

## 发起人高层会议总结报告

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Dear Raghav Nandyal:

### 一、总体发现

CMMI 高成熟度范围基准评估采用 CMMI V3.0（开发域）标准，对我司软件开发及项目管理流程进行了全面细致的评审。评审期间，通过文档评审和访谈，利用 HMLA 和 ATM 准确识别日常开发流程和管理中已知和潜在的问题。通过访谈、文档评审等方式深入了解我司的流程和实践，进行全面评估，并提供专业指导和建议，帮助我们发现问题并制定改进计划。评估专家确保评估过程的客观公正，保证最终评估结果的准确性。

在基准评估中，评估团队不仅评审了软件工程流程，还对我司的业务流程进行了全面检查。在可选的执行会议期间，我们利用 SPRUM-Systemic Process Review Using Measurements®（Raghavan S. Nandyal 的注册商标）深入了解“如何有效跟进绩效改进计划”，该技术使用一种称为“广谱指标分析”的专有技术，使我们能够从层级角度了解软件测量和性能模型如何相互融合，从而使高成熟度变得有意义。通过这种技术，我们更清楚地了解了为什么我们认为已经实现的几个业务目标实际上并未实现。我们从这种技术中了解到消除“误报”的重要性，并了解到“业务目标失败并不一定是坏事”。通过与 HMLA 的持续沟通，我们公司在整个评估过程中对 CMMI HM 的实施进行了检查，并强烈意识到“什么有效，什么无效”。我们确定了目前表现良好的领域，以便继续执行，并确定了需要改进的领域，以便进行有针对性的优化和增强。这种方法非常有益，实现了我们坚持实施 CMMI 的目标。

在这次 CMMI5 的实施过程中，我们见证了团队在过程改进、项目管理、质量控制等多方面取得的显著进步。通过严格遵循 CMMI5 的标准和实践，项目的执行更加规范化、标准化，并且能够更好地应对各种复杂情况和变化。同时，也发现了一些需要进一步强化和优化的环节，如某些流程的细节执行还存在提升空间，跨部门沟通协作还可以更加顺畅等。是一次难得的学习和提升的机会。我们将把 CMMI 的理念融入企业文化。

### 二、经验教训

总结出经验教训才能达到企业持续改进和控制过程管理的目的。在本次 CMMI5 评估中，我们从以下几个方面进行总结。

#### 项目管理

针对建议在估算的过程中，由项目规模进而估算出工作量、周期和资源的过程缺少详细的记录和相关的假设条件等内容，仅记录了各项估算的结果，这可能不利于后期对估算的回溯。

在 CMMI 高成熟度评估过程中，我们发现当前在估算工作中存在显著的改进空间。特别是在由项目规模推导出工作量、周期和资源的过程中，缺少详尽的记录和相关的假设条件等内容。这种估算方式虽然记录了各项估算的结果，但缺乏足够的透明度和可追溯性，可能导致后

期对估算的回溯变得困难。为了提升估算的准确性和可靠性，我们需要在未来的估算工作中加强记录和假设条件的梳理，确保每一步的推导都有明确的依据和解释。这样不仅能提高估算的精度，还能为项目管理和决策提供更有力的支持。针对这个建议，我们制定了详细的改进措施。

1、建立详细的估算记录机制：制定记录模板；记录估算步骤；注明假设条件：在记录中明确列出所有假设条件，并解释这些假设对估算结果的影响。

2、强化估算过程的可追溯性：标记关键节点：在估算过程中标记关键节点，如关键决策点、数据输入点等，以便后期回溯时能够快速定位到相关信息。使用版本控制：对估算记录进行版本控制，每次修改都记录修改内容和时间，确保估算过程的变更能够被追踪。

3、加强估算结果的审查和验证。设立审查机制：建立估算结果的审查机制，由专业人员对估算过程和结果进行审查，确保估算的准确性和合理性。验证假设条件：对估算过程中使用的假设条件进行验证，确保它们在实际操作中仍然有效。

