74_P-1426

PROGRAM QUALITY PLAN

CASA PROJECT

Version 1.1 (non-official)

Note : translation from the French V1 of PQP as of July 2021. For the latest information, please refer to the Official French version. Do not hesitate to ask the PMO for further information

July 2021

CASA

Société de l'assurance automobile Québec

Table of Contents

1. SCOPE OF APPLICATION

1.1 OBJECTIVES AND GUIDING PRINCIPLES

The official project manual Program Quality Plan (PQP) version is the French manual “Plan de Qualité Programme”. This English translated version is a non-official document and is to be used to facilitate the understanding only.

The Program Quality Plan (PQP) is the reference framework for the management methods that govern the work carried out by the Alliance and Société's team members. These methods can be at the strategic, tactical and operational level. This version of the PQP covers the execution of Delivery 2 of the CASA project, which is due to end on March 31, 2023. The PQP does not bind the parties. Only the Contractual Documents bind the parties.

The main objective of the PQP is to guide the teams in the joint and rigorous management of Delivery 2 in the spirit of best practices in project management. It summarises the scope, implementation strategy and schedule. It details the various management, organisation and delivery mechanisms and the key processes that underpin them.

The PQP also aims to ensure the fluidity of communications between project teams, governance and business stakeholders within effective and shared decision-making processes.

The accountability of Alliance and Société managers is the central concept around which the PQP is structured. The PQP respects the contributions of the parties in accordance with the terms and conditions set out in the Contractual Documents.

The PQP is a living document that will be enriched and adjusted throughout the duration of Delivery 2 without changing its scope, efforts and overall costs. Its updating is the responsibility of the CASA Program Office.

1.2 TERMINOLOGY

This section aims to clarify the definition of certain terms used in the PQP.

Definitions

"**Alliance":** refers to the IBM/LGS - SAP partnership;

"**Chapter**": grouping of team members with the same expertise or speciality in order to align the squads towards a common vision. Chapters act as providers of services and resources to tribal squads;

"**Agreement**": the Agreement consists of the Contrat-cadre Agreement, including the Agreement in Principle and the amendments, the Professional Services and Equipment Sales Agreement, including Schedules A to N, and the Licensing Agreement, including Schedules A thereto;

"**Cycle**": time box in which there are 4 iterations of 3 weeks;

"**Contractual Documents**": Contractual Documents are as defined in the Contract and include any subsequent transaction between the parties;

"**Publisher**" means the firm SAP;

"**Squad**": a self-organised and generally multidisciplinary team concentrating its efforts to deliver a complete solution supporting the business process(es) for which it is responsible;

"**Integrator**": means the firm IBM/LGS;

"**Iteration**": a 3-week time box during which work elements will be planned, carried out and tested;

"**Precedence**": the order of precedence is that set out in the Contractual Documents;

"**Société/SAAQ Resources**": means the Société's internal resources as well as external resources that are under contract on behalf of the Société;

"**Integrator Resources**": means the Integrator's Internal Resources, the freelancers retained by the Integrator and the employees and freelancers of subcontractors involved in the execution of the Professional Services Contract;

"**Integrator's Internal Resources**": means the employees of the Integrator and its subsidiaries or entities related to the Integrator;

"**Implementation Phase**": period between the signing of the Contract and the final acceptance of all work packages of all Deliveries. For the purposes of this version of the PQP, the Implementation Phase is limited to Delivery 2;

"**Product owner**": SAAQ resource responsible for the development and evolution of its product (most often enterprise architecture processes) according to client needs, service lines and business orientations. It is responsible for managing the squad's product portfolio, confirming that the solution meets business needs and that it is operational;

"**Solution**": means a complete business solution that complies with the needs, directions and requirements of the Société as set out in the Contract Documents;

"**Proposal**": the proposal consists of the amended proposal of January 23, 2017 and the proposal of April 4, 2016;

« **Superusers** » : service line resources that contribute to project activities, including testing, in order to be able to support the solution following its implementation;

"**Tribe**": grouping of several squads working together, often in strong interaction, on the same global theme.

1.3 EQUIVALENCIES

The purpose of this section is to establish the equivalence between certain terms for the purposes of the PQP :

"**CASA":** "CASA" corresponds to the Implementation Phase of the project;

"**Professional Services Contract**": equivalent to "Professional Services and Equipment Sales Contract";

"**Team member**": equivalent to "Resource";

"**Leader Assistant**": equivalent to "Coach" for the resources of the Alliance in pairs with the CASA project leader;

"**Leader and Leader Assistant**": "Team Lead" and "Leader" are equivalent to "Lead" while "Leader Assistant" is equivalent to "Assistant Lead";

"**Lot**": equivalent to "Work package". A work package is equivalent to a cycle;

"**Delivery**": "equivalent to Delivery 2;

"**Product Owner**" or "PO": equivalent to "Product Owner";

"**Program**": equivalent to "Project";

"**Scrum**": equivalent to "Scrum";

"**Société**": "equivalent to "SAAQ".

1.4 REPRESENTATIVES APPOINTED BY THE PARTIES

Karl Malenfant, CASA program director, et Michel Dumas, Assistant Leader to the management, act as representatives of the parties. They can intervene for any change in scope, to settle a dispute or for any other subject requiring a decision at the executive level.

1.5 PRECISION CONCERNING HYPERTEXT LINKS

Accessibility to the documents available using hypertext links may vary depending on the access granted to the person consulting them.

2. CASA PROJECT SCOPE SUMMARY

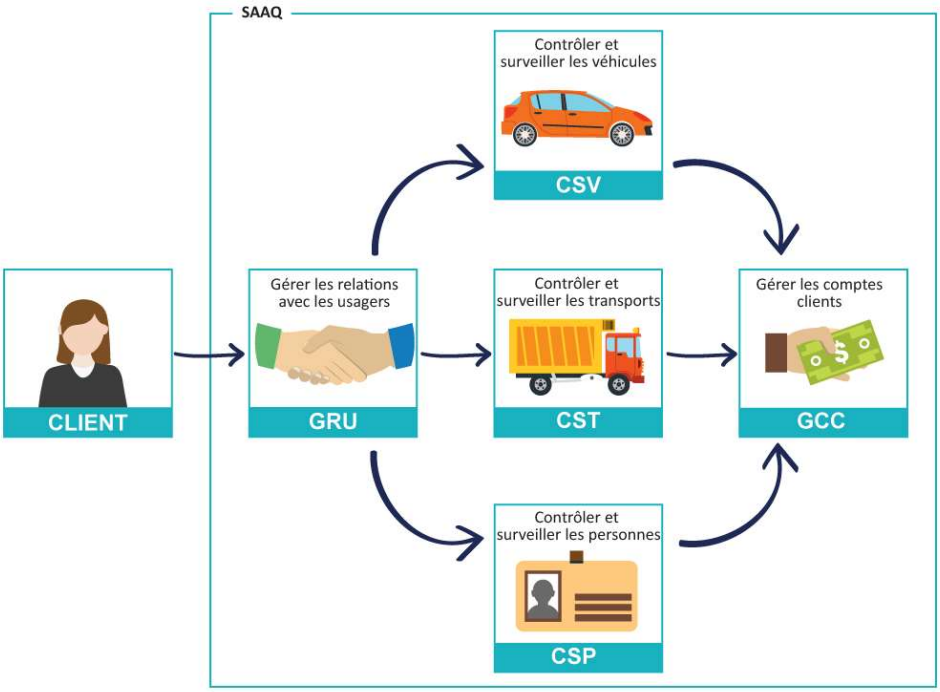
The initial scope of Delivery 2 is defined in the Contractual Documents. For the purposes of the PQP, the scope of the CASA project covers the following elements:

- scope of professional services;
- functional scope of the Solution;
- informational scope of the Solution;
- technological scope of the Solution (major technological vectors).

Delivery 2 will provide the necessary tools to:

- support the relationship with users;
- enhance the electronic delivery of online services;
- provide registration and driving licence services;
- control and monitor the transport of people and goods.

All this to the benefit of the customers.

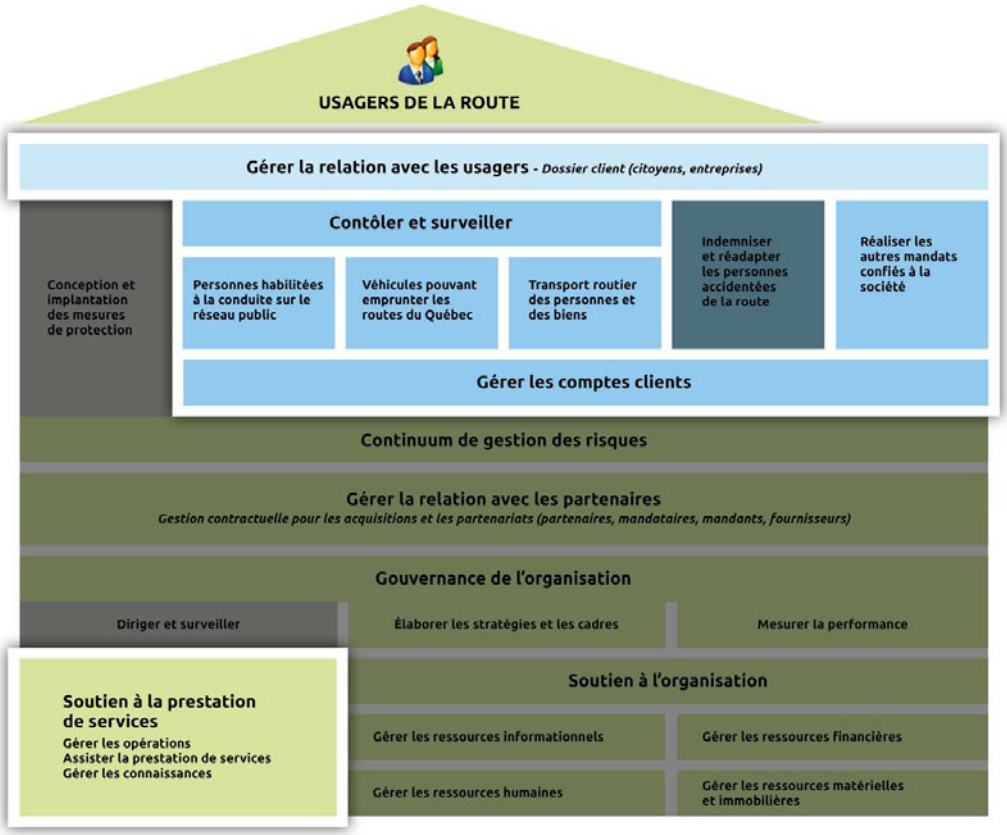


The functional scope of Delivery 2 covers the Licensing, Registration and Roadside Enforcement processes which will primarily be used to support the major processes (level 1) of CASA, namely:

- control and monitor persons authorised to drive on the public network (CSP);
- other mandates entrusted to the Société (AMD);

- control and monitor vehicles that can use Quebec roads (CSV);
- user relationship management (GRU) process;
- control and monitor transport (CST).

Here is the positioning of the scope of Delivery 2 in the business service model.
Voici le positionnement de la portée de la Livraison 2 dans le modèle de services d'entreprise.



For more information on the Enterprise Service Model, see the Enterprise Architecture section of the intranet site.

The scope of the solution in terms of processes is known and shared with all project team members. The documents that support it are:

- The overall plan that defines the duration and specifies the sequencing of the structuring activities over time (ref.: section 3).
- The roadmap presents the sequence of realization of all the RICEFWs necessary to cover the functional scope of the contract. It evolves over the cycles.
- All the deliverables (RICEFW and others) and their follow-up are described in the [redacted] tool and are deposited in [redacted] (perennial documentation for the solution e.g.

processes (level 1, 2 and 3), specifications, tests, etc.). See section 8 Document management for more information.

The functional scope is then broken down by cycle governed by gap agreements established and managed as defined in Section 6.4 Lot Agreement Management. The definition of the Lots is essentially a list of components to be delivered from the product portfolio required to implement the solution meeting the selected business scope.

Project scope adjustments are covered by the Project Adjustment Request (DAP) management process described in section 6.2.

3. IMPLEMENTATION STRATEGY AND DELIVERY SCHEDULE

3.1 IMPLEMENTATION STRATEGY

This section describes the implementation strategy for Delivery 2 of the CASA Solution. This delivery follows on from Delivery 1 which was aimed at implementing the organisation's main support systems (Financial, Human, Information, Material and Real Estate Resource Management).

The main components of the chosen implementation strategy for Delivery 2 are:

- business scope of Delivery 2 and content management (see section 2);
- schedule management strategy and overall plan;
- development strategy;
- testing strategy and data conversion;
- change management strategy (see section 5.6);
- final acceptance strategy, deployment and production launch as well as post-implementation support for the solution.

3.2. SCHEDULE MANAGEMENT STRATEGY AND OVERALL PLAN

As part of its transformation program, the Société must ensure that an overall schedule is established, as well as management procedures to ensure the coordination of all the work carried out by the various involved in the project.

In order to achieve this objective, CASA has drawn up a Global Plan as part of the implementation of Delivery 2. The Global Plan illustrates the timeline of the main project milestones and their key activities, as well as the main project milestones. This plan is produced with the collaboration of all project stakeholders. It is communicated throughout the project to project stakeholders and kept up to date to reflect clarifications made and approved changes. The plan is used to ensure the alignment of the detailed plans, maintained particularly at the tribe and chapter level.

