

Dear Raghav Nandyal :

I am Liu Weisheng, the sponsor of Julong Co., Ltd. First of all, thank you very much for all your work during the CMMI5 appraisal of my company. Thank you for your guidance and training. We have seen your professionalism. I am also very happy to have this opportunity to exchange with you on CMMI practice in this way, and I have gained a lot in this process.

CMMI is a software maturity model. Our company began to establish and implement CMMI practice in 2014. Over the years, the company has developed processes, guidelines and templates for each key Process Areas in accordance with CMMI practices and actual conditions. This approach has greatly improved the process and quality of software development and better served our customers.

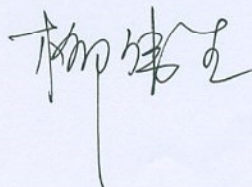
During this appraisal period, we also realized that there is still much room for improvement:

1. In terms of organization, we still need to strengthen the organizational policy, organize the standard process and further follow the CMMI model, categorize the guidelines and standard processes to make it easier to obtain and maintain, thus making the project team to work better.

2. At the training level, we also need to strengthen training for EPG, project managers, and project team members. We will invite external consultants to conduct diagnostic analysis, appropriately improve the training process, management and expertise, and further foster even better corporate.

3. In the field of quality assurance, any activity is subject to evidence. As a company with high maturity capability of CMMI5, we need to follow the CMMI well, and should also audit not for the sake of audit. Instead of listing unnecessary check items, we mean to simplify the QA process and work product to reduce costs and improve management and audit efficiency.

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尊敬的 Raghav Nandyal, 您好!

我是聚龙股份有限公司 CMMI 的发起人柳伟生, 首先非常感谢您为我公司 2019 年 CMMI5 级复评期间所做的全部工作, 感谢您的严格指导和培训, 我们看到了您的专业和认真! 我也非常高兴有机会和您一起进行 CMMI 的情景交流, 我在这个过程中也收获了很多, 在这里和您一起分享!

CMMI 是一个依靠过程保证质量的软件成熟度模型, 我公司在 2014 年开始建立和实施了 CMMI 标准规范, 公司内部依照 CMMI 标准结合自己的实际情况制定各关键域的规程和模板, 软件开发的过程和质量都获得了很大的提高, 能够更好的服务于我们企业的客户。

本次审核期间与您的交流中我们也认识到了一些不足的地方:

- 1、在组织级, 我们还是要加强对组织方针、组织标准过程的优化, 按照 CMMI 模型, 归类整合我们的方针和标准流程, 使其更加容易获取, 更加适合维护, 更方便的指引项目组工作。
- 2、在培训方面, 我们也要加强对 EPG、项目经理、项目组成员的培训。邀请外部咨询师开展诊断分析, 适当优化培训计划, 进一步提高我们的管理水平和专业技术水平。
- 3、在质量保证方面, CMMI 工作中任何活动都讲究证据, 我们作为 CMMI5 高成熟度能力的公司, 我们在遵循 CMMI 框架的基础上, 我们对一些强项和“大家都知道的事情”的举证和审计工作, 应该可以考虑简化, 以降低我们的成本, 提升我们的管理和审计效率。
- 4、在风险识别方面, 风险因素、风险影响等因子在不同的项目阶段、不同的过程域, 他们的风险和影响是不同的, 我们可以更好的计算我们的风险, 增加更多的维度和风险关联性分析, 增强我们风险识别、风险预估和抗风险能力。
- 5、在标准基线建立方面, 我们的范围和精度, 应该还可以做的更好, 让不同类型、不同规模的项目可以有更加合适的基线供他们参考, 更好的管理我们的过程, 进一步降低项目实施各个过程的偏差。

当然, 我们的不足和可改进项不止以上内容, 在本次审核结束 1 个月内, 我们会针对此次审核过程, 分析总结, 吸取经验, 部署和实施过程改进。

未来, 我们会一如既往的在工作中推进 CMMI 模型实践, 持续过程改进, 提高公司软件开发的管理能力, 提高软件开发效率, 提高软件质量, 提高软件竞争力, 更好的服务于我们的客户。

上面是我在此次访谈中的一些感悟和心得, 期待日后能和您有更多的交流! 再次表示感谢, 相信在下一次 CMMI 评估过程中, 大家都能看到我们的成长。

发起人:

柳伟生 2019.10.26





4, Speaking of risk identification, I think risk possibility, impact and other factors of different phases, their risks and impacts are different, so we can better calculate our risk by considering the project phases and think beyond the horizon. We will do more to conduct Risk correlation analysis to enhance risk identification, risk estimation and risk resistance ability.

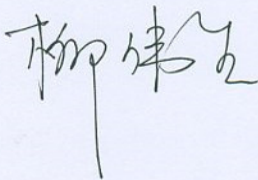
5. When talking about the establishment of standard baselines, I think it is necessary to carefully plan and select more suitable baselines for reference according to project type and sizes, better manage each project process, and further reduce the deviation of each process of project implementation.

For sure, the deficiencies and improvements can be more than the above. Within one month namely after this appraisal, we will analyze, summarize, and earnestly deploy and implement new process improvements.

From now on, we will continue to promote CMMI practice. Our aim is to improve the management capabilities, development efficiency and quality of software development. All these will contribute to better competitiveness of software and better service to my customers.

These are some of the insights and ideas I gained in this appraisal, and I look forward to more exchanges with you in the future. Thanks again to the you. I believe that in the next CMMI appraisal, my colleagues can witness the growth of our company in accordance with the CMMI system.

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