4、提升估算人员的专业能力。提供培训：为估算人员提供相关的培训，提高他们的估算能力和对估算过程的理解。分享经验：定期组织估算人员分享经验，交流估算方法和技巧，促进团队整体水平的提升。

5、建立持续改进的文化：鼓励反馈；定期回顾。

## 工程过程

在工程过程管理控制中，重点在设计编码方面，各位专家老师和评估老师给到了非常详细且落地的执行方案，例如：

在代码中使用的变量名称必须描述其用途，以提高代码的可读性、可维护性和测试性。

相同类型的变量声明必须全部放置在一个代码块中，以便更容易阅读和理解。

在详细设计中，应该对 UML 设计的类图进行详细设计，这样能够清晰明确系统中类、属性和方法之间的关系呈现，从而使得系统结构清晰可视化，使团队人员轻松的快速理解和维护系统。

建议在设计文档中加入针对数据抽取过程的可视化描述，将有助于提高系统的可维护性和管理性等。

在执行 CMMI 高成熟度评估的过程中，我们在工程过程中取得了显著的洞见和实践经验。对于代码的可读性、可维护性和测试性，我们认识到，在代码中使用的变量名称必须描述其用途，这样不仅能提升代码的可读性，使其他开发人员更容易理解代码逻辑，还能提高代码的可维护性，方便后续对代码进行修改和优化。同时，这也有助于提高代码的测试性，因为描述性的变量名称能使测试人员更容易理解测试需求和预期结果。针对代码结构的优化，这个有助于提升代码的可读性和可维护性，使代码结构更加清晰，便于团队成员阅读和理解。同时，这也符合代码规范的要求，有助于提高代码质量。在详细设计方面，我们应该重视 UML 设计的类图的设计，以清晰明确系统中类、属性和方法之间的关系。通过类图的可视化呈现，系统结构变得清晰易懂，团队成员可以更快地理解和维护系统。这不仅提高了开发效率，也降低了沟通成

本。针对数据抽取过程的描述，有助于提升系统的可维护性和管理性，因为通过可视化描述，我们可以更直观地了解数据抽取的流程和方法，从而更方便地对系统进行维护和优化。

## 过程管理

根据过程管理方面提出的一些改进建议，我们也是进行了详细的讨论和分析，制定了相应的措施。比如过程管理方面提出了一些针对“盈利能力”作为关键业务目标的分析中，尽管我们已经对过去三年的数据进行了梳理，但在影响利润率的依赖关系上，我们的定义仍然不够完整。许多潜在的因素与最终利润结果之间的直接相关性并未得到充分的揭示和验证，这使得我们在制定提升盈利能力的策略时，可能忽略了某些重要的变量，导致决策不够精准和全面。

通过这次评审，我们也是深刻理解了数据分析的深度和广度对于准确把握业务目标至关重要。我们不能仅仅满足于表面的数据呈现，更要深入挖掘数据背后的逻辑和关系，尤其是那些看似不直接相关但实则影响深远的因素。同时，我们也需要不断更新和优化数据分析模型，以适应市场环境的不断变化和业务需求的持续演进。

后续，我司将致力于加强数据分析和业务逻辑之间的融合，通过更深入的研究和探索，完善影响盈利能力的依赖关系定义。同时，我们也会积极与团队成员分享这次的经验教训，共同提升我们在数据分析方面的能力和水平，为公司的盈利增长提供更有力的支持。

## 支持过程

首先，在质量保证方面，针对度量单位定义宽泛或不准确的问题，我们深刻体会到这对项目度量和评估的负面影响。在过去的工作中，我曾遇到过使用如“人天”这样模糊的度量单位，导致在“总体增加和总体减少”的计算中出现了较大的偏差，使得度量结果失去了实际的指导意义。准确的度量单位是确保度量结果有效性和可靠性的基础。在今后的工作中，将更加注重量单位的选择和定义，确保它们能够准确反映实际工作的量和质。同时，我们也会加强团队对度量单位的理解和认识，避免因理解偏差而导致的度量误差。此外，我们还将积极探索更加科学、合理的度量方法，结合项目的实际情况，制定合适的度量指标和体系，以更准确地反映项目的进展和效果。通过不断的实践和改进，我相信我们能够克服度量单位不准确的问题，提高项目度量的准确性和有效性，为项目的成功实施提供有力的支持。