For practical reasons, the Global Plan is kept up to date independently of the PQP and is accessible for reading at all times on the project's SharePoint site.

3.3 DEVELOPMENT STRATEGY

As part of the work to confirm the scope of Delivery 2 and taking in account the number of components to be developed, a strategy was developed based mainly on a step-by-step approach to implement an integrated management software package (ERP) combined with the implementation of a large-scale agile development practice.

To achieve this goal, CASA has adopted a step-by-step strategy, with the various components of the solution being delivered incrementally per realisation cycle, up to fifteen(15) to date

3.4 TESTING STRATEGY, DATA CONVERSION AND CUTOVER PLAN

The chosen testing strategy is based on a series of iterative and incremental test cycles aimed at ensuring that the business needs of the solution are met, including the security and performance dimensions, with each iteration testing greater coverage of the solution.

In particular, the strategy specifies the objectives sought, the preferred approach, the main stages, the documentation procedures, the test environments, the governance implemented, the criteria and levels of acceptance, as well as the different levels of testing and their characteristics.

It ensures in each cycle that the functionalities tested in previous cycles still work after the application of modifications and provide the same results (regressive nature of the tests). It also ensures, by means of automated or non-automated tests carried out in each test cycle, that the functionalities previously delivered in production are not altered by the new functionalities tested, as well as compliance with the main business rules.

Functional tests during the cycle

The In-Cycle Functional Testing strategy consists of testing each increment of RICEFW performed within the cycle to ensure the quality of this portion of the solution. These tests are performed with fictitious data.

Integrated Testing (IT) in progress

The integrated testing strategy in progress consists of testing end-to-end processes as functionalities are added from previous cycles (TI3, TI4, TI5) based on delivery 2 progress with new and converted data. The superusers are involved from TI3 in the test scenarios execution.

Final Integrated Testing Facility (TIF)

As part of its transformation program, the project must ensure, before going live, that the technical and functional requirements of the solution work as expected for a subset of the most critical business scenarios within a complete and integrated system.

To achieve this objective, CASA has adopted an approach that includes the performance of two series of final acceptance tests (TIF-A, TIF-B), which should enable of the developed solution to be tested and validated. This approach includes the participation of end-users to ensure that the solution works properly.

Full volume data conversion tests (EPV)

CASA has adopted an iterative approach consisting of converting the data entities (tables) required for testing into compliance with the dependency model. This approach includes the conversion, for each of the targeted data tables, of all the instances of the production table, making the required improvements.

This approach ensures the quality of the conversion processes and the converted data. Finally, it also makes it possible to verify the quality of the solution developed from real data coming from production and to optimise the performance of the program to ensure that they go into production within the allotted time.

Solution performance testing

The project must ensure that the new solution has service times equal to or better than those measured with the old systems. The service time is crucial for the project, as it makes it possible, among other things, to establish the number of full-time equivalents (FTEs) needed to provide services both in the service centres and in the operations carried out at the head office and to remunerate the agents for the work carried out.

CASA has adopted a "Load and Performance Testing" strategy. The first part of this consists of verifying that the newly developed solution, when subjected to various business events, achieves equivalent or better service delivery times compared to the old systems. It also consists in a second stage, by means of load tests, to ensure that the new system's performance is acceptable when it is subjected to a large number of requests, as is the case during certain peak periods, both for internal users and for customers using electronic service delivery.

Testing and information security

The Société, which has a great deal of nominative information on citizens, must ensure compliance with the laws on access to information and the protection of personal information.

CASA has an access management process for access governance to ensure that the right users access the right information, an approach to anonymizing converted production data when

conducting testing to protect confidential data, conducting application security testing based on defined roles in the testing strategy, and conducting penetration testing to protect the Société's data from outside attacks.

Finally, the development of a strategy for recovery, within 90 minutes, in the event of a disaster is also included in the implementation strategy for this project.

Final acceptance strategy

As part of its transformation program, the project must ensure final acceptance of the solution as well as successful deployment and production, including the decommissioning of legacy systems. The chosen strategy has been developed mainly by carrying out a number of stages, including final acceptance testing of the solution's functionalities including end-users (Integrated End User Testing), and deployment testing of the new solution (Dry-Run), and the verification of the proper functioning of the deployed solution (Day-in-Life tests, inspired by parallelism tests), as well as the implementation of the plan to go into production (Go-Live), the completion of each of these stages (GO-No-go) being conditional on the successful completion of the previous stages. Finally, a three-month post-production support phase has been planned.

Start of production

The project must ensure that the implementation of the new solution in production and the shutdown of the old solution will take place within a limited timeframe, while limiting service interruptions and ensuring the implementation of transitional solutions for services deemed essential.

To achieve this goal, CASA needs a cutover plan. The plan will define the transitional solutions to be set up, how they will work and how their outputs (data) will be transferred to the new solution.

Production support

The project team must also be able, following the deployment and production of the solution, to quickly address any eventualities related to non-compliance with business requirements, in real-life situations, in order to limit, in particular, the impact on the quality of services offered and customers.

CASA has a 3-month support period with the integrator. During this period, expert resources who have participated in the project will be made available on a priority basis in order to quickly respond to the contingencies described and make the necessary corrections to ensure the solution's continued smooth operation.

3.5 IMPLEMENTATION CALENDAR

The implementation schedule is produced and maintained throughout the delivery in order to provide a high-level graphic view of the overall plan supporting its communication and monitoring of its implementation.

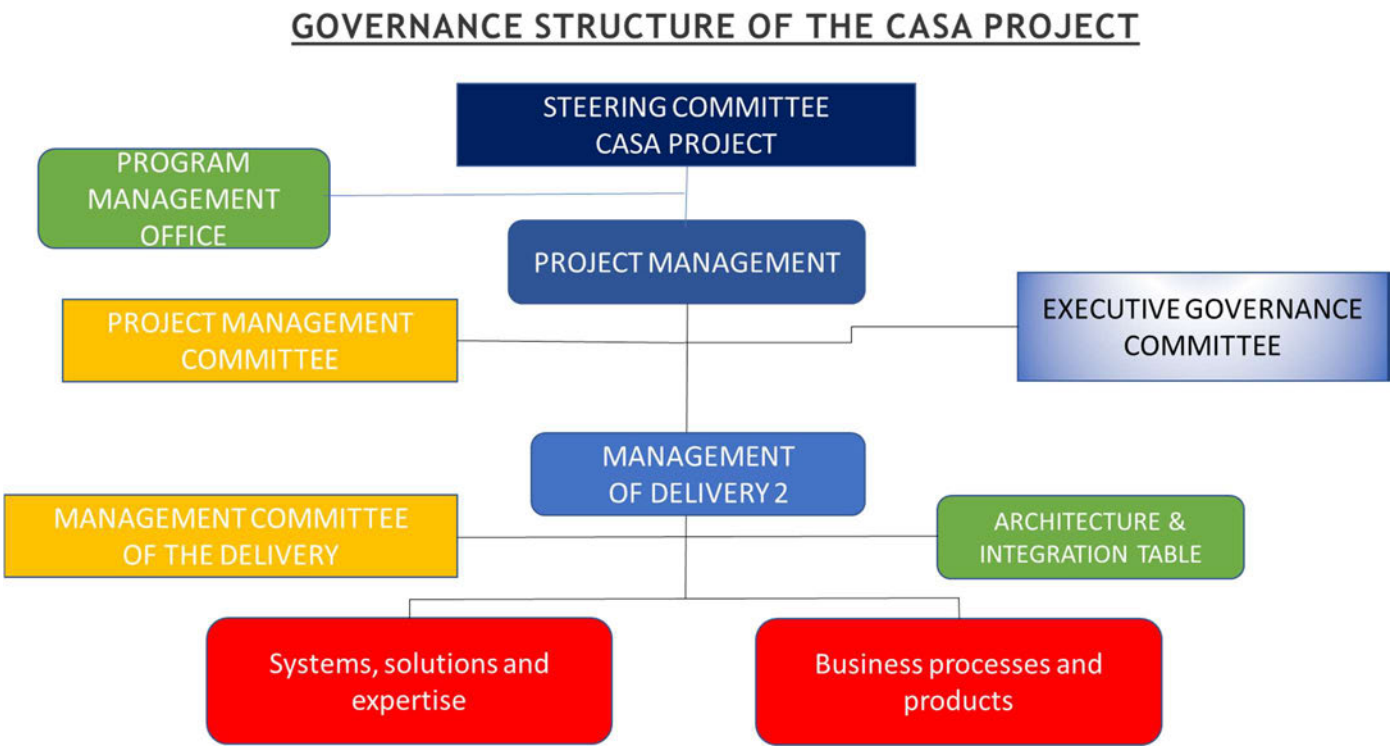
4. ORGANISATION OF THE PROGRAM

4.1 ORGANISATIONAL PRINCIPLES

The matrix mode is favoured in order to focus the work on the targeted objectives. This will enable the desired benefits to be achieved, i.e.:

- joint governance of the CASA project to consolidate the business partnership and proactively manage risks and issues;
- a final decision making process belonging to the Société, which remains in charge of the CASA project and the management of the project;
- a multi-level decision-making structure is favoured in order to allow a balance between rigorous and adequate project risk management and the flexibility required in decision making in delivery mode;
- rigorous control mechanisms aimed at monitoring and supporting the project teams and providing sound advice to the CASA project governance bodies;
- joint management of delivery works to facilitate decision-making;
- a large scale Agile delivery approach, including certain practices adapted from SAFe and iterative / scrum development based on IBM's [redacted] methodology to optimize the speed of delivery and the business value delivered;
- natural teams in the various business and technological sites in order to pool expertise, promote continuous knowledge transfer and increase the value and efficiency of deliveries.

4.2 GOVERNANCE STRUCTURE OF THE CASA PROJECT



4.3 ROLES AND RESPONSIBILITIES

Decision-making levels

The decision-making structure consists of the following 4 levels. The objects addressed by these levels are in particular: risks, planning, gaps, project adjustment requests, etc.

- Tier #1 - Delivery Direction 2.
- Tier #2 - Project management.
- Tier #3 - CASA Executive Governance Committee.
- Tier #4 - CASA Project Steering Committee.

Decision-making powers and thresholds are established for the project steering committee.

Below is a table of the different roles and their associated responsibilities in the governance of Delivery 2.

CASA Project Steering Committee

- Ensuring that the project's main orientations and parameters are respected: scope, schedule and budget.
- Approve any changes to the strategy and delivery conditions of the project.
- Approve the overall plan, roadmap and breakdown of effort and costs per delivery cycle.
- Approve project adjustment requests and use of the project reserve.
- Approve cycles, deliveries and releases.
- Assess the overall performance of the project and areas for improvement.
- Approve and monitor the risk management plan and its mitigation plan.
- Ensuring that the benefits of the project are achieved.
- Approve the finalisation of the project.

Project management

- Leading the project within the project's broad guidelines and parameters: scope, schedule and budget.
- Recommend approval of strategic deliverables to the Steering Committee.
- Report to the Steering Committee.
- Approve lot agreements and acceptance of a lot.
- Measuring project and delivery performance, approving required improvements and ensuring their implementation.
- Recommend project adjustment requests to the Steering Committee.
- Manage requests for changes that affect the solution, the budget or the schedule within the authorized limitations.
- Handle any disputes arising from the delivery management.
- To seek amicable solutions to resolve any contractual disputes.

Delivery management

- Develop and propose the overall delivery plan, roadmap and breakdown of effort and costs per delivery cycle.
- Approve detailed planning (cycle, iteration, etc.).
- Leading teams and work within the guidelines, project parameters and approved plans.
- Ensure rigorous monitoring of the scope of work, raise and document any requests for project adjustments.
- Approve any requests for changes to the solution that may have an impact on resource’s allocation, budget or schedule.
- Monitor delivery performance, identify areas for improvement and ensure their implementation.
- Recommend acceptance of a lot and delivery.
- Handle any disputes arising from the delivery teams.
- To seek amicable solutions to resolve any contractual disputes.

Program Management Office

- Define project management mechanisms, including the PQP, and support leaders and teams in their application.
- Support the project management in organizing committees and preparing related documents.
- Maintain the various management registers and dashboards.
- Advise the project management on project and agile expertise, performance evaluation and identification of improvement opportunities.
- Standardize practices and share ways of doing things.
- Produce and maintain risk management and benefits management deliverables.
- Follow up on contractual obligations and formalities.

Executive Governance Committee

- Ensure compliance with the commitments of the overall plan, the roadmap and the breakdown of effort and costs per delivery cycle agreed between organisations.
- Assess the impact on the project and the contract of any major changes, including : delivery strategy, delivery conditions, project's adjustment requests on the project.
- Jointly monitor the performance of the delivery works, assess the areas of improvement and its impact, and agree on the areas of improvement to be implemented.
- To seek amicable solutions to resolve any contractual disputes.

Architecture and integration table

- Develop and maintain the integrated architecture of the solution.
- Monitoring the design work to ensure alignment, consistency, value and performance of the solution.
- Assess the relevance and impacts of any project change or adjustment requests and provide advice and recommendations.
- Evaluate and approve any change requests for adjustment to the solution,or make appropriate recommendations for decision-making.
- Develop the major orientations to ensure inter-teams consistency.
- Validate and recommend the proposed strategies, approaches and methods of implementation.
- Provide architectural advice to resolve blockings, gaps and disputes regarding the design and development of the business and technology solution.
- Monitoring risks and cross-cutting issues.
- Produce recommendations on strategic deliverables to be approved in particular on the breakdown and detailed planning of the work, the agreement and approval of a lot, the decision to go into production, the approval of a cycle or delivery.

