

# 南京索酷信息科技股份有限公司

## CMMI 评估总结

5月5日至5月12日，由来自印度的主任评估师Raghav Nandyal，及6位外部评估员（喻飞、李敏、范旭华、杨海飞、周鹏、叶君）组成的评估团队，依照CMMI-DEV-V1.3成熟度5级的标准，对公司开展为期8天的评估工作。

本次公司有3个项目参评，各级项目管理人员共25人参加评估，以下是评估期间的一些发现。

### 一、 评估中发现的公司优势：

1. 公司在量化管理上能够从度量目标制定、目标验证，度量数据的采集与监控、数据分析方面全面执行。
2. 组织过程性能目标和实际值实现提升。

### 二、 发现的问题

1. 项目实践过程中风险把控不严。
2. 过程管理方面存在体系文件臃肿，控制程序不清晰的问题、部分成员对高成熟度量度、基线及工具的使用理解还存在不足。
3. 支持管理方面发现公司存在缺乏返工的工作量统计分析、问题的根因分析率不足、QA工作量繁重且部分QA成员经验不足的问题。
4. 部分角色存在同一人担任的情况。



5. 项目实践过程中对实际规模和估算规模在项目完成后没做进一步的分析总结。

### 三、 改善建议

1. 加强对项目阶段的风险管控和根因分析，以提高过程能力。
2. 加强代码走查，加强代码规范的执行，提升代码的易读和可维护性，便于代码管理。
3. 建议加强对高成熟度思想的培训（如度量、基线），对在项目管理过程中遇到的问题多做根因分析，并及时形成经验进行培训分享。
4. 加强对方针和程序定义文件内容的理解，以便高效执行。
5. 项目度量中建议加入返工工作量项的度量，以便做根因分析；另外加强度量指标的建立，以便让度量发挥实际的作用。

以上是评估期间的一些发现。总结如上。

南京索酷信息科技有限公司  
2018年05月11日



# Nanjing Socool info-Tech Co., Ltd

## CMMI Assessment Summary

From May 5th to May 12th, appraisal team composed of India's chief HMLA Raghav Nandyal and 6 external ATM (Yu Fei, Li Min, Fan Xuhua, Yang Haifei, Zhou Peng and Ye Jun) carry out an 8-day appraisal according to CMMI -DEV-V1.3 maturity level 5 standard.

The company had 3 projects participating in the scampi, with a total of 25 project members at all levels participated. The following are some findings during the evaluation period.

### First, the company's advantages found in the assessment:

1. In terms of quantitative management, the company can fully implement measurement goals, target verification, measurement data collection and monitoring and data analysis.

2. Organization process performance goals and actual values are improved.

### Second, the problems found:

1. Lack control of risk in project practice.

2. There are deficiencies in the process management system documents, unclear control procedures, lack of understanding in the use of high maturity measures, baselines and tools by some members.



3. In the support management, company lacks rework workload statistics and analysis, insufficient root cause analysis rate of the problem, heavy QA workload and insufficient QA member experience.
4. Some of the roles are undertaken in the same person.
5. No actual further analysis and summary of the actual size and estimated size after the completion of the project.

### Third, improvement suggestions:

1. Strengthen risk control and root cause analysis at the project stage to improve process capability.
2. Strengthen code walkthrough and implementation of the code specification, improve the readability and maintainability of code and facilitate the code management.
3. It is recommended to strengthen the training of high-level ideas (such as measurement and baseline), conduct more root cause analysis of problems encountered in the project management process and form experience for training and sharing in a timely manner.
4. Strengthen the understanding of guidelines and procedures definition files for efficient implementation.
5. It is better to add rework workload items in project metrics to conduct root cause analysis, to strengthen the establishment of metrics so that the metrics can be used for practical purposes.

The above are some findings during the scampi



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