大汉科技

CMMI5 评估发起人反馈: CMMI5 SPONSOR FEEDBACK

这几天访谈发现的问题和提出的改进建议以及学习到的内容

1) 组织提供的模板、工具、方法，项目可以根据实际情况灵活运用，但是对于关键性能目标修改应该经过 EPG 审核。
2) 进行岗位交叉培训，项目组成员之间相互了解对方的工作内容和工作职责。
3) 做 PPM 模型，要深度挖掘每个阶段的相关因子，把尽可能多的因子放进模型中，收集更多的项目数据，提高模型的精确性。
4) EPG 要制定符合项目实际情况的性能目标和模型。
5) QA 和 CM 人员不足需要新增，EPG 里面要纳入 CM 与 QA，新增 EPG 组长备选人员。
6) 估算方法用的专家估算法，不够准确，可以采用置信区间与三点估算法。
7) 根本原因分析的层面比较浅，要深入挖掘。

Lessons learned:

1) Templates, tools, methods and projects provided by the organization can be flexibly used according to project's requirements, but modification of key performance objectives should be subject to the EPG audit.
2) To provide Cross-position/functional training for project team members to better understand each other's work and responsibilities.
3) To establish PPM model and dig deeply into correlation factor for each stage, and add as many quantitative factors in model, collect more project data to improve the accuracy of model.
4) EPG should establish performance goals and models based on project's characteristics and requirements.
5) QA and CM staff should be included in EPG and back up for EPG leader should be considered.
6) Delphi estimation method is used, which is not accurate enough. Confidence interval or three-point estimation can be adopted especially when standard deviation is high.
7) The root-cause analysis should go deeper.

2、这些内容对于公司的影响，和日常工作的相关性（改进的益处）

1) 帮助企业进行内部过程改进，提高产品质量、控制成本、提高项目生产率，以达到组织设定的性能和质量目标。
2) 规范软件开发过程和管理。
3) 降低软件开发的风险。

Improvements Benefits Derived

1) To help enterprises improve quality of internal process, product quality, productivity and reduce cost, in order to achieve organizational performance and quality goals.
2) To standardize software development process and management.
3) To reduce risks of software development.

3、针对这些问题的改进计划

1) QA 与 CM 人员不足要招聘—1 月下旬，公司开始进行人员规划然后展开招聘计划
2) EPG 成员调整，要把 CM 与 QA 纳入 EPG—2 月份例会上讨论 EPG 人员调整。
3) 提高公司全体成员对于过程改进的理解,特别 EPG 与 QA—在 1 月下旬 2018 年的培训计划中，增加 CMMI5 全部过程域、统计分析、量化管理等方面的培训，以及外训。
4) 此次评估搜集的改进建议—在 2 月份召开的 2018 年过程改进计划会议中讨论

Action Plans Planned subsequent to High Maturity Appraisal

1) More QA and CM personnel will be recruited in late January.
2) CM and QA will be included in EPG after meeting about EPG staff adjustment in February.
3) To enhance the understanding of process improvement among all members of the company, especially EPG and QA. More training on this will planned in late January, covering CMMI5 Process Areas, statistics, and quantitative management. External training can be planned as appropriate.
4) Improvements collected in this appraisal will be discussed in Process Improvement Program Meeting in February, 2018.

Zhenyu Jin

Zhenyu Jin, 金震宇
President (总裁) and Sponsor

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