Project Management Committee

- Monitor the work to ensure compliance with the overall plan, the roadmap and the breakdown of effort and costs per delivery cycle.
- Monitor the performance of the delivery works and suggest improvements.
- Resolve all blockings, gaps and disputes concerning the project and the deliveries.
- Continuously assess project risks and adjust the mitigation plan.
- Monitor the achievement of benefits.

Delivery Management Committee

- Monitor the work in accordance with the major orientations, project parameters and approved plans.
- Monitor delivery performance, identify areas for improvement and recommend their implementation.
- Resolve all blockings, gaps and disputes in the delivery.
- Continuously assess the risks of delivery and adjust the mitigation plan.

Systems, Solutions and Expertise Management

- Develop detailed work plans in accordance with the overall delivery plan, roadmap and breakdown of effort and costs per delivery cycle.
- Supervise, coordinate and deliver the planned work in accordance with the major orientations, project parameters and approved detailed plans.
- Contribute to the evaluation of the performance of the delivery works, the identification of areas for improvement and its impacts, and the implementation of the selected measures.
- Resolve all blockings, discrepancies and disputes in deliveries.
- Identify, document and submit to the Delivery Management Committee for decision any situation that may impact on the ability to meet the approved detailed plans, including a gap, request to modify the solution, project adjustment request and contractual dispute.
- Ensure continuously monitoring of the impacts on the organisation's information systems assets.
- Maintain the coherence and integration of the developed solutions and the linkages with legacy systems.
- Track and maintain the benefits delivered.

Business Processes and Products Management

- Develop detailed work plans in accordance with the overall delivery plan, roadmap and breakdown of effort and costs per delivery cycle.
- Supervise, coordinate and deliver the planned work in accordance with the major orientations, project parameters and approved detailed plans.
- Contribute to the evaluation of the performance of the delivery works, the identification of areas for improvement and its impacts, and the implementation of the selected measures.
- Resolve all blockings, discrepancies and disputes in deliveries.
- Identify, document and submit to the Delivery Management Committee for decision any situation that may impact on the ability to meet the approved detailed plans, including gap, request to modify the solution, project adjustment request and contractual dispute.
- Ensure continuous monitoring of the impacts on the organisation and on the clientele.
- Maintain consistency and integration between business processes.
- Track and maintain the benefits delivered.

4.4 DELIVERY STRUCTURE

The CASA Delivery 2 project is mainly divided into tribes, squads and chapters.

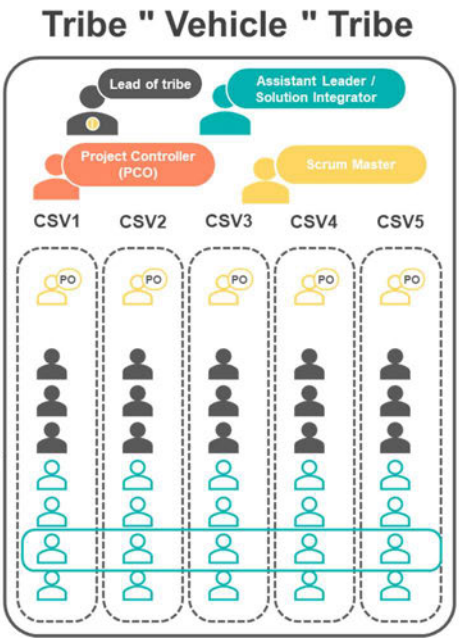
Tribe
Grouping of squads working on the same business process (e.g. CSP, CSV, CST)
- Tribe lead: Accountable for the deliverables of all the squads of his tribe.
- PCO: Creates and maintains plans in SGPE. Accompanies the Tribe lead in the preparation of accountability

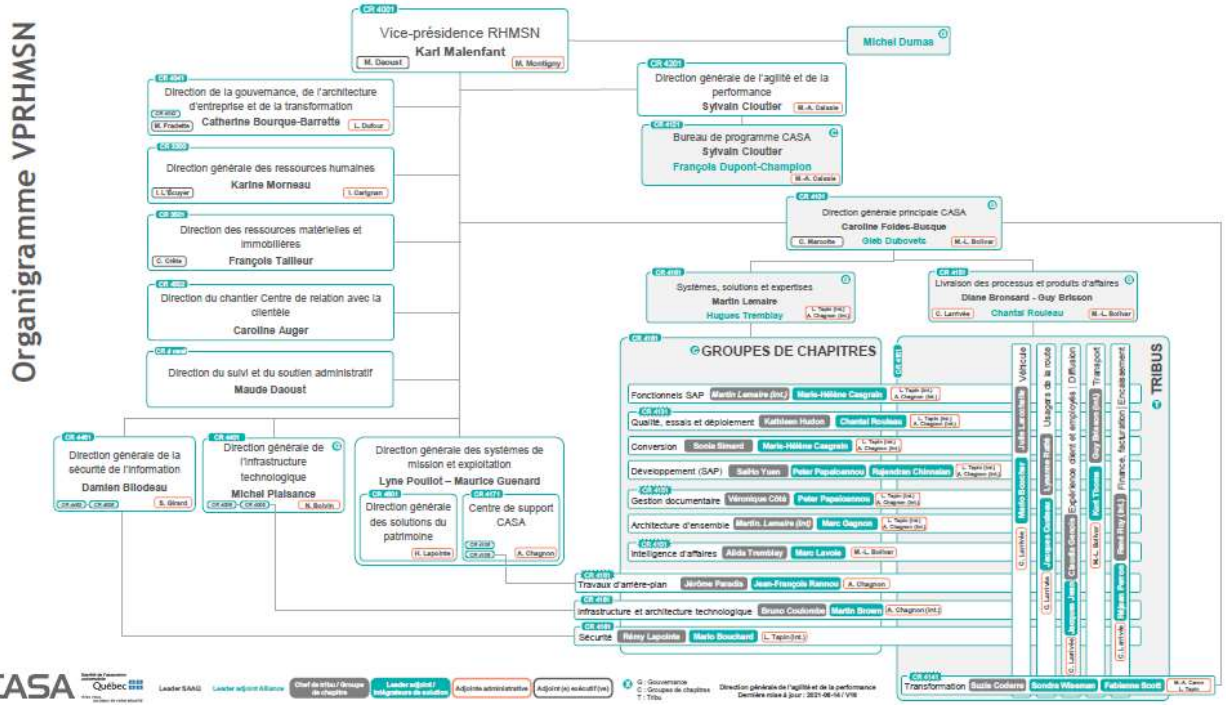
Squad
Team that builds solutions that support the tribe's sub-processes (e.g. CSV1, CSV2) *(builds the thing well).*

Core = dedicated business team members
- Product Owner (PO): a carrier of business needs. Creation of user stories and acceptance criteria *(makes sure the team builds the right thing)*
- "Scrum Master (SM): moderator for the team *(ensures that the team builds the thing quickly)*

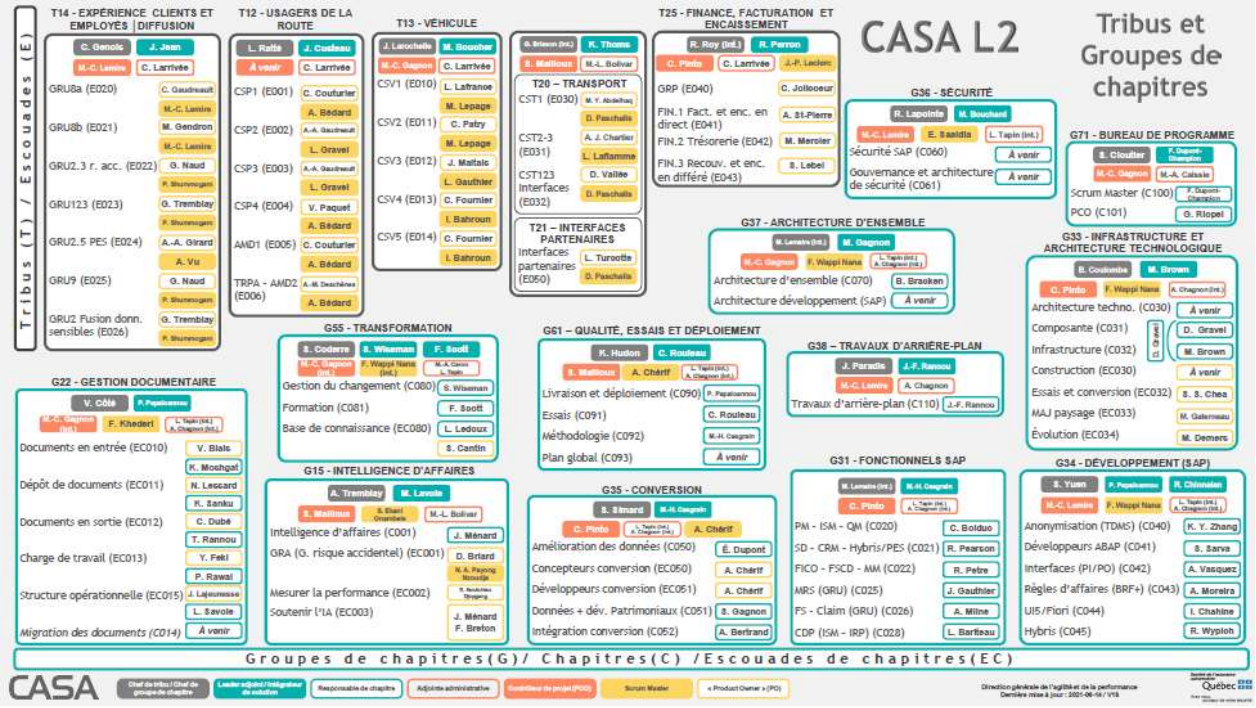
Contributors = Chapter members and other business sectors

Chapter
Bringing together members with the same expertise or speciality to align the squads towards a common vision (e.g. PM, ABAP developers, Overall Architecture). Chapter members are deployed within the squads to build the solution.





June 16, 2021's version



June 16, 2021's version

Updated VPRHMSN organizational chart.

4.5 RACVI

The main roles and responsibilities of the project are detailed in Annex A.

5. METHODOLOGY AND DELIVERY MECHANISMS

5.1 METHODOLOGY

Methodology Definition

A systematic and structured approach that breaks down the work into simple tasks. In particular, it makes it possible to anticipate the questions to be asked, the people to be seen and questioned, the information to be collected, the operations to be carried out and the deliverables and results to be produced.

Casa Background

The chosen methodology is based on the Agile approach, which brings dynamism, flexibility and visibility.

The use of a methodology aims to :

- focus our efforts where it is essential and critical;
- have a single way of working to facilitate integration;
- promote the achievement of the expected results from the Société's strategic transformation;
- be sustainable, i.e. usable for future projects.

More specifically, the solution is based on process delivery supported by targeted SAP components. These SAP components must, according to the business needs developed in the Explorer phase, be configured and sometimes enhanced by additional developments allowed by the editor, called RICEFW. This acronym regroups the different types of complementary developments possible in the solution or in interface with it, i.e.:

- reports and counters (R);
- interfaces (I);
- conversions (C);
- Evolutions and improvments (E);
- forms and letters (F);
- workflows (Workflow-W).

In this project, the number of RICEFWs is significant and represents a very large part of the deliverables of the solution to be built. They are an important driver to quantify the scope of

the work to be carried out in a cycle. However, other deliverables are an integral part of the work to deliver a complete solution and often underlie the RICEFWs to be delivered, such as the configuration, security roles, documentation and other types of deliverables required to enable completion of the project, above all, to deliver a complete and sustainable solution.

The [redacted] methodology

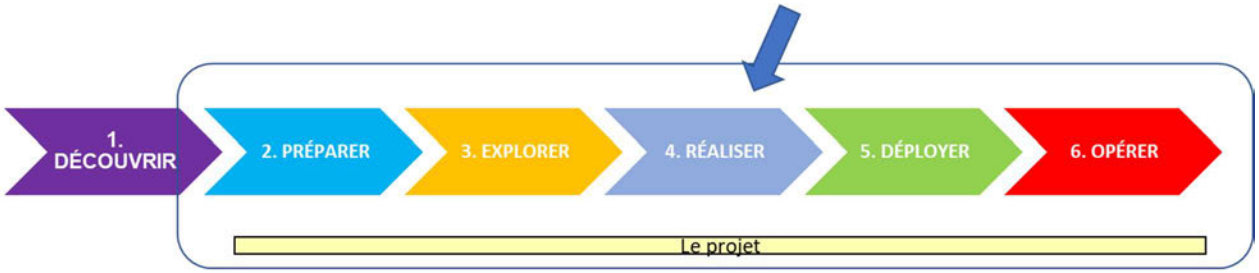
The chosen [redacted] method for the CASA project is a variant of the SAP 'ACTIVATE' method. It:

- is focused on agility;
- facilitates feedback;
- promotes continuous improvement.

The [redacted] method includes tools and task aids (templates, examples, training, etc.). It is:

- adjusted for the SAAQ (i.e. regulations, francization...);
- evolving according to our context.

CASA Delivery 2 is based on 5 of the 6 phases of the complete method (Discover, Prepare, Explore, Perform, Deploy and Operate). The project is currently in the Achieve phase.



