cost of modifying and solving customer complaints will be reduced a lot. In the vast majority of cases, there is a lack of a standardized system, just seeking speed. After the project is completed, it takes a lot of time to repair, and the cost is easy to get out of control.
3. Help improve the professionalism of software developers. Every employee involved, whether it is a project manager, an engineer, or even some senior managers, has gradually become standardized and standardized.
4. Able to solve the problems caused by personnel turnover. Through process improvement, the company has established a wealth library to share experience, rather than relying solely on certain personnel.
5. It is conducive to improving the performance management level of the company and employees to continuously improve efficiency. Establish the company's efficiency indicators by measuring and analyzing the development process and products.

three. For improvement suggestions, improvement measures of Jutongda

1. In response to the training suggestions proposed by ATM, our improvement method is to ensure that the course meets the training needs



of the trainees before each training. At the same time, the course should be sent to the leader, and the leader should check the quality of the course again. Training courses for different positions should The department' s leaders and senior executives check the content of the courses and check the quality of the courses, so as to achieve the training policy mentioned in the training policy. Training should be responsible to the employees, teach students in accordance with their aptitude, and pay more attention to the training effect.

2. Other problems, we accept and improve in time.

Finally, once again thank you Raghav and ATM teachers, thank you for bringing us professional knowledge and suggestions for improvement to our company, thank you. You are welcome to come to China to guide and communicate with the company. Thank you

Best regards, Thank you!

Hou Zhanbin

July 21, 2020

侯展斌

