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Dear Raghav,

　　首先，非常感谢 Raghav S. Nandyal 先生带领的评估团队帮助我司顺利完成 CMMI-5 级的评估工作。在评估工作期间，我们领略到了 Raghav S. Nandyal 先生的风采，深深的被 Raghav S .Nandyal 先生的专业知识、洞察力、认真负责的态度所惊叹。 CMMI Level 5 级认证，是国际上对软件过程改进和项目管理能力的最高认可。对于我们公司来说，通过 CMMI-5 级的评估并不是我们的终极目标，也是一个新的更高的起点。

　　通过为期 8 天的培训与评估，整个评估团队展示了非常专业的素养，给我公司提供了很多非常宝贵的改进建议，现节选部分改进重点描述如下：

　　1、在需求开发过程中，对于每次与客户、内部的沟通都要有详细的记录，有结果输出，再加上需求跟踪矩阵的使用也可以避免在需求转换过程中的"需求丢失"、"无中生有"的情况。

　　2、在面临重大问题解决方案的抉择时，问题的相关人员客观的根据每个解决方案的优劣进行 SWOT 分析，并结合人力成本、进度指标、质量指标、性能指标各方面评估，最终选择最为客观有效的的结果。同时，对选择的方案做应急措施和备选方案。

　　3、建议公司技术知识库的建设能更系统和全面，涵盖需求、编码、测试等整个工程阶段，打造公司内部类似博客的技术分享生态圈，分享工作经验、心得、总结和工具等等。

　　4、建议使用智能软件系统来统一管理组件复用库，便于开发人员更快捷的索引查找到可使用的组件或函数库。开发人员可以合理复用已有代码库，节约了大量重复开发的时间成本，提高了整个项目软件开发的效率，从而缩短了软件开发的周期。各接口文档和需求文档的统一，使功能和需求更明确，各语言模块之间能统一参数同时编码开发，从而降低沟通成本提高开发效率。

　　5、公司在建立高成熟度实践时，不光只针对研发部门，应该在全公司范围内推广。比如市场部门了解我们需求导入的规范与流程，可以一次性给研发部门反馈回来有效的需求点，不再需要研发部门重复找客户进行需求确认；售后技术支持部门如果能够了解我

们的产品缺陷密度统计相关的规则和重要性，也可以及时准确的把产品相关的缺陷反馈到研发部门，这些真实有效的数据更与利用 EPG 团队准确的分析和统计相关的历史基线数据。

基于此次评估给出的建议，我们会持续进行过程改进，将 CMMI 管理思想推动在全公司进行实施。

发起人： 张世福　　　　　　　　日期： 2019.11.22

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Dear Raghav,

Thank you very much for the appraisal team lead by Mr. Raghav s. Nandyal to help our company successfully complete the cmmi-5 appraisal. During the appraisal work, we were impressed by Mr. Raghav s. Nandyal's demeanor and were deeply amazed by his professional knowledge, insight and serious and responsible attitude. CMMI level 5 certification is the highest international recognition of software process improvement and project management capabilities. For our company, passing the cmmi-5 evaluation is not our ultimate goal, but also a new and higher starting point.

Through the 8-day training and appraisal, the whole appraisal team showed a very professional quality and provided our company with a lot of valuable suggestions for improvement. The highlights of the improvement are as follows:

1. In the process of requirement development, detailed records shall be kept for each communication with customers and internal departments, with output of results. In addition, the use of requirement tracking matrix can also avoid the situation of "requirement loss" and "nothing out of nothing" in the process of requirement transformation.

2. When facing the choice of solutions to major problems, the relevant personnel objectively carry out SWOT analysis according to the advantages and disadvantages of each solution, and finally select the most objective and effective results based on the evaluation of human cost, progress index, quality index and performance index. At the same time, make contingency plans and alternative plans for the selected scheme.

3. It is suggested that the construction of the company's technical knowledge base can be more systematic and comprehensive, covering the whole engineering stage of requirements, coding, testing, etc., to build a technology sharing ecosystem similar to the blog within the company, and share work experience, experience, summary and tools, etc.

4. It is recommended to use the intelligent software system to manage the component reuse library in a unified way, so that developers can find the available components or

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function library more quickly. Developers can reuse the existing code base reasonably, save a lot of time cost of repeated development, improve the efficiency of the whole project software development, and thus shorten the software development cycle. The unification of interface documents and requirement documents makes the functions and requirements clearer, and the parameters of each language module can be coded and developed at the same time, so as to reduce the communication cost and improve the development efficiency.

5. When establishing a high maturity practice, the company should not only focus on the R & D department, but also promote it throughout the company. For example, if the Marketing Department understands the specification and process of our demand import, it can feed back the effective demand points to the R & D department once, and no longer need the R & D department to repeatedly find customers for demand confirmation; if the after-sales technical support department can understand the relevant rules and importance of our product defect density statistics, it can also timely and accurately feed back the product related defects to the R & D department R & D department, these real and effective data are more related to the accurate analysis and statistics of historical baseline data by EPG team.

Based on the suggestions given in this appraisal, we will continue to improve the process and deploy the implementation of CMMI management ideas throughout the company.

sponsor: _____   Date: 2019.11.12

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