

# 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 评估工作。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 7 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. 根据项目类型和复杂度的不同，对项目进行更加深入的细分，并同时形成类型更多的基线模型，可以让项目有更多可使用的基线模型，发现项目更多的潜在风险，确保项目能够更好的运行。

2. 使用更多的项目管理方法来管理项目，如使用控制图、PUGH、鱼骨图、帕累托图、概率图、散点图，这样能够更好的发现项目的问题和改进建议，使得组织能够更有效的改进。

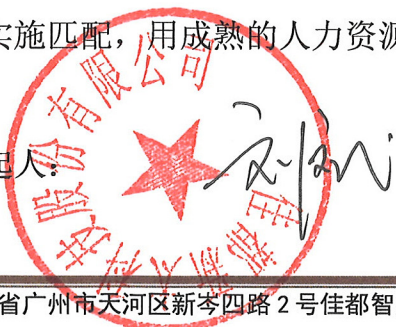
3. 改进活动施行之后，需要用更多的数据来对项目进行验证和确认，以保证基线模型的有效，同时也能发现更多的改进项

4. 公司的管理工具还不具备更多的数据统计分析功能，在今后的工具优化活动中，能够加强这方面的优化，不仅能够加深全体员工的量化管理理念，减轻管理人员的工作量，也能减少数据在选取过程中的误差。

5. 公司需要根据改进后的数据统计或者过程改进，同步优化基线和模型的更新准则，以确保管理组能更有效的管理数据。

基于评估发现的建议，我们会持续优化我们的过程，贯彻量化管理和 SPC 思想在我们全员的推广和培训。同时我们也会引入人力资源管理体系与 CMMI5 在公司的实施匹配，用成熟的人力资源管理体系保障 CMMI5 在公司的实施。

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# Testimonial Letter

First of all, I would like to thank Mr. Raghav Nandyal's evaluation team for helping us successfully complete the CMMI5 evaluation. During the evaluation, we appreciated Mr. Raghav Nandyal's style and were deeply amazed by his expertise, insight, speeches and erudition. Assessment at CMMI level 5 is not the end point, but a new starting point. Assessment and certification at CMMI Level 5 level 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 advanced management concepts and experience of the industry to help promote the continuous development, production, service and management of enterprises' products. Mature, to provide customers with more quality and efficient services. Through 7-day training and evaluation, the whole evaluation team has provided our company with many valuable suggestions for improvement. The excerpts focus on the following:

1. Depending on the type and complexity of the project, subdividing the project more deeply and forming more baseline models at the same time can make the project have more baseline models to use, discover more potential risks of the project, and ensure better operation of the project.
2. Use more project management methods to manage projects, such as control charts, PUGH, fishbone charts, Pareto charts, probability charts, scatter charts, so as to better identify project problems and suggestions for improvement, so as to enable organizations to improve more effectively.
3. After the implementation of the improvement activities, more data are needed to validate and validate the project in order to ensure the validity of the baseline model, and more improvements can be found at the same time.
4. The company's management tools do not have more data statistical analysis functions. In the future Tool Optimization activities, we can strengthen the optimization in this area. It can not only deepen the concept of quantitative management of all employees, reduce the workload of managers, but also reduce the errors in the process of data selection.
5. Companies need to synchronously optimize baseline and model updates based on improved data statistics or process improvements to ensure that management teams can manage data more effectively.

Based on the evaluation findings, we will continue to optimize our process, implement the idea of quantitative management and SPC in our staff promotion and training. At the same time, we will introduce human resource management system to match the implementation of CMMI5 in the company, and use mature human resource management system to ensure the implementation of CMMI5 in the company.

Sponsor:

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