Concretely, in the Achieve phase, each squad must deliver a consumable and testable functional scope, qualified as an increment, mainly corresponding to a subset of a RICEFW and configuration. The scope is divided into a 3-month cycle, composed of 4 iterations of 3 weeks. The objective of a cycle is to complete increments, RICEFWs and ultimately a solution supporting a process that meets business needs.

5.2 KEY "FUNCTIONAL/ORGANIZATIONAL" CONCEPTS OF THE IMPLEMENTATION PHASE

Some of the key "functional/organisation of work" concepts in the **Achieve** phase include:

- the concrete realisation of the delivery (description of processes and procedures, configuration, functional and technical specifications of developments and tests, etc.);
- a major challenge: the realisation of more than 1300 RICEFW;
- the "natural" agile and multifunctional teams, organised in trio of 3 key players in the squads;
- teams organised in Tribes, Squads and Chapters;
- breakdown of the work into Cycles of 4 Iterations (of 3 weeks each);
- breakdown of RIFCEFW/Deliverables into increments that can be produced within an iteration;
- the global and collaborative planning session of the 4 iterations before the beginning of the cycle: "Big Room Planning";
- clear and defined acceptance criteria.

5.3 KEY ROLES IN DELIVERING A RICEFW/DELIVERABLE

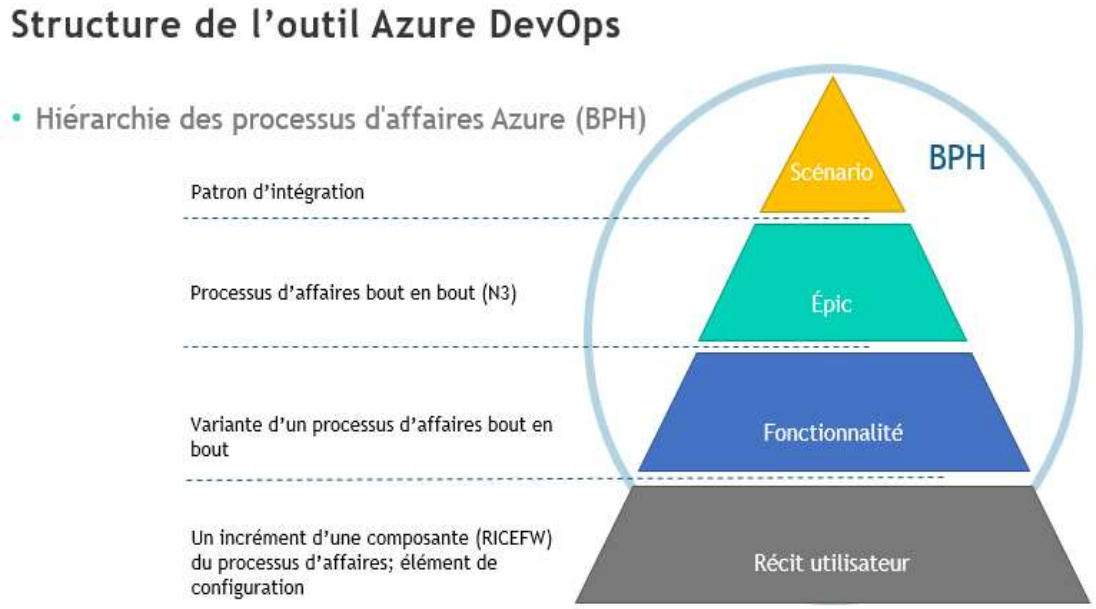
5.4 TOOLS AND ACCELERATORS

Several tools and accelerators are established and implemented for Delivery 2 to ensure consistency in the management of the project and its monitoring.

The main tools used

Tools already established and deployed will continue to be used during Delivery 2:

- SGPE (Microsoft Project) : timesheet management;
- [redacted] : to ensure the integrity of the solution, its production start-up and its durability;
- Azure Devops : day-to-day management and structured works monitoring (continuous development approach) according to the illustrated hierarchy.



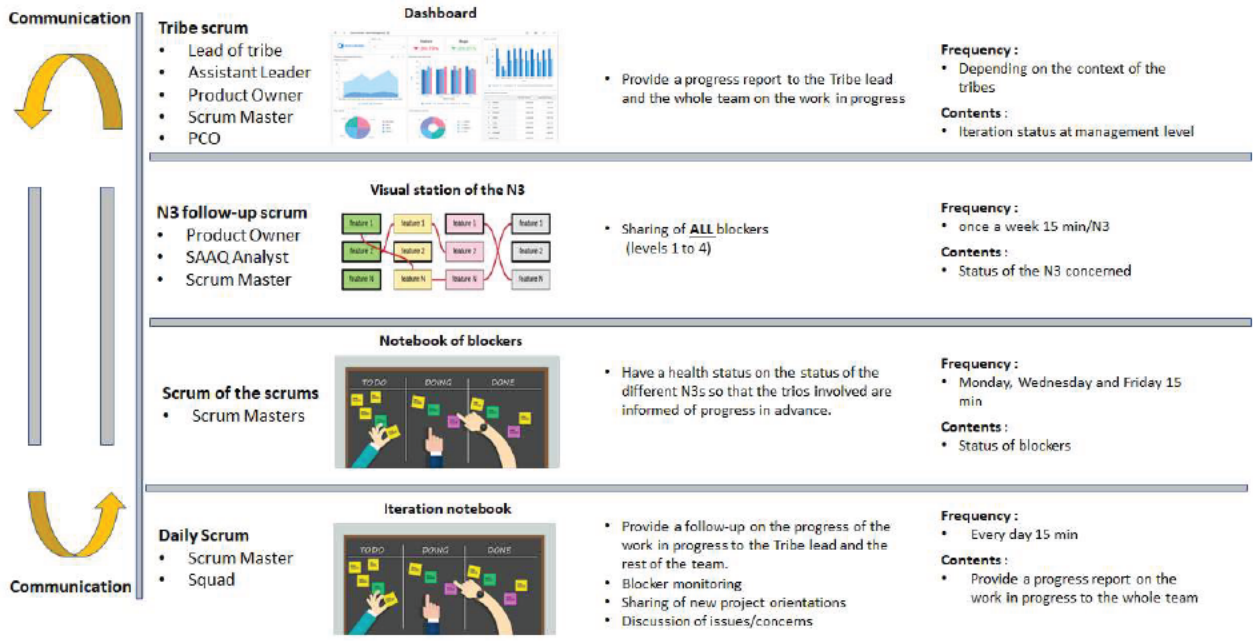
Refer to Section 8 Document Management for more information on managing project documents.

Accelerators

CASA Delivery 2 also has several adapted accelerators based on the IBM [redacted] methodology to CASA's specific context. The main types of templates are: by functional specifications, technical specifications, process diagrams, configuration documents, security roles, test scenarios, etc.

5.5 CASA DELIVERY 2 AGILE CEREMONIES

In order to monitor the progress of Delivery 2, various scrums and delivery committees are planned:



A calendar of the various committees and scrums is drawn up on a weekly basis. During these meetings, different indicators are used to monitor the progress of the RICEFWs, increments and other planned deliverables during the BRP and iteration planning. In addition, these mechanisms are aligned to the governance structure.

		lundi		Mardi			Mercredi		jeudi		vendredi
Avant-midi	8h00										
	8h30										
	9h00	Scrum Transfo. Base de connaissances		Scrum Transfo. Base de connaissances			Scrum Transfo. Base de connaissances		Scrum Transfo. Base de connaissances		
	9h30	Scrum Transfo. GdC		Scrum Transfo. GdC			Scrum Transfo. GdC		Scrum Transfo. GdC		
	10h00	Scrum Transfo. Formation	Scrum globale BI	Scrum Transfo. Formation	Comité des chefs de grands chapitres		Scrum Transfo. Formation		Scrum globale BI	Scrum Transfo. Formation	
	10h30										
	11h00	Scrum de tribu CST		Scrum tribu GRU			Scrum de tribu CST		Scrum tribu GRU		Scrum exécutif et scrum de déploiement en alternance
	11h30	Scrum d'intégration L2	Scrum de scrum	Scrum de scrum	Scrum d'intégration L2		Scrum d'intégration L2	Scrum de scrum	Scrum d'intégration L2	Scrum de scrum	
Mid	12h00										
	12h30										
Après-midi	13h00			13h15 - Suivi architecture de solution (Aux 2 sem.)	Scrum de tribu CSP	Scrum de tribu CSV			Scrum de tribu CST	Scrum de tribu CSV	
	13h30	Revu de projet haut niveau et infos générales							Comité de gestion de la livraison		
	14h00						Comité d'intégration L2				
	14h30										
	15h00			Communauté de pratique des Scrum Master	Scrum tribu FIN				Scrum tribu FIN	Communauté de pratique des Scrum Master	
	15h30							Scrum exécutif de Kari			
	16h00										
	16h30	Scrum quotidien gouvernance		Scrum quotidien gouvernance			Comité de gestion stratégique CASA L2	Scrum quotidien gouvernance	Scrum quotidien gouvernance		
	17h00			Rencontre Alliance							

5.6 CHANGE MANAGEMENT

As part of the implementation of its transformation program, the project must ensure adherence and appropriation of the new solution by the organisation's users as well as by its external partners.

To meet this objective, CASA has adopted a global L2 Change Management Strategy.

The developed strategy first specified the organization (governance) of the change management. The latter is characterized in particular by its established relationships with the transformation offices of the organization and by the presence of superusers and change agents.

The strategy then details the scope and key interventions to be carried out, including stakeholder analysis and impact analyzes, in a four-pronged structure. The different elements are related to:

- vice-presidencies, executive management and process owner/leaders;
- personas, stakeholders and partners;
- communications on major changes and impacts;
- preparing the Société for deployment.

The main objective of change management is to prepare the leaders and superusers of the organization to:

- help them adapt to upcoming changes in their organization;
- ensure their buy-in and ownership;
- support their teams in the change.

Readiness activities will demonstrate the level of stakeholder understanding and guide actions to be taken in order to pursue end-users ownership before deployment.

The transformation approach includes a structured training program and a comprehensive tool for consolidating the procedures of the future.

Finally, the detailed change management plans by vice-presidency will be adjusted at each cycle.

6. MANAGEMENT MECHANISMS

The purpose of this section is to describe the mechanisms to be implemented for Delivery 2 of the CASA project in order to supervise and ensure rigorous monitoring at different stages and during different situations that have or could have an impact on the achievement and respect of the overall delivery plan.

For the current Delivery 2, the management mechanisms are aimed at the following stages and situations:

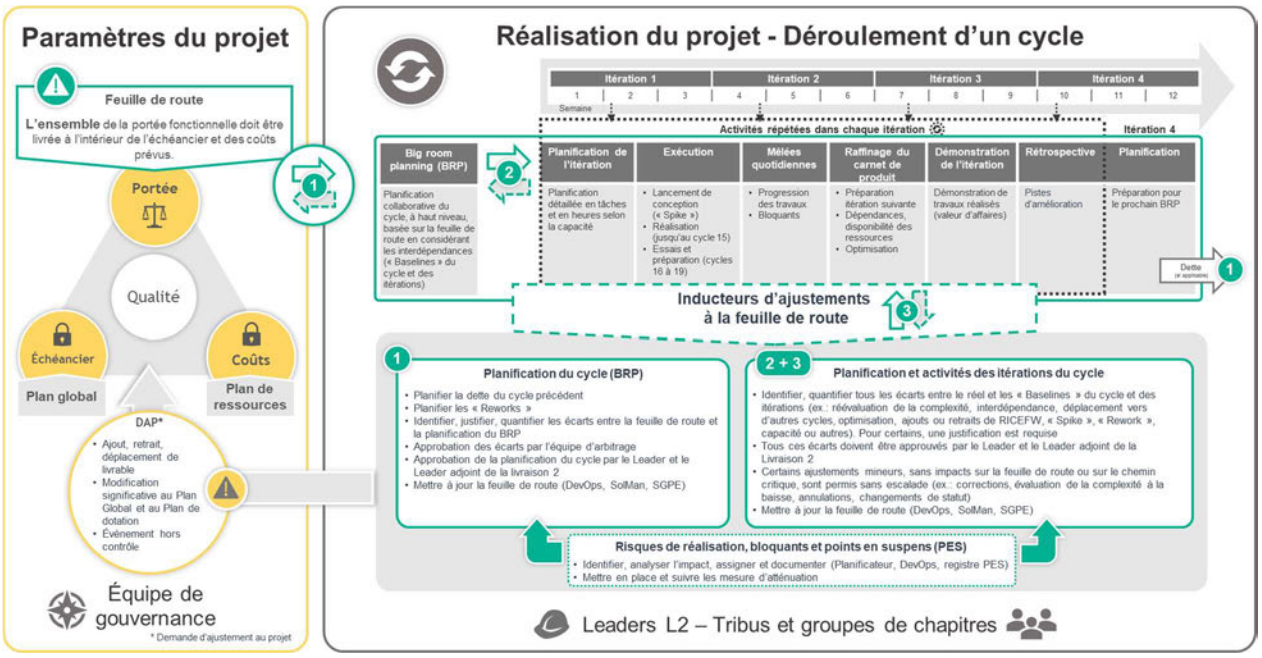
- the planning of a cycle;
- the planning of an iteration;
- the monitoring of progress indicators during realization (actual vs. plan);
- a project adjustment request;
- an escalation way for the realisation of a commercial dispute.