其次，在配置管理工作中，我们近期识别出一个重要的弱项，即测试用例文档与测试用例审查文件相互独立且内容重叠。这种设置不仅导致了信息冗余，还增加了配置管理的复杂性，使得我们在存储、维护和管理这些文档时投入了过多的工作。我们认识到这种分散化的管理方式不仅效率低下，而且容易引发版本不一致、信息丢失等风险。合并测试用例文档与审查内容至一个综合文档中，将极大地简化配置管理流程，提高信息管理的效率和准确性。通过这次经验的总结，我们深刻体会到配置管理工作的重要性和复杂性。只有不断优化管理流程，提高管理效率，才能确保项目的顺利进行和高质量交付。我将以此为契机，持续改进配置管理工作，为团队和公司创造更大的价值。

另外，在风险管理方面，针对风险评估在决策前必须全面考虑影响关键业务目标平衡因素这一弱项，我深有体会。在过往的项目实践中，我们往往过于关注某一方面的风险，而忽视了其他同样重要的因素，导致决策不够全面和准确。这不仅可能影响项目的顺利推进，更可能对

关键业务目标如盈利能力产生负面影响。风险评估是一个系统性、综合性的过程，必须全面考虑各种可能影响业务目标的因素。这包括但不限于市场风险、技术风险、运营风险等，并且需要权衡各因素之间的关系，确保决策能够平衡各方面的利益和需求。通过这次经验的总结，我司深刻体会到风险评估在项目管理中的重要性。只有全面、准确地评估风险，才能做出明智的决策，确保项目的成功实施和业务目标的顺利实现。我将以此为契机，不断提升自己的风险管理能力，为公司的发展贡献更大的力量。

## 三、现实意义

CMMI5 认证注重过程管理和持续改进，它提供了一种系统化的框架和指导，帮助组织改进其过程，提高产品的质量和服务的交付能力。对于企业来说，CMMI5 认证能够评估其软件开发过程和软件开发能力，协助软件开发者持续改善软件流程成熟架构和软件质量。通过 CMMI 认证，企业可以提升软件开发项目的管理能力，达成软件开发的功能正确、缩短开发周期、降低开发成本及确保质量等目标。CMMI5 高成熟能力模型的实施对于组织具有重大现实意义。

通过 CMMI5 的实施，有助于提升项目管理的成熟度，企业能够确保软件项目的顺利进行和高质量交付，能够更好地满足客户需求和期望。

同时，还能够增强组织的整体竞争力，为企业树立良好的品牌形象，为业务拓展打下坚实基础，有助于在新市场和新领域的进一步探索。

对于企业的业务团队来说，通过 CMMI5 的实施，不仅可以增强了团队的协作能力和专业素养，还能在一些大型、复杂的项目上发挥更重要、更明显的作用。明确的程序可以大大的减少人为失误，使得软件开发过程更加稳定、可控。

最后，通过 CMMI5 的实施，可以优化公司的各项业务流程，提高团队的工作效率，在严格遵守行业规范的基础上，能够最低限度的降低企业生产成本，从而实现企业的可持续发展。

## 四、改进措施

CMMI5 认证的主要目标是帮助组织改进过程管理能力，提高产品质量、工作效率和客户满意度，提升市场竞争力。通过实施 CMMI 认证，组织可以建立更加科学、规范和高效的过程管理体系，提升组织的综合实力和可持续发展能力。

在本次评估后，EPG 团队将与高层管理部门、项目管理部门、质量管理部门、技术研发部门、人力资源部门等其他职能部门紧密合作，共同针对评估中提出的建议和指出的不足进行深入讨论与识别，每个部门认真执行相应的改进工作。

