

SYSWIN 思源企业

北京思源政务通科技有限公司

非常幸运，思源政务通能请到 Nandyal 先生做我们的评估老师。Nandyal 先生在评估过程中严谨认真、逻辑性强，良好的职业素养给我们企业的同事留下了很深的印象。

Nandyal 先生带领评估团队发现的不足，确实是当前存在的问题，我们非常重视。对于 CMMI 执行过程中困扰我们的问题，Nandyal 先生给出的方法论指导，对我们做过程改进有很大的启发，帮我们明确了接下来要改进的几个重点：

1. 我们要通过培训、案例学习等各种方法，将 CMMI 过程规范深入到 PM 和工程师的意识当中，使其成为一种工作习惯，而不是脱离项目组之外的一种附加品。
2. 团队的自我学习是今后培训方法之一，但是需要考虑更多的激励机制如荣誉榜等方式去激发工程师的学习热情才能达到更好的效果。
3. 如下几个过程域需要结合老师的建议，讨论解决方案，制定改进计划，包括：组织级制定规范的文档模板、估算各阶段不同角色所需的工作量、PPQA 优化重复的审计项、度量数据的分析深度加强等。

正如 Nandyal 先生所说，我们企业要结合自身企业的特点和需求，建立适合我们自己的管理体系。

最后再次感谢 Nandyal 先生的宝贵建议！

发起人：吕兆海 技术中心常务副总经理
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Beijing Syswin Zhengwutoon Technology Co., Ltd.

北京市朝阳区望京南湖中园 316 号思源大厦

8/F, Syswin Building, No. 316 Nan Hu ZhongYuan, Chaoyang District Beijing China

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It is our great pleasure to invite Mr. Nandyal to conduct this SCAMPI A appraisal for our company. We admire Mr. Nandyal's seriousness, rigour and logic in his way of conducting this appraisal.

Mr. Nandyal imparted SCAMPI Team Training to our ATMs over two-days and led the appraisal team members effectively to identify many improvement opportunities and points to ponder - *which are exactly the issues we are facing in this stage!* We will pay high attention to these suggestions and take required measures to improve. Mr. Nandyal has at the same time also given us important enlightenment for solving our puzzles related to: **"how to incorporate CMMI and SCRUM seamlessly"**. It was a very valuable suggestion/input for us to consider SCRUM where small iterations to fix enhancements after the first baseline of the product development is complete and the product has been released. CMMI may be used when the product is yet to be developed and is yet to fully realize its potential. We thank Mr. Nandyal for this wonderful suggestion! He also helped us to identify and define the following focus for our follow up process improvements:

1. We will carry out a series of trainings and case studies to make CMMI process standard take root in PM's and engineers' mind to make it their daily habits rather than as an add-on to project execution.
2. Self-teach will be one of the most important ways for team training. And we will consider more effective stimulation mechanism, e.g., setting up learning model to encourage team's enthusiasm to learn.
3. We will also explore resolutions and establish improvement plans for the following problems based on Mr. Nandyal's valuable suggestions, including, standardizing organizational document template, estimating effort in a role-based manner, streamlining checklist and deepening data analysis.

As Mr. Nandyal has said, we will establish a set of management system which is suitable for our own requirements based on our characteristics and demand for Research & Development solutions.

Thanks again to Mr. Nandyal, for his valuable suggestions.

Lv Zhaohai, Sponsor, Deputy General Manager

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