6.1 CHANGE MANAGEMENT PROCESS DURING DELIVERY

The agile mode development approach gives autonomy to the different physical teams and latitude in the approach to achieving the scope/roadmap (e.g. sequence) and the search for optimal solutions. However, the management mechanisms provide for the supervision and monitoring of work for all situations that have or may have an impact on the authorised planning of the cycle and/or iteration in particular:

- the addition or withdrawal of RICEFW;
- the addition of a new spike: an analysis phase to fully understand the detailed need and / or the current detailed process or the precise design of the solution to be set up to meet them;
- the decision to rework: initially unplanned additional work related to the adjustment of technical or business requirement;
- a major risk/lock/unresolved issue.

Any overrun, actual or anticipated, for the achievement of a RICEFW or an other deliverable must be subject to the management mechanisms. Thus, weekly monitoring and analysis mechanisms are set up in place in order to detect gaps and take corrective actions, if required. These mechanisms ensure rigor and speed in the authorized changes management in order to allow decision-making at the right moment.


Paramètres du projet
Feuille de route
L'ensemble de la portée fonctionnelle doit être livrée à l'intérieur de l'échéancier et des coûts prévus.
Portée
Qualité
Échéancier
Coûts
Plan global
Plan de ressources
DAP*
• Ajout, retrait, déplacement de livrable
• Modification significative au Plan Global et au Plan de dotation
• Événement hors contrôle
Équipe de gouvernance
* Demande d'ajustement au projet
Réalisation du projet - Déroulement d'un cycle
Itération 1
Itération 2
Itération 3
Itération 4
Semaine
Activités répétées dans chaque itération
Itération 4
Big room planning (BRP)
Planification collaborative du cycle, à haut niveau, basée sur la feuille de route en considérant les interdépendances (« Baselines » du cycle et des itérations)
Planification de l'itération
Planification détaillée en tâches et en heures selon la capacité
Exécution
• Lancement de conception (« Spike »)
• Réalisation (jusqu'au cycle 15)
• Essais et préparation (cycles 16 à 19)
Mêlées quotidiennes
• Progression des travaux
• Bloquants
Raffinage du carnet de produit
• Préparation itération suivante
• Dépendances, disponibilité des ressources
• Optimisation
Démonstration de l'itération
Démonstration de travaux réalisés (valeur d'affaires)
Rétrospective
Pistes d'amélioration
Planification
Préparation pour le prochain BRP
Dette
Inducteurs d'ajustements à la feuille de route
1
Planification du cycle (BRP)
• Planifier la dette du cycle précédent
• Planifier les « Reworks »
• Identifier, justifier, quantifier les écarts entre la feuille de route et la planification du BRP
• Approbation des écarts par l'équipe d'arbitrage
• Approbation de la planification du cycle par le Leader et le Leader adjoint de la livraison 2
• Mettre à jour la feuille de route (DevOps, SolMan, SGPE)
2 + 3
Planification et activités des itérations du cycle
• Identifier, quantifier tous les écarts entre le réel et les « Baselines » du cycle et des itérations (ex.: réévaluation de la complexité, interdépendance, déplacement vers d'autres cycles, optimisation, ajouts ou retraits de RICEFW, « Spike », « Rework », capacité ou autres). Pour certains, une justification est requise
• Tous ces écarts doivent être approuvés par le Leader et le Leader adjoint de la Livraison 2
• Certains ajustements mineurs, sans impacts sur la feuille de route ou sur le chemin critique, sont permis sans escalade (ex.: corrections, évaluation de la complexité à la baisse, annulations, changements de statut)
• Mettre à jour la feuille de route (DevOps, SolMan, SGPE)
Risques de réalisation, bloquants et points en suspens (PES)
• Identifier, analyser l'impact, assigner et documenter (Planificateur, DevOps, registre PES)
• Mettre en place et suivre les mesure d'atténuation
Leaders L2 – Tribus et groupes de chapitres

6.2 MANAGEMENT OF PROJECT ADJUSTMENT REQUESTS FOR DELIVERY 2

Definition

The Project Adjustment Request Management (DAP) process is the mechanism that provides a framework for analysis and decision-making related to requested adjustments during delivery. This process aims, on the one hand, to control the project parameters (see triggers) and, on the other hand, to ensure compliance with the commitments and conditions set out in the Contractual Documents.

The triggers

A request for adjustment to the project can be triggered by:

- a potential range addition or removal, including movement between cycles and optimisation;
- a material and decisive change of the replanning of the overall implementation plan and the revised roadmap parameters;
- an unforeseeable event that is not under the control and not attributable to the Alliance's responsibility.

The guiding principles

The process is based on the following guiding principles:

- the process is jointly managed "end-to-end" by the Société and the Alliance;
- a formal jointly decision/approval is required by the Société and the Alliance before incorporating project adjustments into the work plan of the delivery teams and starting work;
- the role of guardian of the process and its rigorous application is entrusted to the program management office;
- potential applications are captured by the monitoring and team management mechanisms (see diagram in section 6.1) or by the various committee bodies;
- potential requests that have been addressed to decision level #1 are tracked in the DAP registry.

Process for managing a project adjustment request

Analysing impacts, efforts and costs

- Objective: to enable a standardized and rigorous analysis of the different angles of demand.

- Jointly analyze the relevance of the request: necessity of realization, impact of non-realization, alternatives of realization, benefits, etc.
- Assess impacts in particular on costs, schedules, benefits, risks, capacity on the lot, delivery and project.
- In the absence of consensus between the leader and the Leader Assistant of the program management office on the following points: impact analysis, recommendation to be formulated, or financial processing of the request, it is necessary to raise an outstanding point is at decision level #2.
- The analysis time must conform to best practices for managing large-scale projects in order to support good velocity in the processing of requests and be adapted to their complexity.

Determine the financial treatment according to the agreed impacts

- Objective: to establish the financial treatment of the request according to the agreed impacts and to apply the appropriate decision-making process in compliance with the decision-making rules approved by the project steering committee.
- The agreed impacts can be of two types:
    - no financial impact (budget transfer);
    - with financial impact (budget addition).

Decide and approve

- Objective: to recommend or approve the request, depending on the required levels, based on the joint analysis.
- Submit to the appropriate decision-making committee in accordance with the agreed rules.
- Require or allow, if necessary, the presence of the applicant in order to provide additional information.
- Record the decision and recommendations in a DAP register maintained by the Program Management Office.
- If there is no agreement within the committee on the decision to be taken, submit the request to the higher committee with documentation on the respective positions.

6.3 DISPUTE RESOLUTION ESCALATION

Definition

The escalation process for dispute resolution between the Société and the Alliance is designed to manage commercial disputes that may arise in the course of the execution of the CASA project.

This process describes the objectives as well as the steps for identifying, escalation and solving of a business dispute between the Société and the Alliance.

Objectives of the process

The objectives of the process are to :

- promptly handle any contractual (commercial) disputes that have an actual or potential impact on the budget, schedule, risks, recovery of benefits or scope of the project;
- define the escalation mechanisms to be implemented to help resolve the dispute as well as specify the stakeholders involved at each level;
- ensure a rigorous follow-up of the decisions taken as well as of the actions resulting from them.

The guiding principles

The process is based on the following guiding principles:

- the rapid identification and handling of a dispute and the rigorous follow-up at each stage to promote its resolution;
- the resolution approach is based on a multi-level decision-making structure in order to promote an amicable resolution;
- recourse to legal procedures as a last resort after attempting to settle tune dispute amicably;
- the role of guardian of the process and its rigorous application assigned to the program management office and managed jointly by the Société and the Alliance.

Escalation process for dispute resolution

Identification of a dispute:

- Any actual or potential contractual dispute identified by a stakeholder of the Société or the Alliance must be immediately brought to the attention of the program management Office and dealt with.

- The representatives of the parties should provide a description of the observed situation and its impact on the project plan as well as details of the respective points of view with regard to the dispute.

Document and analyze a dispute:

- The leaders of the Société and the Alliance of the Program Management Office jointly take charge of the entry in the register of pending items.
- The documentation, the analysis and the identification of the dispute are carried out in a file according to a template predetermined by the program management Office.
- Divergent interpretations must be separately documented for submission to the appropriate decision-making level.

Steps in the escalation process for dispute resolution

Level 1: Amicable solution

- In any situation, the representatives of the Société or Alliance parties who have identified the dispute shall attempt to find an amicable solution with the other party.
- If a solution to the dispute is identified, the Société's or Alliance's representatives will communicate by email a description of the solution and, if applicable, the resulting action plan to the Program Management Office Leader who updates the contract management register and will follow up the implementation of the solution as specified in the Follow-up to Dispute Resolution section.
- If no solution to the dispute is identified, the Société or Alliance representatives will notify by email the Program Management Office Leader who will update the contract management register and escalate the dispute to the CASA Project Leader and his/her Assistant Alliance Leader.

Level 2: CASA Project Leader and Assistant Alliance Leader

- The Program Management Office Leader or representatives of the Société and Alliance parties who have identified the dispute, report the situation to the CASA Project Leader and Assistant Leader.
- The CASA project leader and his Assistant leader should try to resolve the dispute amicably.
- If a solution to the dispute is identified, the CASA Project Leader will communicate by email a description of the solution and, if applicable, the resulting action plan to the Program Management Office Leader who will update the Contract Management Register and follow up on the implementation of the solution as detailed in the Follow-up to Dispute Resolution section.
- If no solution to the dispute is identified, the CASA Project Manager informs by email the Program Management Office Leader who updates the contract management register and escalates the dispute to the Société's Executive Committee.

Level 3: Management Committee of the Société

- The CASA Project Leader and his Assistant Alliance Leader explain the nature of the dispute and the steps being taken to resolve it to the members of the Société's Management Committee and to the executives who represent the Alliance on that committee.
- The Management Committee delegates the executives of the Société and the Alliance, or any other party deemed relevant, to try to find a mutually agreeable way to resolve the dispute.
- If a solution to the dispute is identified by the Société and Alliance executives delegated by the Société's Management Committee, they will inform the CASA Project Manager who will email the solution and any resulting action plan to the Program Management Office Leader who will update the contract management register and follow up on the implementation of the solution as detailed in the Follow up to Dispute Resolution section.
- If it is still not possible to identify a solution to the dispute, the parties may call upon an independent facilitator who will have been appointed jointly. The facilitator has no decision-making powers and his or her role is limited to guiding the discussions and advising the parties with a view to finding a solution to the dispute. Where appropriate, the CASA Project Leader will inform the Program Management Office Leader by email of the parties' decision to use an independent facilitator. The Program Management Office Leader updates the contract management register.
- If the executives of the Société and the Alliance decide not to use an independent facilitator, Level 5 applies.

Level 4: Use of an independent facilitator

Following the intervention of the independent facilitator, if a solution to the dispute is identified by the parties, the CASA project leader communicates the solution and, if applicable, the resulting action plan to the Program Management Office leader who updates the contract management register.

Level 5: Legal procedures

If a solution to the dispute is still not identified at the end of all these steps, the parties may decide to undertake the legal procedures deemed appropriate and inform the Program Management Office leader by email who updates the contract management register.

Follow-up on the resolution of the dispute

The Program Management Office is responsible for monitoring the implementation of the solution to the dispute identified by the parties and, where appropriate, for monitoring the resulting action plan.

Where applicable, the Leader and assistant leader of the Program Office are jointly responsible for obtaining approval of amendments to the Contract as well as amendments to the PQP or lot agreements resulting from the implementation of the solution identified to resolve the dispute.

When the dispute is resolved, the Program Management Office updates the register of outstanding items.

6.4 MANAGEMENT OF LOT AGREEMENTS BY CYCLE

Each delivery cycle is subject to a lot agreement to be signed by representatives of the parties following the planification of the BRP. The main purpose of the lot agreements is to specify:

- the nature of the lot;
- the acceptance criteria of the lot;
- the calendar of the lot;
- the scope to be delivered in the package jointly by the Société and the Alliance and the objectives to be achieved in the package;
- the main milestones and prerequisites;
- the risk management of the lot;
- the planned budget and billing mechanisms;
- the duration of the agreement.

Mechanisms for managing lot/cycle agreements are defined and managed by the Program Management Office.

6.5 RISK SHARING

The contract between the SAAQ and l'Alliance is based on a risk-sharing approach that aims to establish a business relationship and to foster collaboration, innovation and efficiency in the execution of work and the service delivery. The applicable risk-sharing formula is defined in the Contract.

7. FRAMEWORK FOR MANAGING RISKS, BLOCKERS AND ISSUES

7.1 DEFINITIONS

Risk

A risk can be defined as the possibility of an event occurring and that:

- it totally or partially prevents the achievement of one or more of the objectives of an iteration, cycle or CASA Delivery 2;
- or it causes prejudice to the SAAQ, its clientele or its partners.

The criticality of a risk is measured by the combination of its probability and its impact.

Examples of risk formulation :

- given that... (main causes or factors at the origin of the risk);
- it could be that... (uncertain event);
- which would have the effect that... (consequences of the materialisation of the risk).

A fulfillment risk is a threat to the achievement of the objectives of an iteration or cycle.

A governance risk is a threat to the achievement of CASA Delivery 2 objectives.

A risk that materializes can become a blocker.

Blocker

A blocker is a problematic situation that COMPROMIZES the planned date of a deliverable if nothing is done and prevents the continuation of the realisation at this time. It usually requires rapid intervention, as the work in progress depends on it.