EPG 团队：

1. 制定详细计划：将改进措施细化为具体的行动计划，明确时间节点和责任人。
2. 培训与指导：为其他部门提供培训和指导，帮助他们更好地理解 and 执行改进措施。
3. 监控与评估：持续监控改进措施的执行情况，定期进行评估和总结，确保取得预期效果。
4. 协调资源：积极协调企业内外部资源，为改进措施的顺利实施提供保障。

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5. 更新过程资产：根据改进实践，及时更新过程文档、模板等过程资产，使其不断完善。
6. 推动持续改进文化：通过自身行动和宣传，营造持续改进的文化氛围，鼓励全体员工积极参与改进。
7. 与外部交流：保持与同行业的交流，借鉴先进经验，不断提升改进的水平和效果。

其他部门：

1. 深入理解改进措施：认真学习与本部门相关的改进要求，确保准确把握要点。
2. 调整工作流程：按照改进措施的要求，对现有流程进行优化和调整，确保符合标准。
3. 加强沟通协作：与其他部门密切配合，共同推动改进措施的全面落实。
4. 收集反馈信息：在执行过程中收集员工的反馈和遇到的问题，及时进行调整和完善。

最后，在本次 CMMI5 评估的过程中，评估师和各位 ATM 老师以专业的素养、丰富的经验和严谨的态度，对我们进行专业的指导，为企业带来了巨大的帮助。您的指导如明灯照亮我们前行的道路，让我们清晰地看到自身的优势与不足。您提出的每一条建议，都极具针对性和建设性，为我们企业的持续改进提供了明确的方向。通过您的评估和反馈，我们得以不断优化管理流程，提升项目质量，增强团队协作能力。再次衷心的感谢你们。

我在此授权并同意您本人和 SITARA Technologies 在 SITARA 的出版渠道上分享我们的评估成果，在 SITARA Technologies 认为合适的情况下宣传我们的评估成果。



## EXECUTIVE SESSION BRIEFING - SPONSOR FEEDBACK

### Overall findings

Using the CMMI high maturity scoped benchmark appraisal, a comprehensive and detailed review of our company's software development and project management processes was conducted, adopting the CMMI V3.0 (development domain) standards. During this period, document reviews and interviews were carried out, and known and potential issues in the daily development process and management were accurately identified by HMLA and ATMs. Our processes and practices were thoroughly understood through interviews, document reviews, and other methods, leading to a comprehensive appraisal. Professional guidance and suggestions are also provided to help us identify issues and develop improvement plans. The appraisal experts ensured objectivity and fairness of the appraisal process, guaranteeing the accuracy of the final appraisal results.

In the benchmark appraisal, the appraisal team not only reviewed the software engineering processes but also conducted a comprehensive examination of our business processes. During the optional executive meeting, SPRUM-Systemic Process Review Using Measurements® (a registered trademark of Raghavan S. Nandyal) was utilized to provide deeper insights into “how to effectively follow up on performance improvement plans” using a proprietary technique called ‘broad-spectrum metrics analysis’ that enabled us to have a cascaded view of how software measurements and performance models flow into one another to make high maturity meaningful. Insights from this technique left us with a clearer understanding of how a couple of business objectives we had deemed to have been met, were indeed not achieved. We learnt from this technique the importance of eliminating ‘false-positives’ and gained insights into the fact that ‘failure of a business objective is not necessarily a bad thing’. Through continuous communication with HMLA, our company's implementation of CMMI HM was examined throughout the appraisal process backed by a strong sense for ‘what works and what does not work’. Areas where we currently perform well were identified for continued execution, and areas needing improvement were recognized for targeted optimization and enhancement. This approach is highly beneficial and achieves our goal of persistently implementing CMMI.

