

## 发起人关于 CMMI5 评估的反馈

亲爱的 Raghav,

您好,

首先, 很感谢您这段时间对智业软件股份有限公司 CMMI5 的评估。从您身上, 我们不仅看到了您拥有的专业知识; 您认真负责的做事态度, 同样让我们深受学习。

经过这次评估, 我们意识到智业软件还有需要改进的地方, 比如:

1. 交接文档要更详细, 减少人员离职带来的风险。
2. java 编码行数太长, 注释不全面。
3. 工作的条件、环境必须要改善, 比如网络太慢了, 网络不能用, 基础设施太脏。
4. 把相关联的过程域方针放在一起定义会更好。
5. 总共有建立 11 个与生产率相关的度量指标, 关于进度和成本方面的数据还没有去收集。
6. 项目组对组织级过程文档不熟悉, 建议增加组织资产库的培训。
7. 建议组织模型区分可用与不可用模型。
8. PPQA 的审计不到位, 加强审计。
9. 虽然有编码规范文档, 但是开发人员还是不能清楚的知道规范内容, 需提高开发人员的编码规范理念。
10. 度量表里面的图形全部都是直方图, 比较单一, 建议增加多种图标来进行度量分析。

接下去, 我们将按照您提出的改进建议认真落地实施, 下一步我们将:

1. 变动人员需对手头项目需要涉及到的技术、业务流程、注意事项等内容进行描述。按技术人员的岗位、工作经验的年限交接。交接内容文档增加日期等注释, 并指导交接的同事如何做。
2. 加强对开发人员的培训, 包括对编码规范、业务理解、注释要求等方面的讲解和沟通, 降低代码的行数和提高代码注释的量。增加代码走查的频率以及范围, 如行数。增加对代码规范、代码行数的规范定义, 控制在 100 行左右。
3. 向公司反馈基础设施不足的情况, 通过公司层面解决, 跟进, 直到问题解决。
4. 整理过程文档, 定期展开项目组之间、各个过程负责人之间的讨论会议。按照干系人职责进行过程定义, 提高效率。
5. 收集进度和成本相关数据, 建立基线度量项。
6. 项目组对组织级过程文档不熟悉, 建议增加组织资产库的培训。
7. 优先建立项目组需要使用的模型, 提高项目组对组织级资产的利用。扩大对公司商业目标有利的度量项, 建立实际有用的基线与模型。
8. 加强 PPQA 培训, 通过经验积累和学习, 加强 PPQA 能力, 提高其对文档的审计, 对每个过程能够提前进行提醒和检查。对 PPQA 人员进行项目管理、需求设计相关过程的经验培训, 让其更加专业。
9. 由资深开发经理对编码规范进行培训。增加开发人员编码规范的绩效比重, 如 5%。
10. 培训度量分析人员明确图形的用途与场景。对不同种类使用不同的图表, 如占比图使用饼图, 数据趋势使用折线图。

最后, 我谨代表智业软件股份有限公司, 再次感谢您展现出的敬业、专业风采, 我们将严格执行改进建议, 降低研发风险, 提高研发能力和产品质量。

陈坚

智业软件股份有限公司

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## Sponsor's feedback on CMMI5 assessment

Dear Raghav,

First of all, thank you very much for your evaluation of CMMI5 of Zoe Software Co., Ltd. during this time. From you, we not only see the expertise from your eyes; the attitude of your serious and responsible work also makes us deeply think about how to take forward next steps with our high maturity practice improvements.

After this evaluation, we realized that there is still room for improvement in Zoe software, such as:

1. Transition documents in more detail to reduce the risk of staff turnover.
2. Number of Java coding lines is too long with methods and classes, and the comments are not comprehensive.
3. The working conditions and environment must be improved. For example, the network is too slow, the network cannot be used, and the infrastructure is too dirty.
4. It would be better to put together the associated process area guidelines.
5. There are a total of 11 productivity-related metrics and data on progress and costs have not yet been collected.
6. The project team is not familiar with the organization-level process documentation and your appraisal recommends increasing the training of the organization's asset pool.
7. It is recommended that the organizational model distinguish between usable and unusable models.
8. Audit of PPQA – as learnt during this appraisal - is not in place and the audit should be strengthened.
9. Although there are coding specification documents, developers still don't clearly understand the specification content; there is a need to improve developer's code specification documentation.
10. Graphs in the metric table are relatively simple. It is recommended to add multiple forms of metrics analysis.

Next, we will implement these suggestions carefully according as follows:

1. Change personnel need to describe the technologies, business processes, and precautions that need to be taken in projects. Hand-over of responsibilities by creating transition document.
2. Enhance training for developers, including explanations and communication on code specification, business understanding, annotation requirements, etc., reducing the number of lines of code and increasing the amount of code comments. Increase the frequency and focus of code walkthroughs. Increase the specification of the code specification and the number of lines of code, and control it to about 100 lines per method.
3. Respond to the company's insufficient infrastructure; solve it at the company level, and follow up until the problem is solved with Xiamen Software Park. Organize process documentation and periodically start discussion sessions between project teams and process owners. Process definitions based on stakeholder responsibilities to improve efficiency. Collect progress and cost related data and establish baseline metrics.
4. Project team is not familiar with the organization-level process documentation and recommends increasing the training of the organization's asset pool. Prioritize the model that the project team needs to use to improve the project team's use of organizational-level assets. Expand metrics that are beneficial to the company's business goals and build practical and useful baselines and models. Strengthen PPQA training, strengthen PPQA ability through experience accumulation and learning, improve its audit of documents, and remind and check each process in advance. Experience training on PPQA personnel in project management and demand design related processes to make them more professional.
5. The coding specification is trained by a senior development manager. Increase the performance share of the developer coding specification, such as 5%. Training metrics analysts to identify the purpose and context of the graphic. Use charts for different types, such as pie charts, data trends, etc.

Finally, on behalf of Zoe Software Co., Ltd., I would like to thank you again for your dedication and professionalism. We will strictly implement improvement suggestions, reduce R&D risks, and improve R&D capabilities and product quality.

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