感谢信

尊敬的 Raghav 先生，您好：

首先， 我谨代表西安必特思维软件有限公司的全体员工对您的到来表示热烈的欢迎！非常感谢 Raghav 先生帮助我公司完成了 CMMI Level5 评估，您专业、严谨、一丝不苟的态度和无保留的指导让我们非常敬佩和感动。您带领评估团队，通过为期 7 天的评估，让我们认识到目前存在的缺陷。同时，您为我们的进一步的提升提出了合理的、具体的、有效的改进意见和建议。例如：

1. 对办公环境、设施的进行改善，为员工创造舒适的工作环境。

2. 加强培训，使各成员更加符合并适于高成熟度级别的要求。

3. 对于项目分析管理的工具软件，除了 EPG 熟练使用外，项目组关键角色成员也需要有能力熟练使用。

4. 更加严格的要求项目代码的规范性，达到行业的高标准。

5. 进一步加强需求评审活动、强化产品测试，提高交付验收的产品质量。

6. 对资源配置和流程的设计，满足更高标准的要求。

这些意见和建议，我们充分感受到改变的迫切性，我们将会制定切实可行的实施计划，遵循 CMMI Level5 规范，使之落到实处。我相信，这必将对我们的软件产品质量、开发工作效率、管理规范性，客户满意度有大幅的提升。

最后，再次感谢 Raghav 先生的专业、宝贵建议！

发起人：李洪亮

2019 年 3 月 25 日

Letter of Thanks

Dear Mr. Raghav, Hello:

First of all, on behalf of all the staff of Xi'an Bit Service Software Co., Ltd., I would like to extend a warm welcome to you! Many thanks to Mr. Raghav for helping us complete the CMMI ML5 appraisal. Your professionalism, rigor, meticulous attitude and unreserved guidance make us very admired and moved. During the seven-day appraisal, you and your team let us recognize our current flaws. At the same time, you have provided reasonable, specific and effective suggestions for our improvement. E.g.:

1. Improve the office environment and facilities to create a comfortable working environment for employees.

2. Strengthen training to improve each member's ability to perform high maturity practices.

3. For the project analysis and management tool software, apart from the EPG, other critical roles in the project team should also be skilled in the use of it.

4. Set more stringent requirements for code quality. Satisfy the high-quality standard in the industry.

5. Further strengthen the requirement review activities and testing to improve the quality of products delivered for acceptance.

6. The effective and efficient way to allocate resources and design processes.

With these comments and suggestions, we fully feel the urgency of the changes to be done. We will develop a practical action plan with the consideration of CMMI ML5 model to truly implement it. I believe that this will definitely improve our software product quality, development work efficiency, management norms, and customer satisfaction.

Finally, thank you again Mr. Raghav for his professional and valuable advices!

sponsor: Li Hongliang

March 25, 2019