感谢信

首先，非常感谢 Raghav Nandyal 先生带领的评估团队帮助我司顺利完成 CMMI5 复评工作。在评估工作期间我们领略到了 Raghav Nandyal 先生的风采，深深的被 Raghav Nandyal 先生的专业知识、洞察力、演说力和博学所惊叹。通过 CMMI5 级评估不是终点，而是一个新的起点，通过 CMMI Level 5 级的评估认证，是对软件过程改进和项目管理能力的最高认可，但并非是我们的终极目标，我们仍然需要借鉴业界的先进管理理念和经验教训，帮助推动企业在产品的研发、生产、服务和管理上不断走向成熟，为客户提供更加优质高效的服务。

通过为期 6 天的培训与评估，整个评估团队给我公司提供了很多非常宝贵的改进建议，节选部分改进重点描述如下：

1. 根据项目开发应用的行业不同，对项目进行更加深入的分析，并同时形成类型更多的基线模型，让后续项目找到更高效的基线模型。

2. 在度量方面，收集和统计项目开发过程中，因需求变更导致项目返工在整个工作中所占的比例，推算出运用合理的需求评审中，提高了工作效率，节约成本比例。

3. 项目开发的各个阶段，引入外部专家，从项目的不同维度进行评审，帮助项目组成员更好的完成项目。

4. 在基线模型推广的时候项目成员用基线模型，帮助项目更好的规划，在今后的培训中，加强这方面的培训，加深全体员工的量化管理理念，减轻管理人员的工作量，减少数据误差。

5. 加强项目组成员的管理体系理念，认识到管理体系中的规范、模板以及过程中产生的数据都与项目息息相关。

6. 在项目风险处理中，更加细化分析项目风险，并对风险处理给出更精确的指导方法。

基于评估发现的建议，我们会持续优化我们的过程，贯彻量化管理思想在我们全员的推广和培训。保障 CMMI5 在公司的实施。

发起人：　　　　　　　　　　　　　　　　　日期:2019 年 05 月 13 日

Testimonial Letter

First of all, I would like to thank Mr. Raghav Nandyal for his assistance in completing the CMMI5 review. During the evaluation, we were impressed with Mr. Raghav Nandyal's style and were impressed by Mr. Raghav Nandyal's expertise, insight, speaking power and erudition. Passing the CMMI Level 5 evaluation is not the end point, but a new starting point. passing the CMMI Level 5 evaluation certification is the highest recognition of software process improvement and project management capabilities, but it is not our ultimate goal. We still need to learn from the industry's advanced management concepts and lessons learned to help companies in the development, production, services and management of products to mature, to provide customers with more quality and efficient services.

Through the 6-day training and evaluation, the entire evaluation team has provided us with many valuable suggestions for improvement. The highlights of the excerpt improvements are described below:

1. According to the different industries in which the project is developed and applied, the project will be analyzed in more depth, and at the same time, more types of baseline models will be formed, so that subsequent projects can find more efficient baseline models.

2. In terms of measurement, collect and count the proportion of project rework in the whole work due to demand changes during the project development process, and calculate the use of reasonable demand review to improve work efficiency and cost savings.

3. At each stage of project development, external experts are introduced and reviewed from different dimensions of the project to help project team members complete the project better.
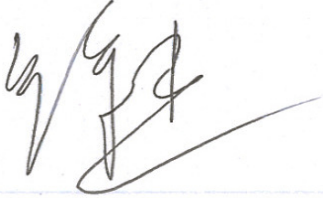
4. When the baseline model is promoted, the project members use the baseline model to help the project to better plan. In the future training, strengthen the training in this area, deepen the quantitative management concept of all employees, reduce the workload of managers, and reduce the data. error.

5. Strengthen the management system concept of the project team members, and recognize that the specifications, templates, and data generated in the management system are closely related to the project.

6. In the project risk processing, more detailed analysis of project risks, and give more precise guidance on risk processing.

Based on the recommendations of the evaluation findings, we will continue to optimize our processes and implement quantitative management ideas in the promotion and training of all of us. Ensure CMMI5 implementation in the company.

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