During this appraisal, valuable improvement suggestions were provided by the appraisal experts on various aspects, including product requirements, design, development, testing, delivery, decision analysis, project management, refined management of project resources, introduction of the PPM model, talent training mechanisms, coding standards, and more. These suggestions are mostly aligned with the actual situations faced in our daily operations, precisely identifying issues in our development process with 95% compliance rate. After sorting through these valuable insights, they will be taken seriously, deeply analyzed, and combined with our company's actual situation to formulate effective optimization plans. Investments in various company resources will be increased to provide the necessary human, material, and financial support for the implementation plans. Continuous tracking and appraisal of the improvement measures' execution will be conducted to ensure effective implementation of the suggestions.

Throughout the CMMI HM implementation process, significant progress in process improvement, project management, and quality control is witnessed within the team. By strictly adhering to CMMI HM standards and practices, project execution becomes more standardized and regulated, better equipped to handle various complex situations and changes. Additionally, areas needing further strengthening and optimization are identified, such as the execution details of certain processes and the smoothness of cross-departmental communication and collaboration. This appraisal is recognized as a rare opportunity for learning and enhancement, and we aim to integrate the CMMI principles into our corporate culture.

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## Lessons Learned

We have conducted detailed summaries from four perspectives: engineering processes, project management, support processes, and process management.

### Project management

In the management and control of engineering processes, a focus is placed on design and coding aspects. Detailed and practical implementation plans are provided by experts and appraisal instructors. For example:

Variable names used in the code must describe their purpose to enhance the code's readability, maintainability, and testability. The declaration of variables of the same type must be placed in one code block for easier reading and understanding. In detailed design, UML class diagrams should be elaborately designed to clearly present the relationships between classes, attributes, and methods in the system. This visualization makes the system structure clear and helps team members quickly understand and maintain the system. It is suggested that visual descriptions of the data extraction process be included in the design documents to improve the system's maintainability and manageability.

Significant insights and practical experiences are gained during the engineering process. It is recognized that the readability, maintainability, and testability of the code are enhanced when variable names used in the code describe their purpose. This not only makes the code more understandable for other developers but also improves maintainability, facilitating subsequent modifications and optimizations. Additionally, it aids in improving the testability of the code, as descriptive variable names make it easier for testers to understand the test requirements and expected outcomes.

Optimizing code structure helps improve readability and maintainability, making the code structure clearer and easier for team members to read and understand. This also meets the requirements of coding standards, thus improving code quality.

In terms of detailed design, emphasis should be placed on the design of UML class diagrams to clearly define the relationships between classes, attributes, and methods in the system. By visualizing class diagrams, the system structure becomes clear and easy to understand, allowing team members to quickly grasp and maintain the system. This not only increases development efficiency but also reduces communication costs.

Describing the data extraction process helps enhance the system's maintainability and manageability. Through visual descriptions, the data extraction process and methods can be understood more intuitively, facilitating easier system maintenance and optimization.

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## Project management

In the CMM IHM appraisal process, it has been found that significant improvements are needed in the current estimation practices. Particularly, when deriving workload, schedule, and resources from project size, detailed records and related assumptions are lacking. Although the results of the estimates are documented, this method lacks sufficient transparency and traceability, potentially making it difficult to retrospectively analyze the estimates. To enhance the accuracy and reliability of future estimates, it is necessary to improve the documentation of the process and assumptions, ensuring that each step has a clear basis and explanation. This not only improves the precision of the estimates but also provides stronger support for project management and decision-making. In response to this recommendation, detailed improvement measures have been formulated. Establish a Detailed Estimation Recording Mechanism: Develop Templates: Standard templates for recording estimation steps. Document Steps: Clearly outline the steps taken in the estimation process. Note Assumptions: Explicitly list all assumptions in the records and explain their impact on the estimation results. Enhance the Traceability of the Estimation Process: Mark Key Nodes: Identify key points in the estimation process, such as critical decision points and data input points, to facilitate quick access to relevant information during reviews. Use Version Control: Implement version control for estimation records, documenting each modification and its timing to ensure changes can be tracked. Strengthen the Review and Validation of Estimation Results: Establish Review Mechanisms: Create a review system for estimation results, involving professionals to ensure the accuracy and reasonableness of the estimates. Validate Assumptions: Verify the assumptions used in the estimation process to ensure their validity in practical application.