Issue

Any situation awaiting information that allows the evolution or realization of a deliverable or that may hinder the achievement of the objectives of an iteration may be considered as an issue. The trigger for an issue is a need for positioning, information, capacity, content, etc.:

- ✓ Anything that interferes or could interfere with the progress of a deliverable;

- ✓ What harms or could harm other squads or other tribes;
- ✓ What interferes or could interfere with the planning of a cycle;

An issue is not a blocker, but it could become so if left unaddressed.

7.2 GUIDELINES

The practices, tools and methods proposed in this document are evolving. They are based on a continuous improvement approach throughout the project.

Each Tribe and Chapter is responsible for identifying and monitoring its risks, blockers and issues and updating the associated registers to facilitate their timely resolution and not compromise the quality or planned date of a deliverable.

The risk management process developed for CASA is based on best practices (Project Management Institute - PMI, ISO 31000, COSO).

Integrated risk management at the SAAQ

The risk management methodology implemented for CASA is based on the SAAQ's Integrated Risk Management framework (IRM). It complies with the IRM evaluation scales (probability and corporate impacts - Annexes C1 and C2). The use of predefined grids and scales ensures that the assessment bases are both uniform and greater objectivity.

Risk exposure map

Impact					
	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4
		1	2	3	4
		Probability			

Niveau de risque
Risque élevé
Risque modéré
Risque faible

Risk Management - CASA Governance

Governance risk management focuses on strategic risks that may affect the success of CASA Delivery 2. These risks are managed by the CASA Management Committee. They are monitored by the Information Technology Committee (ITC), the Asset-Liability and Audit Committee (ALAC) and the SAAQ Management Committee (MC).

The assessments grids and scales used (Annexes C1 and C2) are those of integrated risk management. However, the financial impact scales have been adapted to the context and scope of CASA.

In addition to the corporate impact grid, a complementary impact grid has been added to cover impacts on the achievement of project objectives (Annex C3):

- Scope-Quality
- Benefits
- Timeline

Risk management - Realization of CASA

The implementation risks management is the responsibility of each tribe / chapter. It aims to identify and address potential threats that may hinder the achievement of the objectives of an iteration or cycle to prevent them from materializing or to minimize their impacts.

Adapted Agile approach, tools and evaluation scales (Annex C4) have been set up. Microsoft Teams' *Planner* is used to maintain a centralized and permanent record of execution risks to facilitate linkage with the BRPs (*Big Room Planning*).

Each tribe / chapter is responsible for reviewing its implementation risks at least once per iteration. High level risks (red) and global risks that affect several tribes or chapters are reviewed by the Project Monitoring Committee.

Blocker management

The blocker management is the responsibility of each tribe / chapter. It aims to find a solution or a quick workaround to any situation that could compromise the planned date or the quality of a deliverable.

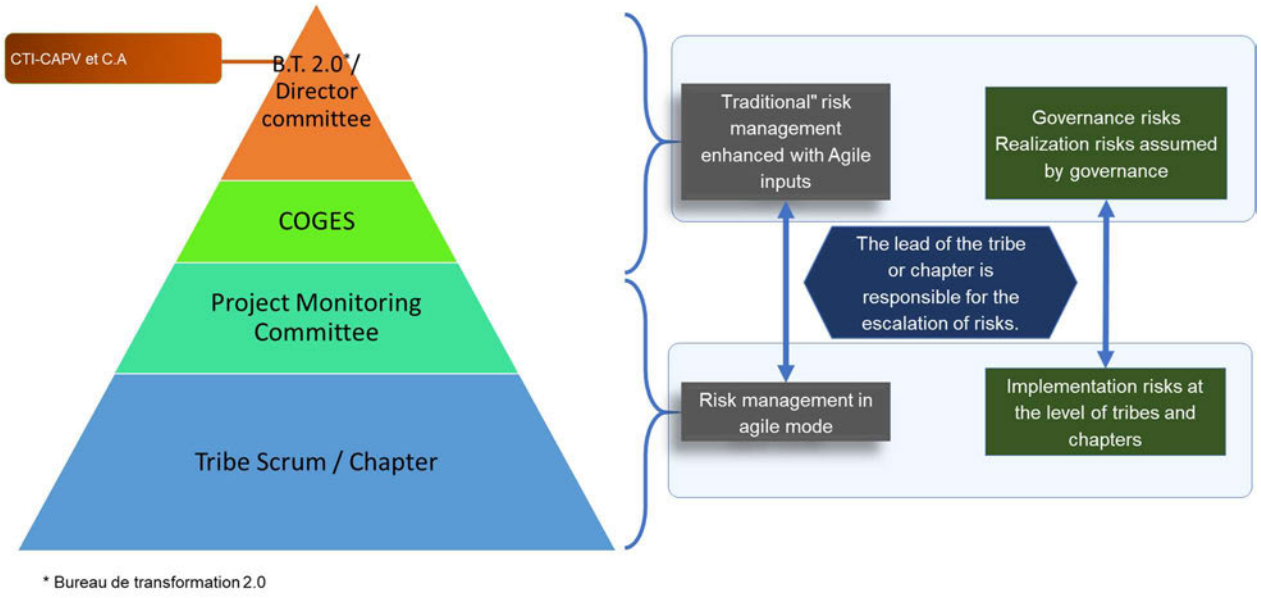
Blockers should be identified and lifted as early as possible to minimize their impact on iteration.

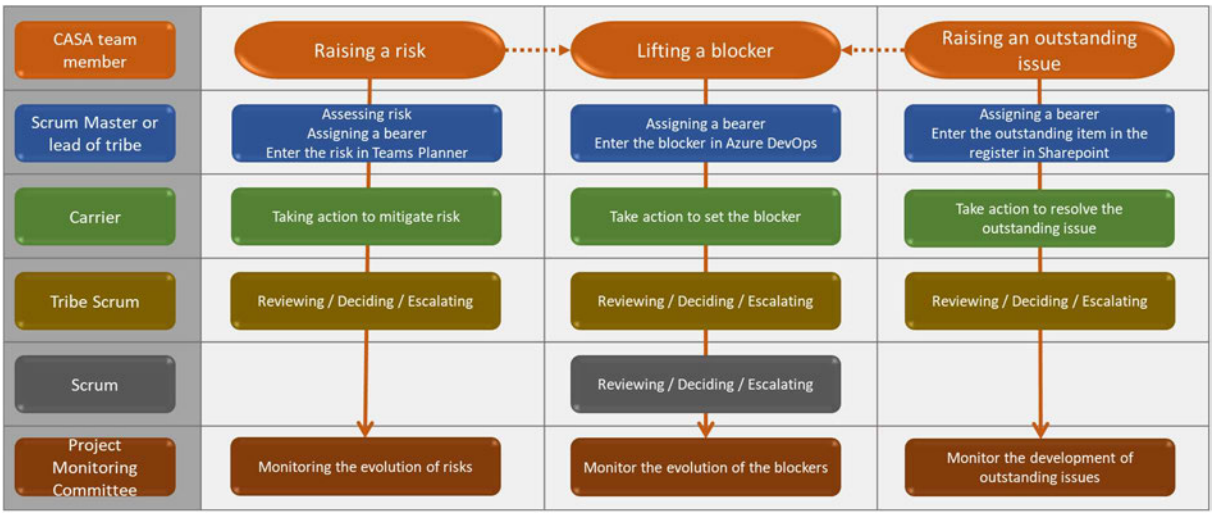
The blocker management is performed in Azure DevOps. The tribe or chapter leader must ensure that an action plan identifying those responsible and the due dates has been produced and that it will meet the deadline. He is also responsible for escalating blockers to the various decision-making committees as needed.

Issue Management

The issue management is the responsibility of each tribe / chapter. It aims to respond to a need for positioning, orientation, information, capacity, content, etc. so as not to hinder the progress of the work or to prevent the situation from becoming a blocker. The register of issues is kept in Sharepoint.

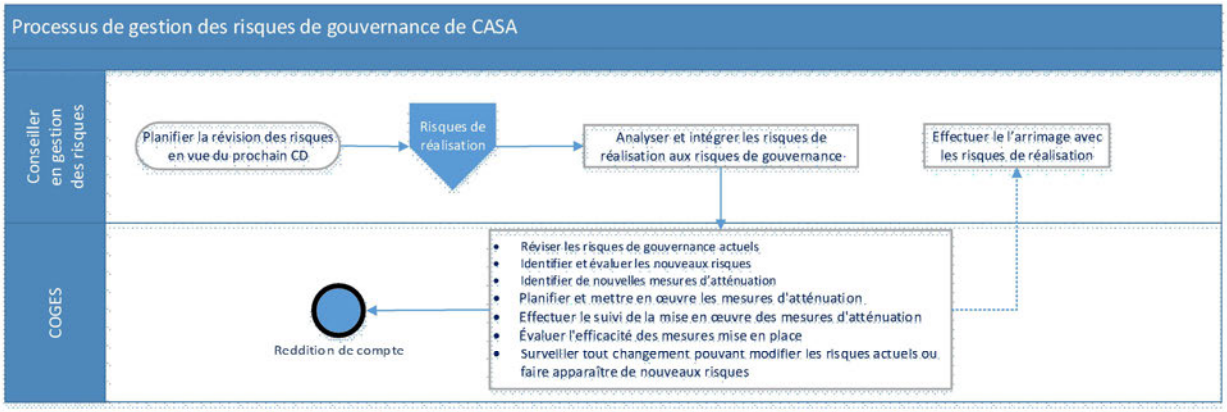
7.3 SUMMARY DIAGRAM OF RISK MANAGEMENT PROCESSES, BLOCKERS AND ISSUES





Risk management process - Governance

CASA L2's governance risks are reviewed four times a year, depending on the schedule of committee meetings.



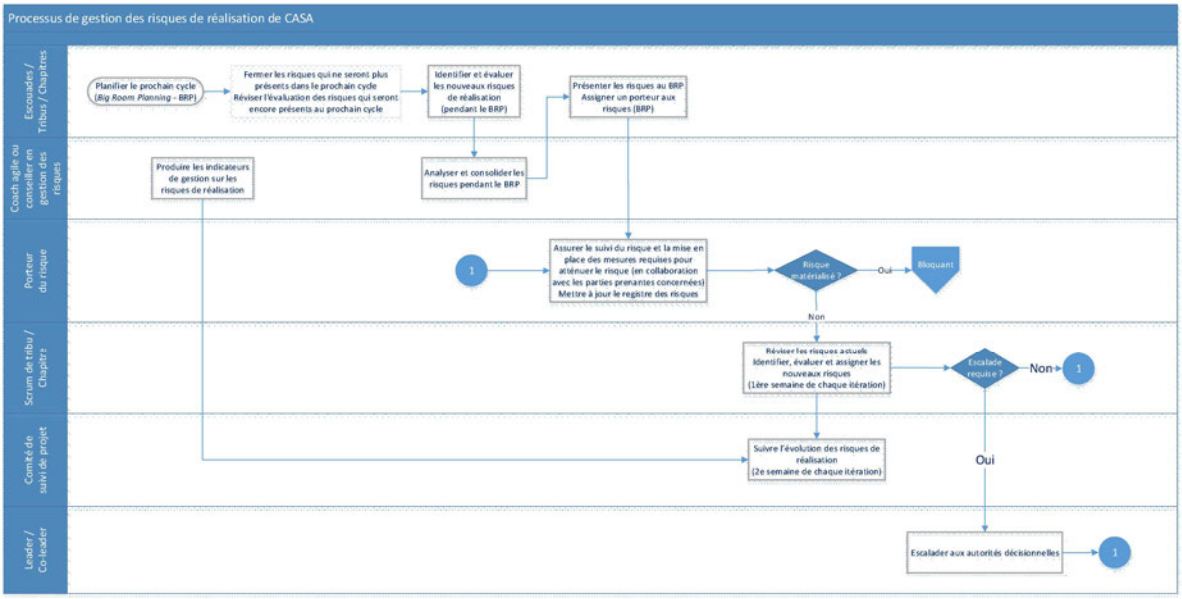
The COGES is responsible for reviewing and reassessing the governance risks of Delivery 2 CASA.

The realization risk register is an important input to this exercise. The risk management advisor analyzes the realization risks register to establish the link with governance risks and to identify highlights.

The governance risk register, assessment scales as well as the history of revisions are kept in an Excel file.

Risk management process - Implementation

At each *Big Room Planning*, a review of the implementation risks is carried out by the tribes and chapters in order to close those that will no longer be present in the next cycle. New risks that could hinder the achievement of the next cycle's objectives are also identified and assessed.



