

CMMI-DEV V1.3 Level 5 SCAMPI A-发起人反馈

February 26, 2019

尊敬的 Raghav Nandyal 老师:

首先我代表公司管理人员及全体员工感谢您担任本次评估的主任评估师, 在 2019 年 2 月 18 日-2 月 26 日期间, 您带领 ATM 团队全面、仔细评估了我公司按 CMMI5 级规范实施改进的成果, 通过审查改进过程文件与项目实施记录文档、EPG 小组访谈、试点项目组全体成员访谈等过程全面梳理公司的 CMMI5 级改进符合项及改进项。与此同时, 您对我们做的不足之处, 给出了诸多实用性的改进办法和建议, 为公司今后的持续改进打下了坚实的基础。

在评估过程中, 您良好的工作习惯、严谨的工作作风、循循善诱的演讲风格, 给我们留下了深刻的印象。在讲授过程中, 您通过生活中的例子形象的说明 CMMI 改进的理念和方法, 让团队深入理解 CMMI 改进过程的精髓。在评估期间, 您对我公司的过程改进管理域、项目管理域、工程管理域、支持过程域等方面进行了全面检查和深入分析, 指出不规范的问题, 同时给我们团队成员现场指导讲解 CMMI 规范知识及改进方法, 在此过程中我们的团队受益匪浅, 通过您对我公司 CMMI 高成熟度的过程评估, 我们在组织过程性能估算、估算模型建立、工作量估算、量化数据收集、编码规范、代码自动构建等方面学到了很多知识, 总结如下:

1、体会到按 CMMI 流程执行的重要性, 没有流程执行和严格按流程执行, 在项目执行质量上的差距是非常明显的。因此我们要更加重视 OPD&OPF, 在稳定的基础上持续优化, 始终保持我们项目和交付产品的高成熟度;

2、我们深入理解到了 PPM 模型的精华, 并且认识到我们模型存在的不足。通过学习功能估算法, 提升了产品规模、生产率、工期、工作量估算的准确性。以及用于对 PPM 模型修正, 能使得项目量化管理更有效, 提高生产力;

3、在因果分析与解决(CAR)的讨论中, 学习到了 5WHY 分析方法和帕累托法则。并利用此方法对项目中存在的问题进行分析, 相比之前的头脑风暴取得了更好的效果;

4、学习通过执行(DO)、重复(REPEAT)、回归(FEEDBACK)、改进(NEW)的不断循环, 我们将不断改进过程, 使现有的过程更强更有效;

5、组织性能基线估算要按照公司历史项目数量及类似项目情况及时进行估算, 并纳入到组织资产度量库中, 及时同步给项目团队进行项目度量项评估, 确保项目各项评估的准确性;

6、编码过程中对程序命名要具有实际意义, 避免用字母缩写, 编译过程不允许存在 warning 情况, 每次自动构建日志要纳入版本发布配置文档, 以备后续查找版本信息。

再次感谢 Raghav Nandyal 老师在本次评估中给予的高质量的培训和改进建议, 通过 CMMI5 的评估过程, 每位参与评估的团队成员对 CMMI 高成熟度认知有了进一步深入理解, 今后可以引领其他团队同步进行过程改进工作。通过您的指导与帮助, 我们将制定公司下一阶段的过程改进目标, 持续实施改进, 不断提高工作效率、提升产品质量和客户满意度。

支冬梅 副总经理
北京炎黄新星网络科技有限公司
2019 年 2 月 25 日



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SPONSOR FEEDBACK FOR SCAMPIA LEVEL 5 APPRAISAL FOR CMMI-DEV V1.3

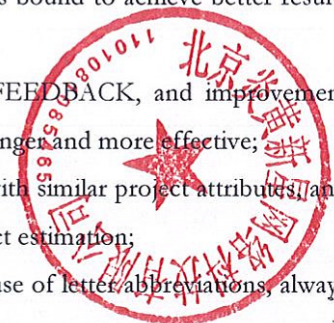
February 26, 2019

Dear Mr. Raghav Nandyal:

First of all, on behalf of the organization, I would like to thank you as the lead appraiser for this evaluation. During the period from February 18th to February 26th, 2019, you led the ATM team to comprehensively and carefully evaluate our company's implementation according to CMMI5 requirements, mainly on aspects of the process improvement, the review of the process documents and project implementation records, EPG group interviews, practitioner interviews, and sorted out the company's CMMI level 5 improvement compliance status and improvement opportunities. At the same time, you have given us a lot of practical improvements and suggestions, which lays a solid foundation for the company's continuous improvement in the future.

During the evaluation process, we have been deeply impressed by your good work habits, rigorous work style and eloquent speech style. You always use an example from daily life to illustrate the concepts and methods of CMMI improvement, so that the team can easily understand the essence of the CMMI improvement process. During the evaluation period, you conducted a comprehensive inspection and in-depth analysis of our company's process improvement management, project management, engineering management, and support process, pointing out the issues we are facing, and giving our team members on-site guidance to explain CMMI. Our team has benefited a lot in this process. Through this high maturity appraisal, a lot of knowledge has been learned in terms of how to evaluate the organizational process performance, estimate model establishment, workload estimation, quantitative data collection, coding specification, automatic code, which can be summarized as follows:

1. The importance of implementing according to the CMMI process, without process execution and strict implementation of the process, the gap in project execution quality is very obvious. Therefore, we must pay more attention to OPD&OPF, continue to optimize on a stable basis, and always maintain the high maturity of our projects and delivered products;
2. We deeply understand the essence of the PPM and recognize the shortcomings of our model. Through the learning of function points estimation method, the accuracy of product size, productivity, duration, and effort estimation is improved. And by correcting the PPM, it can make project quantitative management more effective and improve productivity;
3. In the discussion of causal analysis and resolution (CAR), the 5WHY analysis method and the Pareto are brought into our attention. And use this method to analyze the problems in the project, it's bound to achieve better results than just brainstorming;
4. Learning the concept of the continuous loop of execution (DO), REPEAT, FEEDBACK, and improvement (NEW), we will continuously improve the process to make the existing process stronger and more effective;
5. While establishing PPB for project estimate, we should use historical project data with similar project attributes, and incorporate the result in the organization's asset to ensure the accuracy of the project estimation;
6. In the coding process, practical meaning for a file name is advised. And avoid the use of letter abbreviations, always



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solve the warnings instead of ignoring them. Release version build log should be included in the version release configuration document, for easy maintenance in future.

Thanks again to Mr. Raghav Nandyal for the quality training and improvement suggestions given in this evaluation. Through the evaluation process of CMMI5, each team member participating in the assessment has a deeper understanding of CMMI's high maturity and can push forward this organization's process improvement journey. Through your guidance and help, we will develop the company's next phase of process improvement objectives, and continuously improve work efficiency, product quality and customer satisfaction.

Dongmei Zhi, Vice General Manager
Feb 25, 2019

Dongmei Zhi



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