## Support

Firstly, in terms of quality assurance, the negative impact of broadly or inaccurately defined measurement units on project metrics and evaluations is deeply understood. In past work, ambiguous measurement units such as "person-days" have been encountered, leading to significant deviations in calculations of "total increase and total decrease," thus rendering the measurement results ineffective for practical guidance. Accurate measurement units are the foundation for ensuring the validity and reliability of measurement results. In future work, greater attention will be given to the selection and definition of measurement units to ensure they accurately reflect the quantity and quality of actual work. Additionally, the team's understanding and awareness of measurement units will be enhanced to prevent measurement errors caused by misunderstandings. More scientific and reasonable measurement methods will also be actively explored, and appropriate measurement indicators and systems will be developed based on the project's actual situation to more accurately reflect project progress and outcomes. Through continuous practice and improvement, it is believed that the issue of inaccurate measurement units can be overcome, thereby improving the accuracy and effectiveness of project measurements and providing strong support for successful project implementation.



Secondly, in configuration management, a significant weakness has been identified recently: test case documents and test case review documents are independent and contain overlapping content. This setup not only leads to information redundancy but also increases the complexity of configuration management, requiring excessive effort in storing, maintaining, and managing these documents. It is recognized that this fragmented management approach is inefficient and prone to risks such as version inconsistencies and information loss. Merging test case documents and review content into a single comprehensive document will greatly simplify configuration management processes, improving the efficiency and accuracy of information management. This experience highlights the importance and complexity of configuration management. Continuous optimization of management processes and improvement of management efficiency are essential to ensure the smooth progress and high-quality delivery of projects. This will be taken as an opportunity to continuously improve configuration management work, creating greater value for the team and company.

Additionally, in risk management, it is profoundly realized that the weakness lies in the necessity of comprehensively considering factors balancing key business objectives before making decisions. In previous project practices, there was often excessive focus on certain risks while neglecting other equally important factors, resulting in less comprehensive and accurate decision-making. This can not only affect the smooth progress of the project but also negatively impact key business objectives such as profitability. Risk assessment is a systematic and comprehensive process that must consider various factors that may affect business objectives, including but not limited to market risks, technical risks, and operational risks, and it requires balancing the relationships between these factors to ensure that decisions can balance the interests and needs of all aspects. This experience underscores the importance of risk assessment in project management. Only by comprehensively and accurately assessing risks can wise decisions be made to ensure the successful implementation of projects and the achievement of business objectives. This will be taken as an opportunity to continuously enhance risk management capabilities, contributing greater efforts to the company's development.

## Process Management

Based on some improvement suggestions in process management, detailed discussions and analyses have been conducted, and corresponding measures have been formulated. For instance, in the analysis of "profitability" as a key business objective, it has been noted that despite organizing data from the past three years, the dependencies affecting profit margins are still not comprehensively defined. The direct correlations between many potential factors and the final profit outcomes have not been fully revealed and validated. This could lead to the oversight of important variables when formulating strategies to enhance profitability, resulting in decisions that lack precision and comprehensiveness.

Through this review, a deep understanding has been gained of how critical the depth and breadth of data analysis are for accurately grasping business objectives. It is insufficient to merely present superficial data; the underlying logic and relationships must be thoroughly explored, especially those factors that may not seem directly related but have a significant impact. Additionally, data analysis models must be continually updated and optimized to adapt to the ever-changing market environment and evolving business needs.

In the future, efforts will be devoted to strengthening the integration between data analysis and business logic, with a focus on more in-depth research and exploration to refine the definition of dependencies affecting profitability. Furthermore, the experiences and lessons from this review will be actively shared with team members to collectively enhance capabilities and proficiency in data analysis, thereby providing stronger support for the company's profit growth.

