

尊敬的 Raghav 先生:

您好! 很开心在中国长沙这样一座热情的城市与您相遇!


首先,我代表湖南联信科技有限公司的全体员工,对您的到来表示衷心的感谢! 中国最伟大的圣人孔子曾言,“有朋自远方来,不亦乐乎”。而 Raghav 先生不仅不远万里来到湖南联信科技,为我们带来了专业的指导、细致的评估。您毫无保留的帮助以及敬业精神让我们深受感动,希望您在此次评审中能感受到我们对待此次 CMMI Level5 评估活动的认真态度,也许现在我们仍旧有些许不足,但在未来的工作中,我们将会铭记您的指导与宝贵意见,积极主动的去改进。

您在此次评估中,给我们提出了非常多的精准、独到的且具有针对性的改进建议,总结如下:

1、对 PPM 的模型构建理解更深;采用同类型项目的历史数据进行预测新项目会更有效。公司会重新规划历史项目,对历史项目按照人员情况、项目大小、项目类型等多方面进行梳理,形成新型的 PPM 的模型,为新项目做出更准确的预测。

2、对于高成熟度的理解更深;可以将 CM 和 QA 一起协同工作,通过这种形式降低人力成本。同时也降低人员不在获取离职的风险,保证整个项目正常运行。其次对于 PM 的工作可以将度量分析的工作可以分担到项目组成员进行处理,从而降低 PM 的工作强度。

3、对于项目关键成员可以配置多名人员;目前公司项目对于人员配置都只有一名,考虑整体项目人员风险情况,可以根据每个角色配置 2-3 名人员来保



证整个项目进度情况。

4、对于项目风险精细化管理；对风险进行分类、重要级别、优先级别等多种纬度去记录和分析。从而做到整个项目的风险管控。对于风险造成的原因，需从根本原因进行处理，可以采用鱼骨图等多种分析方式，进行统计风险因子分析，从而杜绝该类风险。

5、对于项目中有瓶颈存在，像 CM,QA, MA, 编码人员，都没有备选人员，虽然编码人员有 2 个，如果存在突发请假的事情，无法保障项目顺利进行，这样非常不利；

6、对于办公环境舒适化和整洁化；舒适的办公环境能创造更有效的团队，可以从桌面的整洁度、椅子的舒适度、噪音环境和电缆线等多方面进行改良。

这些宝贵意见都将成为我们前进路上无形的资产，将时刻提醒着我们不忘初心，奋勇向前。

从此刻起，我们将全员行动，践行您的改进建议。我相信，这些宝贵意见终将转变为公司软件产品开发路上不可或缺财富，永远在效率、质量、管理、客户等关键因素上为我们指引方向。

最后，再次向 Raghav 先生表达无限谢意，湖南联信科技有限公司将永记我们相遇相知的美好片段。

祝好！



湖南联信科技有限公司

2019年3月5日星期二

Dear Mr. Raghav,

Greetings! I am very happy to meet you in a vigorous city like Changsha, China!

First of all, on behalf of all the staff of Hunan Lianxin Technology Co., Ltd., I would like to express my heartfelt thanks to you! Confucius, the greatest saint of China, once said, "It's a pleasure to have friends coming from afar." Mr. Raghav not only came to Hunan Lianxin Technology with his professional guidance and meticulous evaluation. We are deeply touched by your unreserved help and professionalism. I hope that you have sensed our diligent attitude towards the CMMI Level 5 assessment. We might still have some shortcomings, but we are definitely aware of our direction in the future. We appreciate your guidance and valuable advice and will take the initiative to improve.

In this evaluation, you have put forward a lot of accurate, unique and targeted improvement suggestions, which are summarized as follows:

1. Deeper understanding of the PPM; it is more effective to use the historical data of the same type of project to predict new projects. We will re-sort out historical projects, historical data according to team competency, project size, project type and other aspects, and form a new PPM model, and make more accurate predictions for new projects.

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2. Deeper understanding of high maturity; CM and QA can work together to reduce labor costs. At the same time, it also reduces the risk of employees' sudden leave and ensuring the normal operation of the entire project. Secondly, as for PM, the work of metric analysis can be shared with the project team members, thereby reducing the work intensity of PM and ensure objectivity.

3. For the key roles of the project, we need to have back-up personnel; at present, the company has only one staff for most roles. Considering the overall project personnel risk situation, 2-3 personnel can be configured according to each role to ensure the progress of the entire project.

4. For the detailed management of project risks; record and analyze the risks by classification, importance level, priority level and other aspects. For the cause of the risk, it is necessary to find out the root cause, and various analysis methods such as fishbone diagram can be used to carry out statistical risk factors to eliminate such risks.

5. There are bottlenecks in the project, such as CM, QA, MA, and coders. There are no back-ups. Although there are 2 coders, if there is a sudden leave, it is impossible to ensure the smooth progress of the project.

6. Comfort and tidy office environment; comfortable office

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environment can create a more effective team, which can be done from the following

aspects such as keep a clean desktop, change to a more comfortable chair, bring down the noise and put away the cables.

These valuable suggestions will become intangible assets on our way forward, and will always remind us not to forget our original heart and to move forward.

From this moment on, we will act in full and implement your suggestions for improvement. I believe that these inputs will eventually become an indispensable asset on the road of software product development. We will always devote us in improving the key factors of efficiency, quality, management and customers.

Last but not least, I would like to express my gratitude to Mr. Raghav again. And all the best with you.



Hunan Lianxinn Technology Company LTD.

Tuesday, March 5, 2019