感谢信

首先，非常感谢 Raghav Nandyal 先生带领的评估团队帮助我公司顺利完成 CMMI5 评估工作， Nandyal 先生对待工作的认真、仔细和严谨让我们印象深刻，非常值得我们学习。通过为期 8 天的培训与评估，整个评估团队给我公司提供了很多非常宝贵的改进建议，节选部分改进重点描述如下：

1. 对项目的关键资源进行备份。把 QA 和 CM 人员归入 EPG，同时，对 EPG 人员进行 QA 和 CM 的技能培训，使他们具备作为 QA 和 CM 的能力。统一由 EPG 为项目提供 QA 和 CM 资源。

2. 更好、更精确地进行项目估算。需求分析时，把需求细分到各个模块。在收集工作量的时候，就能够根据需求所属的模块统计工作量。在度量分析时，进行各个模块生产效率的分析。

3. 根据项目的规模和类型分别建立基线和模型。依据项目的功能点评估项目规模，做简单、中等、复杂的三级划分。依据项目性质分为 AFC、PSD、MICS 进行类型划分。通过规模和类型定义项目属性，然后重新更新基线和模型。

4. 目前公司部分过程性能基线的标准偏差较大，需要使用根因分析方法确定根本原因，并制定对应解决方案，较小的标准偏差可以使得后续项目策划更加准确。

5. 公司的过程性能模型一般都只包含 2 个可控因子，从而出现部分项目实际度量值跟模型预测值相差较大。建议考虑在模型中加入更多量化的因子以获得更加准确的预测。

发起人：（签名） 日期：2018.4.21

Testimonial Letter

Thanks for Mr. Raghav Nandyal and his ATM helping us to complete our CMMI ML5 appraisal. We are impressed by his earnest, careful and strict work attitude which we should learn from him. Lots of valuable Points to Ponders are identified for us to implement after 8 days training and appraisal. Some are as followings:

1, Backups should be identified for critical human resources. Management can consider incorporating QA and CM into the EPG team and providing trainings for them. CM and QA can be provided by EPG team for project teams.

2, More accurate estimation: Function points should be detailed into modules and effort can could be collected based on the same. Productivity should be collected by modules.

3, PPBs and PPMs could be updated and categorized in terms of project size and type of work. Size estimation should consider complexity (High, Medium and Low). Projects could be categorized into AFC、PSD and MICS. All these could be inputs for updating PPBs and PPMs.

4, Standard deviation for some PPBs was big; apply CAR to understand why and improve in the PPM. Small deviations could improve project planning.

5, Some PPMs have been composed using 2 factors which makes them inaccurate for planning and tracking vs. actual. More quantifiable factors could be introduced for better prediction.

Sponsor:

Date: 2018.4.21