



感谢信

首先，我非常感谢 Raghav Nandyal 先生领导的评估小组帮助我们公司成功完成 CMMI5 评估。从规划阶段与我讨论发起人的角色和责任时到在评估结束，Raghav 先生让我参与了所有的讨论和决策。我们曾经有两次 SCAMPI A 评估，但这种高成熟度评估是非常不同的。作为发起人，我参与了 EPG 的讨论，以确保达到评估目标。

Raghav 先生是一位负责任的高成熟度评估师，表现出极大的奉献精神，对工作的热情和承诺，并拥有非常丰富的专业经验。通过为期 8 天的培训和高成熟度范围的评估，我们公司的参与者普遍反映他们已经学到了很多新知识，并加强了他们对 CMMI 模型的理解和应用。整个评估团队也给了我们一些有价值的改进建议。评估报告的改进机会的亮点如下：

1. 过程改进报告需要增加样本数、度量项单位，这样管理层可以更加清晰的了解我们的改进效果。
2. EPG 建立的预测模型适用于规模在 204-453 功能点之间的项目，个别项目规模接近上限，这种情况下需要考虑使用该模型可能带来的风险。
3. 打通 Zentao（管理需求）和 Worktile（管理任务）之间的接口，使得需求和任务管理更加有效。
4. 建立需求评审专家团队，团队成员可以来自内部也可以来自外部，这样可以有效减少需求变更。
5. 实施量化管理涉及的数据收集、验证和分析工作比较多，EPG 团队工作量较大，需要考虑适当增加人员。

发起人：

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Letter of Thanks

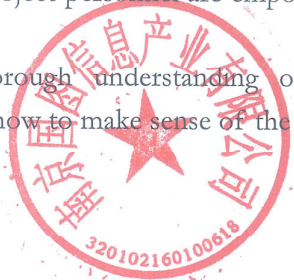
First of all, I am very grateful to the appraisal team led by Mr. Raghav Nandyal for helping our company successfully complete the CMMI5 assessment. Right from the Planning Phase, when Sponsor's roles and responsibilities were discussed with me, until assessment closure, Mr. Raghav involved me in all discussions and decisions that were made. We have conducted 2 SCAMPI A appraisals in the past, but, this high maturity appraisal was very different. As sponsor, I was involved in the EPG discussions to ensure appraisal objectives were met.

Mr. Raghav is a responsible high maturity lead appraiser showing tremendous dedication, passion and commitment to his work and has a very rich professional experience. Through the 8-days of training and high maturity scoped appraisal, our company participants generally reflect that they have learned a lot of new knowledge and strengthened their understanding and application of the CMMI model. The entire appraisal team also gave us a number of valuable suggestions for improvement. The highlights of the improvement opportunities reported by the appraisal are as follows:

1. Process improvement report needs to increase the sample size and improve units of measurement so that management can have a clearer understanding of the organizational improvements. Example :defect density instead of defect counts
2. We realized from this appraisal that the prediction model established by our EPG is valid/applicable for projects with size estimates that range between 204-453 function points. The size of some individual projects is almost close to the upper limit. In such cases, the risk of using the prediction model needs to be considered.
3. Establish accurate interfaces between Zentao (for requirements management) and Worktile (for management of tasks) to ensure traceability of requirements and tasks to improve work management and make it more efficient.
4. Establish a team of requirements review experts (internal or external), who can effectively reduce changes to requirements.
5. Implementation of accurate quantitative management involves data collection, verification and analysis which are non-trivial tasks. EPG must ensure that project personnel are empowered to contribute to such activities after adequate training.
6. Proper application of statistical analysis requires a thorough understanding of which statistical/quantitative tool to use, how best to use them and how to make sense of the resulting outputs from tools such as Minitab and Crystal Ball.

Sponsor:
Wu Changbin
CTO

Date: 11/7/2018



11/10/10