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，对评估团队全体成员的敬业精神深表敬意。通过 CMMI L5 复评不是终点，而是一个新的起点。通过 CMMI Level 5 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，为客户提供更优质的产品和更高效的服务。

　　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. 根据开发语言不同，对项目进行更加深入的划分，并同时形成类型更多的基线模型，可以让后续项目找到适合的基线模型，提供更为准确的参考，发现项目更多的潜在风险，确保项目能够更好的运行。

　　2. 功能点可采用国际上较为正式的估算方法，以便精确估算出项目的规模，减少策划阶段带来的误差。

　　3. 项目策划中，根据历史基线数据，预留项目的缓冲时间，并给每个角色预留储备资源，以保证项目的保质保量顺利完成。

　　4. 在基线模型推广的时候应该告知项目成员如何来应用基线模型，帮助自己更好的规划好自己的工作，在今后的培训活动中，能够加强这方面的培训，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，也能减少数据误差。

　　5. 加强项目组成员的管理体系理念，让项目组成员都能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自己息息相关。

　　基于评估提出的建议，我们将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 CMMI L5 在公司的持续实施。

发起人：　　　　　　　　　　　　　　日期：2019-5-5

浙江臻善科技股份有限公司
Zhejiang Shine Technology Co.,Ltd.

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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 by Mr. Raghav Nandyal, deeply impressed by his expertise, insight, presentation and knowledge, and paid tribute to the professionalism of all members of the assessment team. Reevaluation through CMMIL5 is not an end point, but a new starting point. 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. Help to promote the development, production, service and management of the company's products to maturity, to provide customers with better products and more efficient services.

Through the 7-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. A more in-depth division of projects according to the language of development, combined with the formation of more types of baseline models, will allow subsequent projects to find suitable baseline models, provide more accurate references, and identify more potential risks to the project. Ensure that the project works better.

2. Functional points could use more formal international estimation methods in order to accurately estimate the size of the project and reduce the error caused by the planning phase.

3. In project planning, according to historical baseline data, set aside the buffer time of the project and reserve reserve resources for each role to ensure the smooth completion of the project's quality and quantity.

4. The baseline model should be promoted by advising project members on how to apply

the baseline model to help them better plan their own work. In future training activities, this training can be strengthened and not only can it deepen the quantitative management philosophy of all staff, Reducing the workload of managers can also reduce data errors.

5. Strengthen the management system concept of the project team members so that the team members can realize that the specifications, templates, and data generated in the management system are all relevant to themselves.

Based on the recommendations of the evaluation, we will continue to optimize our process, implement the promotion and training of quantitative management ideas throughout our staff, and ensure the continuous implementation of CMMIL5 in the company.

Sponsor: *li Zichuan*　　　　　Date: 2019-5-5
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