Implementation risks are continuously monitored and updated in the *Microsoft Teams Planner* by the risk carrier. Each tribe and chapter reviews its risks at least once per iteration for:

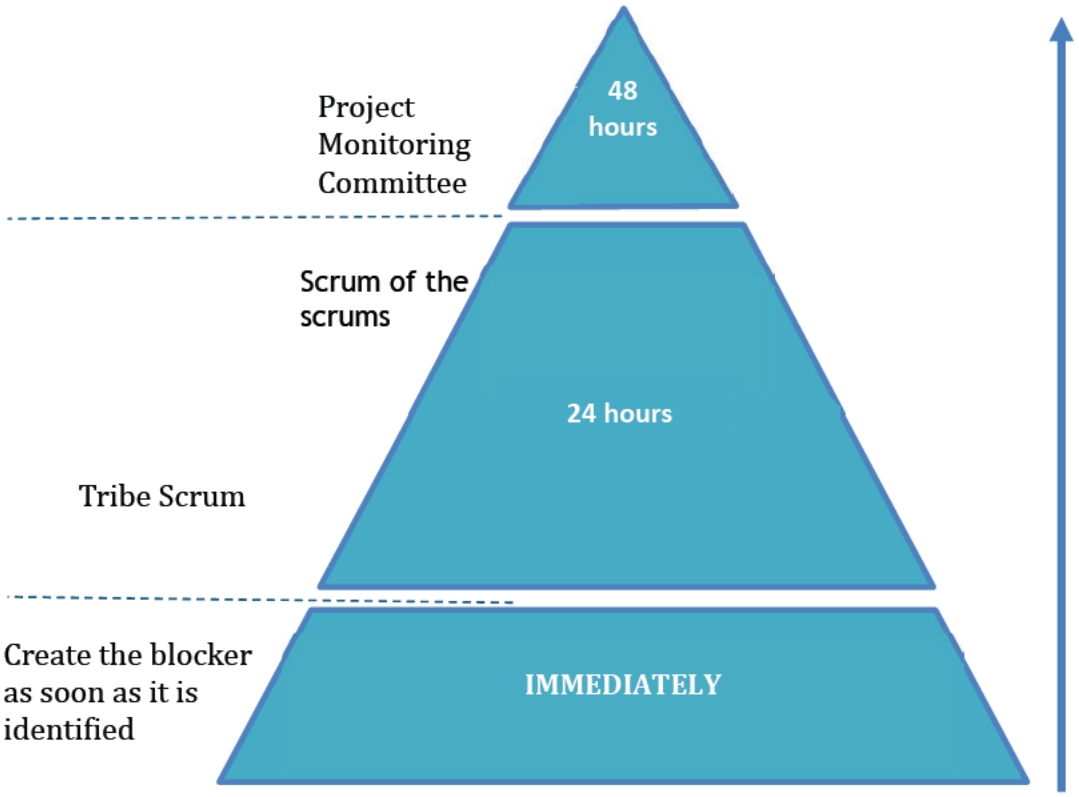
- monitoring the implementation of mitigation measures;
- evaluate the effectiveness of the measures set up;
- revise the risk assessment;
- detect any changes that may alter current risks or reveal new risks.

Leaders or Leader Assistants take on the risks that need to be escalated to higher levels.

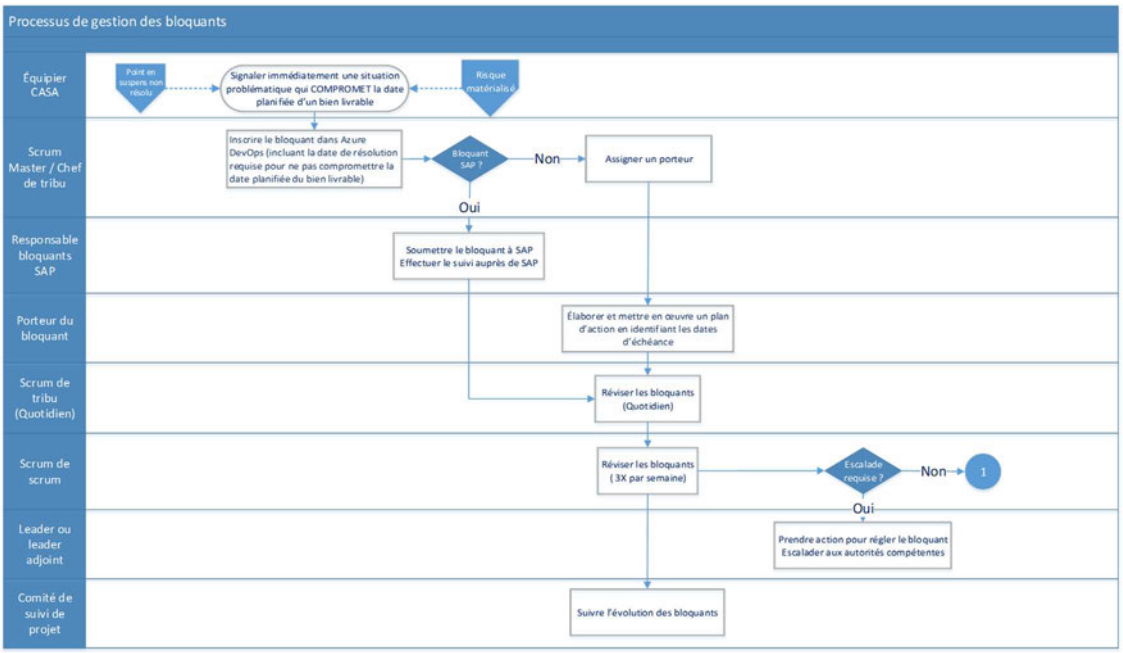
The Project Monitoring Committee monitors the evolution of risks and the progress of the work during the second week of each iteration.

7.4 BLOCKER MANAGEMENT PROCESS

Blockers should be reported as soon as possible to the Scrum Master for handling and climbing.



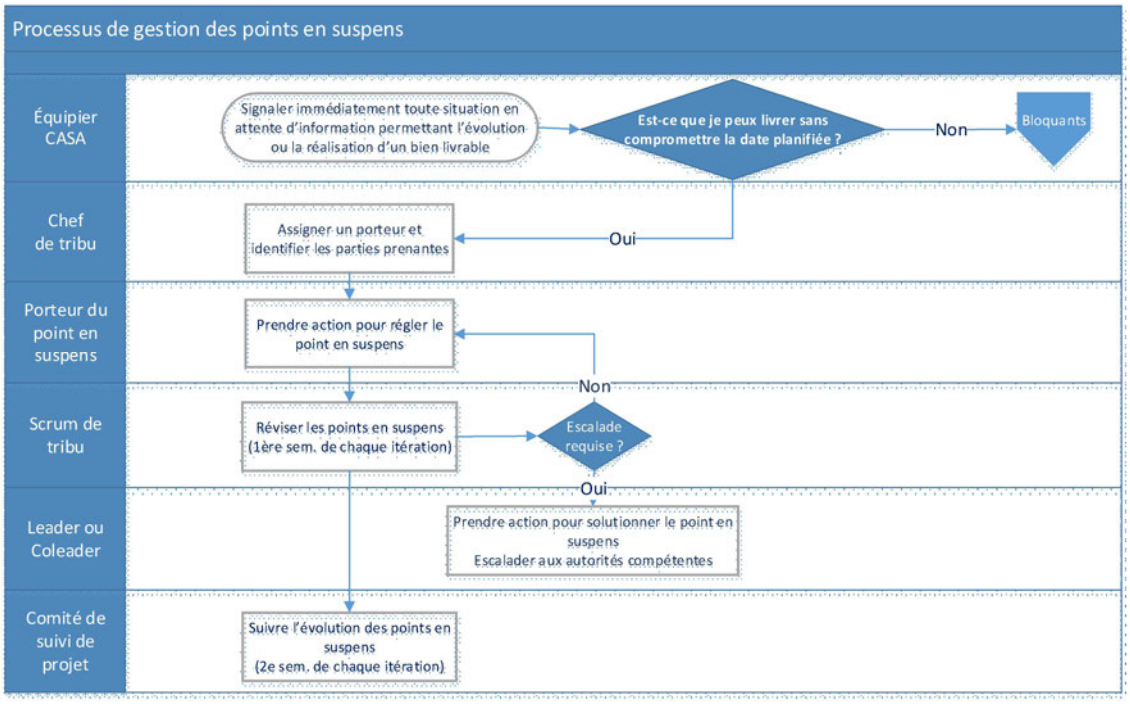
The team should ensure that they have an action plan identifying those responsible and due dates for all identified blockers.



7.5 PROCESS FOR MANAGING ISSUES

A register of issues is kept in Sharepoint.

The bearer of the issue item is responsible for updating the information and monitoring the progress of the work to resolve the issue.


Processus de gestion des points en suspens
Équipier CASA
Chef de tribu
Porteur du point en suspens
Scrum de tribu
Leader ou Coleader
Comité de suivi de projet
Signaler immédiatement toute situation en attente d'information permettant l'évolution ou la réalisation d'un bien livrable
Est-ce que je peux livrer sans compromettre la date planifiée ?
Non
Bloquants
Oui
Assigner un porteur et identifier les parties prenantes
Prendre action pour régler le point en suspens
Non
Réviser les points en suspens (1ère sem. de chaque itération)
Escalade requise ?
Oui
Prendre action pour solutionner le point en suspens
Escalader aux autorités compétentes
Suivre l'évolution des points en suspens (2e sem. de chaque itération)

8. DOCUMENT MANAGEMENT

SAP [redacted] ([redacted] and SharePoint are the main tools used for the electronic document management (EDM) of the project.

The sustainable documentation for the new business solution is managed in SAP [redacted] and SharePoint is used to manage the other project documents for the duration of the project.

[redacted] is a centralised system that covers all aspects of the implementation, deployment, operation and continuous improvement of solutions. It is used to represent and document the CASA business solution. All documents used to define the new solution must be found and deposited at the correct level in the documentation tree.

Also, [redacted] is used for IT service management (gaps, anomalies, incidents), requirements management (business and IT), change management (CD and maintenance cycle), test management, background work management and solution documentation.

9. PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

Delivery 2 performance management is carried out at the leader and Leader Assistant level of Delivery 2 (decision level #1). Accountability aims to inform and support the decision making of the project steering committee.

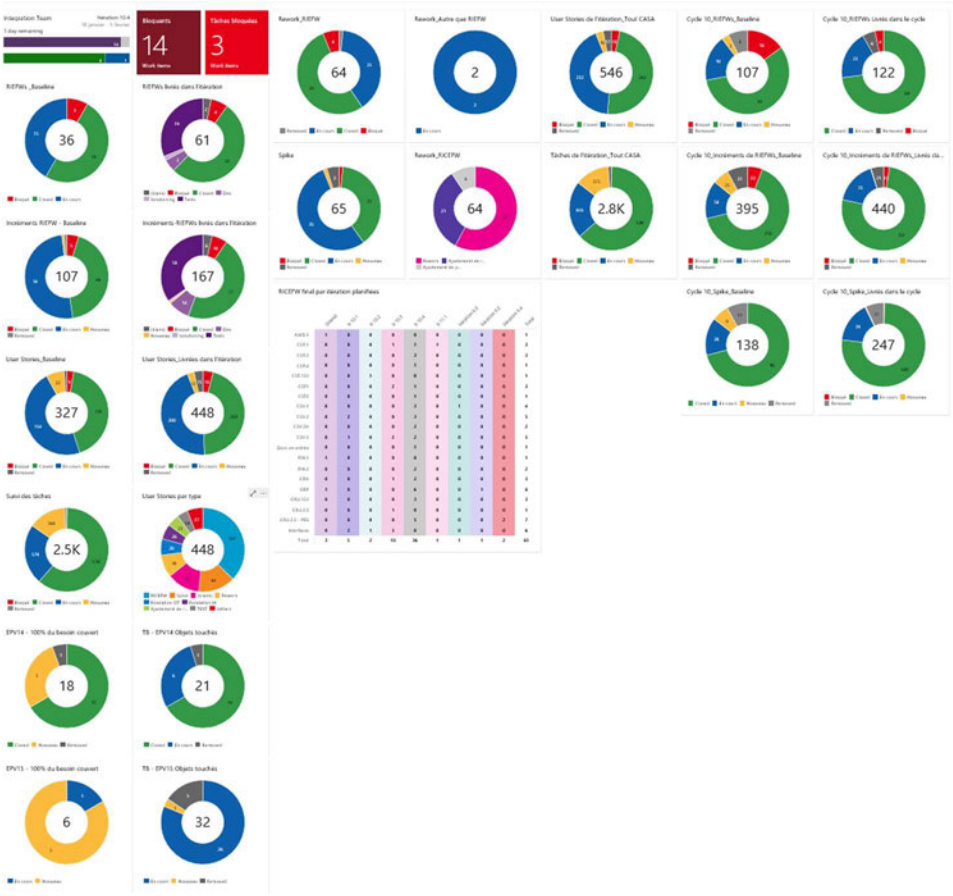
9.1 DELIVERY 2 PERFORMANCE MANAGEMENT

It provides a weekly review of performance indicators relative to:

- the progress of the implementation of the current cycle at the time of the team high-level project review;
- the monitoring of optimisation plans and workaround strategies set up during alignments review with priorities by tribe and chapter.

The dashboard illustrates the indicators and makes it possible to monitor the following elements:

- progress of the RICEFW and increments vs. the "Baseline" plan (effort and deadlines);
- RICEFW and increments movement and cancellation;
- progress of other deliverables vs. the plan (rework, spike);
- state of the blockers;
- monitoring of risk mitigation measures included in the cycle.



The updated High Level Project Review Board can be accessed (depending on access) here.

9.2 ACCOUNTABILITY

It presents, to the project steering committee and the executive bodies concerned, the key elements of the ongoing project such as :

- the monitoring of the overall delivery schedule;
- an appreciation of the project's indicators;
- an appreciation of the structuring activities of the overall plan;
- the monitoring the critical path of the current cycle;
- the summary of the updated realisation risks;
- the SAP and EY quality assurance programs.

10. QUALITY ASSURANCE

10.1 QUALITY ASSURANCE PLAN

The Quality Assurance Plan describes the mechanisms by which the quality assurance of the project will be ensured. These mechanisms are grouped into 4 parts:

- project Management and Governance review executed by a third party (EY);
- publisher's review;
- integrator's review;
- project team's review, including the deliverable approval process.

