



## 感谢信

朗坤智慧科技股份有限公司非常荣幸邀请到 Raghav Nandyal 先生为我司顺利开展了 CMMI5 评估,在 Raghav Nandyal 的严谨、细致的规划下,带领评估团队,通过为期 8 天的培训和评估,让我们认识到自身的不足和需要改进的地方。

CMMI5 是一套模型和体系,今后企业在执行过程中,我们会结合公司的商业目标,不断优化和持续改进,最终实现提高质量、降低成本,提高客户满意度的目标,为企业创造更高的利润。

### 以下列举几点评估过程中发现的重点改进建议:

1. 做需求挖掘和分析时,最好让项目组成员都有机会参与,便于提高后续工作的效率和质量;于高成熟度模型应该考虑怎么最小化返工用时,怎么高效的工作。
2. 所有项目经理兼任度量人员,虽然能更好的监控项目,但是存在潜在的利益冲突,为了保证客观性,最好把该角色分配给 QA 或者 CM。
3. 度量数据判断异常的准则,8421 原则通常在工业制造业使用,不适用软件行业,建议只用 1 这个判异准则。
4. 对于实施高成熟度用到的工具,应该是项目组成员都能熟悉并应用,目前主要覆盖到项目经理。
5. 进行项目 QPPO 设定的时候,虽然组织级有标准差,仍然建议使用项目级标准差

最后,再次感谢 Raghav Nandyal 先生凭借资深的评估和技术经验为我司带来的改进!

总裁:

朗坤智慧科技股份有限公司

2018年10月29日





## Acknowledgement

It is really a great honor for Luculent Smart Technologies Co., Ltd to invite Mr. Raghav Nandyal to conduct CMMI level 5 appraisal for us. The appraisal team is led by the High Maturity lead appraiser Mr. Raghav Nandyal for an eight-day period of on-site assessment with rigorous and objective attitude.

We recognize there is no destination for the journey of process improvement. To better serve organization interest, and achieve business objective of better quality, less cost and higher customer satisfaction, we will keep striving for continuous process improvements. From the engagement of this appraisal, we are aware of many shortcomings and improvement opportunities. Here are some key improvements:

1. It would be better to involve all project team members in requirement elicitation and analysis so that working efficiency and quality in later phases can be increased. For high maturity, we should consider both how to minimize rework effort and how to be more efficient.
2. Project manager also bears the role of measurement analyst in all projects for the convenience of better monitor projects. But, there might be potential conflict of interest. To ensure objectivity, it would be better to assign MA practices to QA or CM.
3. 8-4-2-1 rule is the concept used in manufacturing industry which is not applicable for software industry.
4. More project team members should be trained on how to use high maturity tools while currently only project managers are covered.
5. Organization standard deviation is used for setting project QPPO. It would be more appropriate to use standard deviation from project.

Finally, we shall again appreciate Mr. Raghav Nandyal's hard work and thanks for the improvement suggestions provided to our company based on his professional knowledge and sophisticated experience.

Sponsor (President):

Luculent Smart Technologies Co., Ltd.

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