

SPONSOR FEEDBACK FOR SCAMPIA LEVEL 5 APPRAISAL FOR CMMI-DEV V1.3

December 18, 2018

Dear Raghav Nandyal,

First of all, on behalf of the company, I would like to thank you for your input in this appraisal. During the past 7 days from Dec 12 through Dec 18, you and the ATMs have sorted out the organization's gratuitous strengths and points to ponder via intensive document review and a series of effective interviews. In addition, countless constructive improvement suggestions have together with mentioned above, laid a solid foundation for the company's continuous improvement.

During the evaluation process, we have been deeply impressed with your good work habits, rigorous work style and eloquent coaching style. Meanwhile, our team members have benefited a lot from your unique insight of our company's project management, project management, process improvement management, and support process practices, which largely improved our understanding in workload estimation, model building, quantitative data collection, training, asset library.

1. Deepen our understanding of high maturity. A high maturity model is a reflection of philosophy and consciousness. As a high-maturity company, the deviation should be controlled within 5%. The rework workload needs to be added in the project estimation, and no overtime should be used to solve the problem. If overtime is used to solve the problem, the project goal cannot be guaranteed, what should be done is that the manager must negotiate with the customer to extend the delivery date.
2. Improve the quality of the code. In the coding phase, the coding specification should be strictly followed, and the function, author, date, revision log, and unit test case storage address should be written in the comment; the excess dead code and the commented invalid code should be removed (because they pose a threat to system), improve the readability of the code, maintainability, reduce the risk of integration testing and system testing; reduce the complexity of the code, improve the response time of the system; increase the cross walkthrough of the coders to improve the quality of the code;
3. In the system design, the designer should make a failure mode effect analysis (FMEA) for the system, identify various potential failure modes, analyze the impact and solutions, form the FMEA library, and facilitate for future projects reference;
4. Improve requirement management. When collecting customer requirements, such as calling third-party software or interfaces, it needs to be defined as out of scope, so as to avoid unnecessary time and cost when testing; identify implied requirements of customers in the system, upon which test case should also be developed.
5. Regarding training, self-study or brainstorming is not the most effective way. Consider establishing a standard training library, and developing various training materials as to facilitate formal training, and improve the achievement rate of training results; for example, QA, CM should receive minimum training in coding, testing to equip them with the competency to become qualified for their respective role;
6. Consider building a UI standard for the organization. When the customer does not have a specific requirement for UI, the UI standard can serve as a tool to unify organization products UI.

Thanks again to the quality training and improvement suggestions given by Lead Appraiser. We see this CMMI5 appraisal as a starting signal for our process improvement journey. With your guidance and assistance, we will develop the company's next phase process improvement goals and continuously to improve product quality and customer satisfaction.

He Hongwei, Vice President



2018.12.18



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CMMI-DEV V1.3 Level 5 SCAMPI A-发起人反馈

December 18, 2018

尊敬的 Raghav Nandyal:

首先我代表公司感谢您担任本次评估的主任评估师，12月12日-12月18日期间，您及ATM团队全面地评估了公司实施CMMI5的改进成果，通过检查文档与记录、EPG访谈、项目组访谈等过程梳理公司的改进情况及存在的符合项和改进项，同时您为我们提出了很多建设性地改进意见，为公司的持续改进打下了坚实的基础。

在评估过程中，您良好的工作习惯、严谨的工作作风、循循善诱的演讲风格，给我们留下了深刻的印象。在评估期间，您对我公司的项目管理、工程管理、过程改进管理、支持过程实践等进行了深入分析，我们团队成员，在此过程中受益匪浅，通过您对我们高成熟度的过程评估，我们在工作量估算、模型建立、量化数据收集、培训、资产库等方面学到了很多知识，总结如下：

1. 加深对高成熟度的理解。高成熟度模型是一个思维模型和意识的体现。作为一个高成熟度的公司，应该将偏差控制在5%以内，在项目估算时需要将返工工作量加进去，不采用加班来解决；如果采用加班来解决，是无法保证项目目标达成的，项目经理应该和客户沟通延长交付期从而提高项目的达成；

2. 提高编码质量。在编码阶段应该严格按照编码规范，在注释中写明功能、作者、日期、修订版本及单元测试用例的存放地址；去掉多余的死代码和注释掉的无效代码（因为它们会给系统带来威胁），提高代码的可读性，可维护性，降低集成测试及系统测试的风险；降低代码的复杂度，提高系统的响应时间；增加编码人员的相互走查，从而提高代码的质量；

3. 在系统设计时，设计人员应对系统做潜在失效模式分析（FMEA），识别也各类潜在失效问题，并对原因、解决方案进行分析，形成FMEA库，为日后的项目做参考；

4. 改进需求管理。在收集客户需求时，像调用第三方的软件或者接口，需要定义为超出范围，作为一个考虑的点，这样可以避免在测试时，花费不必要的时间和成本；识别客户的潜在需求，在系统测试时，考虑潜在需求的测试用例；

5. 关于培训，采用自学或者头脑风暴不便于培训效果的达成，建立标准的培训库，形成各种培训教材，便于开展正式培训，提高培训效果的达成率；如：增加QA、CM在编码、测试方面的培训，以提高他们工作中对问题的发现率；

6. 根据原来给用户交付的项目，用户满意的UI设计，建立UI标准库，在客户没有对UI提出需求时，可以参考UI标准库，使公司的产品UI统一。

再次感谢评估师在本次评估中给予的这些高质量的培训和改进建议，CMMI5的评估是公司的起点，不是终点。通过您的指导与帮助，我们将制定公司下一阶段的过程改进目标，持续实施改进，从而提高产品的质量和客户满意度。

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