## Relevance

CMMI HM appraisal emphasizes process management and continuous improvement. It provides a systematic framework and guidance to help organizations improve their processes and enhance the quality of products and service delivery. For enterprises, CMMI HM appraisal enables their software development processes and capabilities to be appraised, assisting software developers in continuously improving software process maturity and software quality. Through CMMI appraisal, enterprises can enhance their management capabilities in software development projects, achieving goals such as ensuring the correctness of software development functions, shortening development cycles, reducing development costs, and ensuring quality. The implementation of the CMMI HM model holds significant practical significance for organizations. Through the implementation of CMMI HM, project management maturity can be enhanced, enabling enterprises to ensure the smooth progress and high-quality delivery of software projects, better meeting customer needs and expectations. Additionally, it can enhance the overall competitiveness of the organization, establish a good brand image for the enterprise, lay a solid foundation for business expansion, and facilitate further exploration in new markets and fields. For the business teams of enterprises, the implementation of CMMI HM not only enhances team collaboration and professionalism but also plays a more important and prominent role in large, complex projects. Clear procedures can greatly reduce human errors, making the software development process more stable and controllable. Lastly, through the implementation of CMMI HM, various business processes of the company can be optimized, improving team efficiency. While strictly adhering to industry standards, it can minimize enterprise production costs and achieve sustainable development.

## Improvement measures

After this appraisal, the EPG team will closely collaborate with project personnel to conduct in-depth discussions and identification of the recommendations raised during the appraisal. Through multiple meetings and exchanges, a comprehensive "Gap Analysis Report" will be formulated, which will serve as the core basis for our current organizational process improvement. Based on this report, we will meticulously develop a "Process Improvement Plan," which will specify key information such as each step of improvement activities, scheduling, participants, and implementation goals. To ensure the smooth progress of improvement work, senior management will discuss potential considerations, risks, and obstacles during the improvement process with EPG members, and commit to providing full support in terms of human, financial, and material resources. We will address these issues promptly through standardization, resource allocation, and iterative production tool deployment, creating favorable conditions for improvement work. Throughout the improvement process, relevant personnel will maintain a high level of cooperation. The EPG team will conduct in-depth root cause analysis based on identified issues and analysis reports, seeking effective improvement measures. Subsequently, we will select suitable pilot projects to implement improvement measures for practical experimentation. After the pilot data pass hypothesis testing, we will further deploy these improvement measures to achieve greater benefits.

During the implementation of improvement by the EPG team, we consistently maintain comprehensive monitoring of the improvement process, meticulously record the effects of each step, and conduct in-depth analysis of the collected measurement data. We carefully select appropriate models for quantitative analysis, construct predictive models and trend analysis, aiming to accurately predict the direction of software development processes and product quality. Throughout the project implementation, we continuously optimize the project development process, strive to improve work efficiency, and ensure the smooth progress of projects. Addressing issues regarding code standardization, the EPG team continuously engages in improvement work, thoroughly explores influencing factors, adjusts measurement

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items, and optimizes baseline in the fierce market competition. Enhancing process management capabilities not only enhances customer satisfaction but also improves our development efficiency, enabling us to better adapt to the market environment and achieve the company's long-term vision. Therefore, we will regard CMMI5 as an important tool for improving product quality and management capabilities and continuously promote its application within the company.

Finally, we sincerely thank the HMLA and appraisal team for their hard work and professional guidance. We fully acknowledge these findings. Thanks to the valuable insights provided by the HMLA and the appraisal team, which have pointed the way forward for the company team and laid a solid foundation for the company's future development. These findings are of great help to us in improving software development efficiency and quality; we will earnestly implement improvements based on these findings and use them to enhance research and development capabilities. Continuous improvement of software development efficiency and quality, increasing customer satisfaction, and achieving sustainable development.

I hereby authorize and agree for you and SITARA Technologies to share our appraisal results on SITARA's publishing channels and promote our appraisal results as deemed appropriate by SITARA Technologies.

ST Engineering (Wuxi) Co., Ltd.

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