

CMMI5 高级别成熟度评估改进方案

尊敬的主任评估师您好！

首先，我代表公司对评估师此次对中邮科通信技术股份有限公司（以下简称公司）做的 CMMI5 成熟度评估表达最诚挚的敬意与感谢。

公司创建于 1958 年，是一个综合性的通信技术研究和系统设备研发机构，公司主要业务有软件开发、系统集成服务、电信网技术支撑维护等，作为一家以软件作为主要产品的高科技公司，产品研发能力是我们的生命线，而在产品、软件、项目过程的成熟度就尤为重要。为此，公司在此之前也申请过两次的 CMMI 评估，意在提升自身的产品研发水平，在这方面 CMMI 一直以来给公司带来了大量的提升，给予本人从方法论、管理建设思路等方面的帮助，是本人学习到更为精细化的管理方法。

本次 CMMI 的评估，从 9 月 11 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 CMMI 组织的大力支持。本人在此次评估中一直保持与高层经理、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、本次评估过程中，我发现在项目、产品质量方面暴露了一些可改进的项，在这方面的问题，技术能力的提升是我尤其会引起重视的点，公司会在这方面建立改进措施，采用新的研发技术、以及统一技术工具和技术架构、优化测试过程等，保证后续整体的品质；
- 2、公司的发展与人才培养密不可分，在企业与组织培训方面，后续我们会采取多种方式增加开发方面的培训和技术交流，并加强培训有效性的评估，提升员工技能水平，以支撑企业更好地发展；
- 3、高级别的 CMMI 在量化管理方面的管控，公司需继续加强力量与人力投入，应用自

动化工具，加强过程监督管控，增加度量数据采集频度和分析频率。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学习；

4、通过本次成熟度评估，对公司现在软件项目开发各个过程中的可加强改进的点都切到了实处，后续我们需围绕这些点，开展进一步改进工作，并增强过程改进人员队伍，确保软件开发过程的质量目标的达成，提升客户满意度。

整体的评估工作，已经初步告一段，为进一步保障此次评估给公司带来的帮助，根据评估的结果，公司的整体工作计划中将增加以下有关 CMMI 的内容：

1、编制过程改进方案，指定责任人完成整改。召集高层经理以及 EPG 组长、ATM 成员，对本次评估做一次完整的回顾与总结会议，让公司对此次评估有完整充分的了解，该行动计划在评估整体结束后一周开始；

2、按月监督方案的实施进程，为改进方案提供资源保障。改进工作是一个持续的工作，我会按月听取相关责任人对方案改进情况的汇报，提供落实改进方案在资金、人力等方面的支持；

3、请咨询公司进行 CMMI 工作指导，组织学习新 CMMI 标准，计划 2021 年推广 CMMI2.0，为今后 CMMI2.0 的评估做准备，该行动计划在 2020 年年底前完成。

上述的改进工作，势必将成为公司工作中非常重要的一环，我会密切关注过程改进中产生的数据、成效分析等，保障改进工作顺利进行。

最后，再次感谢评估师带给公司的帮助和改进建议。

邹雪玉

2020-9-18

中邮科通信技术股份有限公司



High Maturity Improvement Program

Dear Raghav ,

First of all, on behalf of our company, I would like to express our sincere respect and gratitude to the Appraiser for the CMM5 Maturity Appraisal done on China Post Communications Technology Company Limited (hereinafter referred to as the Company).

As a high-tech company with software as its main product, product development capability is our lifeline, and the maturity of the product, software and project process is particularly important. In this regard, CMMI has brought a lot of improvement to the company and helped me to learn more mature management methods in terms of methodology and management building ideas.

I would like to thank the appraiser and the CMMI organization for their strong support. I have been maintaining daily communication with senior managers, ATM, and EPG in this appraisal. Judging from their feedback, this appraisal has been very helpful to the company, and from reviewing the questionnaires and suggestions for improvement, I believe that the following areas have been particularly helpful.

1, this appraisal process, I found in the project, product quality exposed some of the items that can be improved, in this regard, the technical ability to improve is the point that I will pay particular attention to, the company will establish improvement measures in this area, the use of new research and development technology, as well as unified technical tools and technical structure, optimize the testing process, to ensure that the overall quality of

the follow-up.

2, the development of the company is inseparable from the training of personnel, in the enterprise and organizational training, the follow-up we will take a variety of ways to increase the development of training and technical exchanges, and strengthen the effectiveness of training assessment, enhance the skill level of staff to support the better development of enterprises.

3, High-level CMMI in terms of quantitative management control, the company needs to continue to strengthen power and manpower investment, apply automation tools, strengthen process supervision and control, and increase the frequency of metric data collection and analysis. The optimization opinions on effective quantitative management put forward during this evaluation are especially worth learning from us.

4, Through this maturity appraisal, the points that can be strengthened and improved in each process of software development of our company have been cut to the actual place, and we need to carry out further improvement work around these points and strengthen the process improvement team to ensure the achievement of quality goals in the software development process and improve customer satisfaction.

The overall appraisal work has been completed. According to the results of the appraisal, we will add the following items regarding CMMI to the overall work plan of our company.

1. Prepare a process improvement plan and assign responsibility for completing the changes. Convene senior managers, as well as EPG team leaders and ATM members, to

do a complete review and wrap-up meeting of the assessment so that the company has a complete and full understanding of the assessment, and this action plan begins one week after the assessment as a whole.

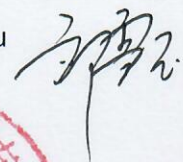
2. Monitor the implementation process of the programme on a monthly basis and provide resources for the improvement of the programme. As improvement is a continuous process, I will listen to monthly reports on the status of the improvement of the programme from those responsible and provide financial and human resources to support the implementation of the improvement programme.

3. Ask the consulting company for CMMI work guidance, organize learning about the new CMMI standard, plan to promote CMMI2.0 in 2021, and prepare for the future evaluation of CMMI2.0, and the action plan will be completed by the end of 2020.

The above improvement work will become a very important part of the company's work, and I will pay close attention to the data and analysis of the effectiveness of the improvement process to ensure the smooth progress of the improvement work.

Finally, I would like to thank the appraiser once again for the help and improvement suggestions he has brought to the company.

Xueyu Zou



2020-9-18

China Youke Communication Technology Co., Ltd.



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