

## 发起人反馈-CMMI ML5 级评估

尊敬的 Raghav Nandyal:

首先对您来我公司参加评估表示感谢,本次评估从8月14日至21日,为期8天,您及ATM团队全方位的分析了公司引入CMMI5体系后的改进成果,通过发现物检查、项目组访谈、EPG访谈等过程梳理了过程改进的现状和存在的强项和弱项,期间您为我们提出了很多具有实践价值的参考意见,为公司下一步改进工作打下了坚实的基础。

在评估过程中,您严谨的工作作风、灵活的思维、深入浅出的演讲风格,给我们留下了深刻的印象,在此期间您对我公司当前的项目管理、工程管理、支持实践进行了深入分析,我公司的EPG组及项目团队在此过程中受益匪浅,通过您的演示我们在高成熟度过程改进、规模估算、模型预测、量化数据收集等方面学到了丰富的知识,积累了很多宝贵的经验,以下几点印象尤为深刻:

1、关于高成熟度过程改进的理解。高成熟度模型是一种思维模式的体现,不限于交付件、应用工具、管理过程。EPG组和项目成员在项目管理、过程改进过程中,可灵活采用量化、分析、验证、跟踪等方法达成目标。

2、关于项目规模估算。目前项目规模及工作量采用专家估算的方式,准确率不高。您建议在用户需求确认后,通过清晰度、复杂度、可测试性、接口复杂度、项目经验等维度对需求进行评分,再根据合计分进行需求归类,最后根据不同类型的需求完成工作量估算。项目组将P2项目的数据带入进行了验证,发现该方法的确更加合理和有效。

3、关于代码规模估算的改进。目前使用的估算方法和估算内容(代码行、文档页数)有改进空间,建议采用COCOMO模型来构建软件成本估算模型,充分考虑输入、输出、数据频度、功能复杂度等,结合评估。

4、建立PPM模型预测结果反馈。我们通过2016年的数据采集,收集、统计和分析数据,建立过程性能基线(PPB) & 模型(PPM),但执行过程中对性能数据的监控偏少,您建议通过新增偏差数据及偏差率指标作为监控方向标,保证预测模型做到实时预测和反馈。

5、度量数据的优化建议。量化管理项目,提供项目过程数据是一项繁琐的工程,每一个监控的数据必须是有意义的,如何选择好的度量指标及利用好度量数据将是EPG组研究的重要课题,持续改进和优化是一个长期的过程。

本次评估过程是对我公司开展高成熟度模型的一次检查,也是后续改进工作的一个新起点,通过您及ATM团队的指导和帮助,我们对提出的各类建议进行总结和分析,制定了下一阶段的过程改进的范围和目标,也结合了公司的商业目标更新了过程改进计划,通过下一阶段的改进,我相信我公司能够在过程改进道路上迈上一个新台阶。最后再次对Raghav Nandyal先生对我公司过程改进工作的指导表示感谢!

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发起人:  日期: 2017-8-21

## Sponsor Feedback – CMMI Level 5 Appraisal

Dear Raghav Nandyal:

**First of all, thank you from all of us in our company for leading the assessment!** During The SCAMPI appraisal from August 14-21, 2017 over the 8-day period, you and the ATMs analyzed the full range of the company's CMMI5 system improvements. You checked documents, and discovered from team interviews and discussions, process improvements that led to the identification of strengths and weaknesses. You presented us with a lot of practical value from this appraisal which has laid a solid foundation for the company's next steps to improve work.

In the evaluation process, your rigorous work style along with a flexible and easily comprehensible presentation and style of thinking has left a deep impression on us. During your appraisal of our company's current management, project management and support, an in-depth analysis of the practices have enabled the company's EPG Group and project team members to benefit from the appraisal. A wealth of knowledge along with a lot of valuable experience/insights were accumulated by our organization during your discussions/interview sessions concerning high maturity process improvements, size estimation strategies, model forecasting methods and quantitative data collection. We were particularly impressed with some of the following proposals made by you:

**1, We, now have a better understanding of high maturity process improvements!** High maturity is the embodiment of a thought process, and not just limited to delivery, work-products, and management processes. EPG Group and project team members in the process of project management and process improvements can use this thinking to quantify, analyze, verify and track goal achievement.

**2, Regarding project size estimation:** Using expert estimates of workload by current projects, it appears that the accuracy is not high. You suggested that after the user needs are confirmed, use the requirements definitions based on clarity, complexity, testability, interface complexity, and experience dimensions to rate, and then classify total demand. And estimate demand for different types of work performed. Project group P2 validated the suggestion based on data they had available, and found it to be more reasonable and effective.

**3, About code size estimation improvement:** With the estimation methods and estimation of content currently in use (lines of code, documentation pages) there is significant room for improvement. We will use your recommendation of the COCOMO model, Function Points to build software cost and size estimation models by fully considering the functional complexity based on, inputs, outputs, interfaces and data complexity, combined with our present evaluation.

**4, Establishing PPM model to predict the results:** Through 2016, we focused on data collection, statistics and analysis to establish process performance baselines (PPB) & model (PPM), but we did not monitor performance data of the implementation process as closely as you recommended. You recommended the adoption of the new deviation and deviation based indicators as triggers for monitoring the trend, ensuring real-time forecast model predictions and in-process feedback, which is very valuable

**5, Metrics, Optimization Recommendations:** Quantitative management of projects by providing project data must not a cumbersome process. Each monitoring of data must be meaningful, how to choose good metrics and make good use of metrics will be an important subject of study for the EPG Group. We have come to appreciate that continuous improvement and optimization is a long-term process!

This assessment process carried out on our company with high maturity model scope is a new starting point for our follow-up work through you and your ATM guidance and help. We will summarize and analyze various suggestions put forward by the appraisal team, set the scope and objectives for the next phase of the process improvements combined with our business goals and make necessary updates to the process improvement initiatives. Finally, we thank you again, for the guidance offered to continue our process improvement efforts!

Sponsor:  
Date:

