

Re: SAAQ CASA

From: Michel Dumas <Michel.Dumas@ibm.com>
To: Gleb Dubovets <gleb.dubovets@us.ibm.com>
Cc: Hugues Tremblay <Hugues.Tremblay@ibm.com>, Francois Dufresne <francois.dufresne@ca.ibm.com>, Dave McCann <dmccann@ca.ibm.com>
Sent: February 1, 2023 10:38:21 AM EST
Received: February 1, 2023 10:38:21 AM EST
Hello Gleb,

I understand we have a good challenge but every team including PES has produced a plan showing their ability to make it to Go Live. It is from this that the decision to go live was made.

We must therefore continue to maintain the pressure on the teams to make their plan happen. If there are issues, they must be brought up quickly at the Tuesday and Thursday meetings with a mitigation plan.

For the AMP file everything was approved yesterday.

Regards
Envoyé de mon iPhone

Le 1 févr. 2023 à 10:17, Gleb Dubovets <gleb.dubovets@us.ibm.com> a écrit :

Hello Michel,

Let me just reiterate my frustration with the way SAAQ, and Karl specifically, handled Go Live communication to the media. Everybody knows that PES/Web Services is the most problematic area of the solution with only 50% probability to be ready by Go Live - this has been clearly communicated to Karl many times by the team since November. Despite that, instead of carefully managing expectations - telling the public that the solution will be rolled off gradually, service by service, with limited selected user communities using the services initially (which is a normal Website rollout strategy) - SAAQ promised that everything will be ready by Go Live, exposing themselves to even greater scrutiny by the media. Whoever advised them to deliver this high expectation message, that was not helpful, even foolish.

Having said that, let's now talk about the problem we shall solve - performance of the Client Portal. The current status is, even after significant effort and a lot of improvements, the performance is still far from acceptable - 20-30 sec wait time per site vs. the target of less than 5 seconds. We have probably exhausted all the opportunities in infrastructure, nothing material to gain there. We are now focused on optimizing the application itself, which potentially can be very intrusive and require significant redesign and regression testing, i. e. more time. We don't know at this point if we will be able to fix it before the Go Live.

Of course, the team is working hard, we are engaging extra help and expertise, SAP is involved etc. etc. And, of course, we will continue pushing till the end and hopefully succeed. But - there is a very high risk of poor performance of the Client Portal with large volume of transactions at Go Live.

What is the mitigation plan? The only realistic mitigation for performance issues at high transaction volume is to manage the volume but this opportunity has been lost by over committing in the press conference. Karl will not go back to the public and communicate gradual deployment strategy for Web

Services.

In terms of immediate help, Michel, one thing you can do is to make an exception to the AMP requirements and extend Digi till the end of February - we will need them to ensure PES support coverage and transition.

Regards,
Gleb Dubovets
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On Jan 31, 2023, at 9:28 PM, Michel Dumas <Michel.Dumas@ibm.com> wrote:

Good evening,

For a week now, I have been taking part in an executive meeting every day with the CEO and the VPs of the SAAQ to follow up on the cut over and discuss media issues.

For the past few days, we have been hearing more and more comments from both SAAQ leaders and the media about the importance of Web services being available on February 20. We must therefore continue our excellent work and ensure that all of these services are functional and efficient on this date.

We don't have much leeway, considering that the development of certain services is not finished. If you need my support, let me know.

Regards

Envoyé de mon iPhone