

尊敬的主任评估师 Raghav 先生:

您好!

在此,我谨代表本公司研发中心(R & D Center),再一次对您在此次 CMMI 五级评估中给我们带来的宝贵意见表示由衷的感谢!

首先针对此次评估,我们学到了以下与高成熟度 CMMI 相关的宝贵经验:

- (1) 每一个项目的基本数据,是汇聚成公司资产的基本元素。公司走到这一步,也是靠一个个大小项目积累起来的。公司将在今后继续踏踏实实地做好每个项目。俗话说:项目是 IT 企业的生命。
- (2) 研发中心内部的每一个角色,不是仅仅靠自己就能做好的,需要不同角色的相互协作。通过此次评估,我作为领导,更加意识到今后加强研发、测试、度量及品质保证之间组间协作,是相当重要的。
- (3) 在此次 CMMI 五级的学习和评估过程中,尤其是通过现场聆听主任评估师 Raghav 先生的演示及讲解,我本人也了解到组织绩效模型和蒙特卡洛模拟会对提高整个研发中心效率与品质有极大的帮助。
- (4) 过程改进的思想,经过我的理解和吸收,我认为不仅适用于软件研发过程,同样适用于其它领域,诸如:系统集成,人力资源管理,企业管理,甚至人生规划。我将在日后消化此次评估的心得,整理成自己的观点,与研发中心,甚至是整个集团分享。

当观摩项目经理于连林和 EPG 小组组长周春梅的讨论之后,我强烈地意识到,他们所提出的改进项,对于研发中心来讲,都是非常有价值的。因此,根据研发中心实际的资源运作现状,经与部分部门主管的沟通,我将考虑计划从以下几方面进行改进:

- (1) 建立统一的集成平台,以减少集成时间,提高项目开发效率;
责任人:研发中心技术部
- (2) 成立独立的数据管理中心,专门负责公司项目的度量和量化管理;
责任人:数据专家霍贺
- (3) 衡量现有的组织绩效目标,剔除用处不大的目标,新开发对研发中心更加有效的绩效目标;
责任人:EPG 组长周春梅
- (4) 提高会议和评审的效率,简化评审检查单;
责任人:组织级质量保证人员马红娟

此致,

敬礼

签名:



日期:

2019.9.21

盖章:



10

Dear HM LA Raghav,

Hello!

On behalf of our Research and Development Center, I would like to once again express my sincere gratitude for the valuable comments you have given us in this CMMI Level 5 appraisal!

First of all, for this appraisal, we learned the following valuable lessons related to high maturity:

(1) The basic data for each project contributes to company's assets. And actually, we finally reach today's achievements based on the accumulation of either large or small projects. Our company will continue to do a solid job in the future for each project. As the saying goes: project is the life of IT enterprise.

(2) In the R&D Center, collaboration between different roles is always needed. It's hard to depend on individual fight. Through this appraisal, as a leader, I am more aware of the importance of strengthening collaboration among research and development, testing, measurement and quality assurance in the future.

(3) This appraisal is not only an assessment on us, but also an opportunity for us to learn more about high maturity. Especially, through the on-site presentation by Mr. Raghav, I realize that the organizational performance model and Monte Carlo simulation can be of great help to improve the efficiency and quality of the entire research and development center.

(4) Based on the concepts and ideas I learned from this appraisal, I have a rough idea about process improvement, I think not only the software development process, but also other areas such as system integration, human resource management, business management, and even life planning can also take advantage of process improvement. I'll summarize all the thoughts and share them with R&D Center, or even the whole group afterwards.

I observed the discussion between Yu Lianlin (PM) and Zhou Chunmei (EPG leader), I was aware that the improvements they had proposed were very valuable to the research and development center. Therefore, according to the resources available in the research and development center, based on the communication results with some department heads, I will consider plans to improve from the following aspects:

(1) Establish a unified integration platform to reduce integration time and improve project development efficiency;

Responsible Department: Technical Department of Research and Development Center

(2) Establish an independent data management center dedicated to the measurement and quantitative management of company's projects;

Responsible Person: Data specialist He Huo

(3) Measure existing organizational performance goals, pick and throw away goals that are not so useful, and develop new performance goals which are more useful for R&D Center;

Responsible Person: EPG group leader Zhou Chunmei

(4) Improve the efficiency of meetings and reviews and simplify checklists;

Responsible Person: Organization-level quality assurance personnel Ma Hongxuan

Sincerely

Sponsor Chen Yanguang

Signature : 

Date: 2019.9.21