Each component is made up of types of interventions carried out by different groups throughout the CASA project.

Type of intervention	Third Party (E&Y)	Publisher (SAP)	Integrator	SAAQ
Review of Deliverables		✓	✓	✓
Peer review			✓	✓
Review of test results			✓	✓
Review of milestones			✓	✓
Anomaly Management		✓	✓	✓
Publisher's Quality Review		✓		
System Integrity Review		✓	✓	✓
Project management and governance review	✓			
Internal Audit				✓
Review of the environment's readiness for deployment			✓	✓

The Quality Assurance Plan is evolving and will be updated throughout the project. It is presented in Annex B.

10.2 APPROVAL OF DELIVERABLES

The approval of the deliverables is an integral part of the implementation approach and is carried out by the PO directly in Devops when it is closed (user story completed).

In addition, final approval of the deliverables is done by signing the Cycle/Lot Agreement Approval Form. See section 6.4 Management of Lot Agreements.

11. BENEFITS MANAGEMENT

Given the importance of the CASA project for the achievement of its strategic objectives, the Société must ensure that the project will achieve set the business objectives and the anticipated level of benefits.

Profit management is based on three (3) guiding principles:

- Link the project with the vision and strategic orientations of the Société;
- Empower operational owners, profit owners and team members responsible for the implementation of CASA accountable;
- Recover the benefits generated by the investments made in CASA.

Profit management requires the joint accountability of all stakeholders. The identified benefits must be measurable and recoverable, and must be rigorously monitored throughout the project and subsequently in operation to ensure their materialisation and recovery.

The adjustments that may occur during the implementation phase of the Solution will also have to be evaluated according to the potential benefits or safeguarding of benefits already identified.

11.1 EXPECTED BENEFITS CASA

The list of expected benefits of the project is one of the important factors that has been used in the breakdown of the implementation strategy and the notion of priority given to deliveries. Note that these benefits will evolve throughout the project depending on its realization as well as the progress at the level of the stage of the benefits management process, which in turn will allow the benefits to be updated on time and report on them at the Société's management.

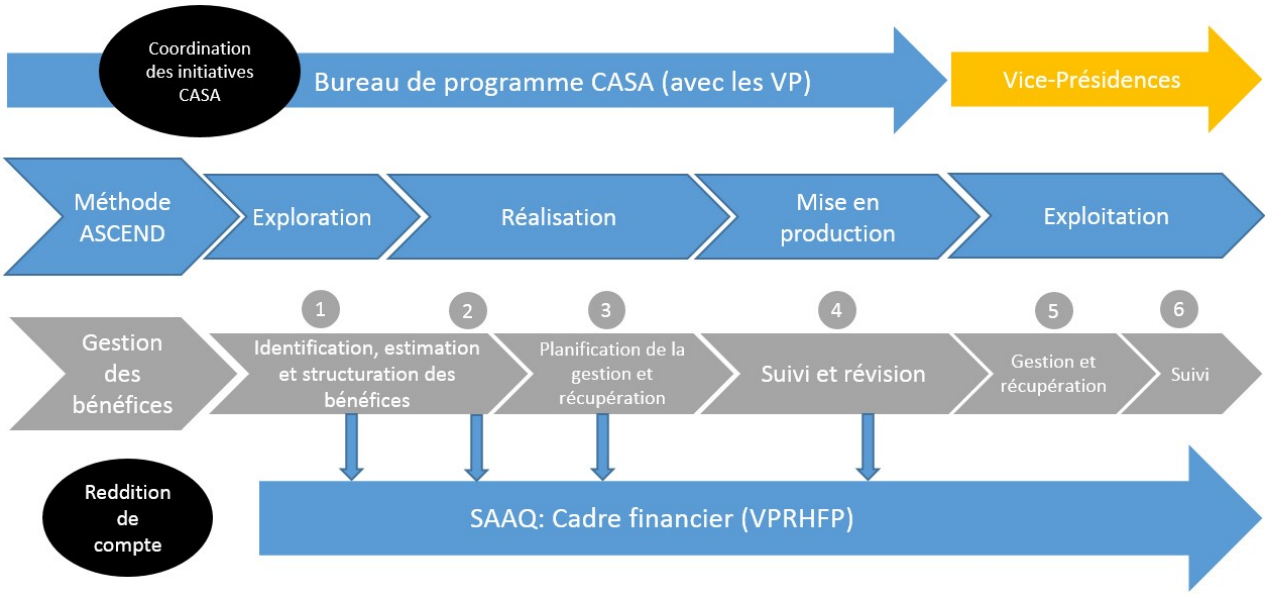
The benefits of Delivery 2 are grouped into 3 main types of change, namely the consolidation of new online services, payment and invoicing methods and the optimisation of processes and procedures. The following table shows the complete list of all the groupings of the benefits of Delivery 2 and the implementation strategy is essentially to materialize and recover these expected benefits as quickly as possible.

Main changes bringing benefits	Description
New online services	
Electronic customer communication	Electronic communication with customers rather than by mail.
Implementation of web services	Implementation of web-based transactions, making possible the transactional autonomy of clients for licensing, registration and certain other transactions.
Setting up a customer file	Creation of a client file that provides a global picture of the file and can be consulted directly online by the client.
Terms of payment and invoicing	
Invoicing of the privilege to circulate (month of grace)	Alignement between the effective date of the driving privilege (registration of a vehicle) and the required date of its payment.
Creation of a customer account (SAAQ and FAAQ benefits)	Setting up a customer account to track due amounts and charge interests, where applicable.
Consolidation of licence and registration on the same invoice (twin billing)	Simultaneous invoicing of driving licence and registration on the same document.
Setting up a customer account (silent)	Setting up a customer account to track due amounts and charge interests, where applicable.
Optimisation of processes and procedures	
Automation and simplification of VPASR processes	Automation and simplification of processes at the Vice-Presidency for Safe Access to the Road Network
Automation and simplification of CR processes (CST)	Automation and simplification of processes at the Vice-Presidency for Road Traffic Control

11.2 PROFIT MANAGEMENT FRAMEWORK

For the project implementation period, the updating benefit strategy is largely based on the identification of efficiency gains related to the optimisation and automation of the Société's

operational processes. To achieve this, the CASA benefits management framework is aligned with the IBM [redacted] methodology.



The expected benefits updating is based on the impact analysis of the operational processes during the EXPLORER phase (solution design).

The profit discounting process is iterative and incremental.

As the benefits management process is an organisational process, it extends beyond the project implementation period. It consists of six (6) steps:

1. Identification and estimation of benefits;
2. Profit structuring;
3. Management and recovery of benefits planning;
4. Monitoring and review of benefits during the production process;
5. Management and recovery of benefits after implementation;
6. Monitoring and review of benefits recovery.

Business process definition documents and impact analysis grids will serve as the main inputs for identifying, estimating and structuring benefits.

Accompanied by the benefits management advisor from the program management office, the Business Process Owner (BPO) will identify the affected areas and sub-processes for each of its business processes and help the team organize themselves to identify and structure benefits.

The steps to follow are as follows:

1. Identification of activities and sub-activities affected by change;
2. Identification of gaps between the current situation and the target solution;

3. Identification of potential sources and nature of benefits;
4. Establishment of preliminary calculation assumptions.

The potential benefits and calculation assumptions will be documented by business process in the "profit sheet".

The Program Management Office will support the teams in identifying the intra and inter-process links that allow for the correct matching of benefits and thus avoid double counting.

During the structuring stage, the PO and the team members involved review past estimates and complete the identification of affected activities and the reference values of the benefits. With the active participation of the profit management advisor, they then break down the recurring and non-recurring profits in the profit sheet of the operational process.

The profit sheet of an operational process may therefore contain several distinct benefits individually structured by benefit, but always included in the one and only profit sheet of the operational process in question. The PO ensures that its team members file their sheets in CASA's profit directory, which will be used to prepare the reporting by the Budget and Profitability Analysis Department (DBAR).

To this end, the PO refers to the benefits management procedure, i.e. after validation of the sheet by the Program Management Office, it confirms to the DBAR the information repositories in SharePoint as well as to the Program Management Office and then appoints a responsible person.

The DBAR consults and validates the profit sheets over the filings, makes corrections if necessary with the PO and the Program Management Office and then files the list and the corrected profit sheet in SharePoint, no later than 1 week after the start of validation.

The Program Management Office enters and completes the information from the list in the SharePoint Benefit Register, produces the benefit and indicator reports of projected benefits up to the production stage and informs the Budget and Business Analysis Directorate (DBAR) and the PO team members.

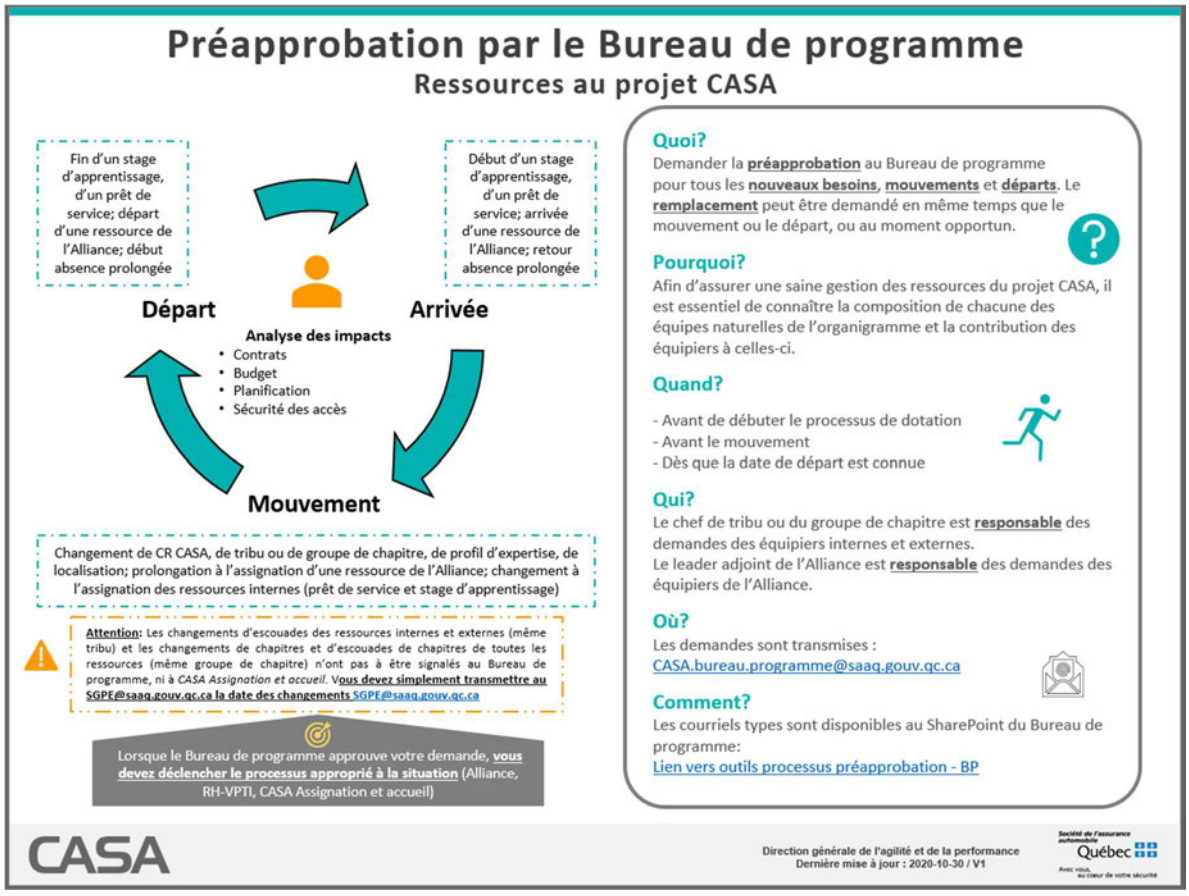
12. HUMAN RESOURCES

12.1 STAFFING OF POSITIONS

Staffing of positions is administered and managed exclusively by the Program Management Office. Any resource request must be in accordance with the project's resource plan[1]. Exceptions must be justified, documented and approved by the leader and assistant leader of delivery 2, particularly if additional unforeseen funds are to be made available that could have an affect on the financial health of the project.

The following pages provide a summary of the Program Management Office pre-approval process well as detailed processes for the staffing processes:

.



[1] "Staffing Plan

This diagram is available in the Program Office Pre-Approval (SharePoint) directory and the CASA Program Office Pre-Approval Process Mapping Link in the CASA Program Office Pre-Approval Process HR Process Directory.

12.2 ALLIANCE RESOURCE ASSIGNMENT PROCESS

There are many sources of expertise. The Program Management Office staffing team activates those most likely to respond quickly to needs in the best interests of the program.

Depending on market availability, it takes two (2) to eight (8) weeks to identify and confirm a resource for a position, hence the importance of quickly and clearly communicating needs and required profiles. Interviews are conducted as soon as possible to expedite the process.

Team members who wish to familiarize themselves with the staffing process are encouraged to consult the Program Management Office staffing team.

Once resources are found and approved, they are entered into the structured assignment process. These resources can be on site, off site or offline.The Alliance Arrival Process is available in the Alliance Resource Assignment Directory of HR Processes.

12.3 SOCIÉTÉ RESOURCE ALLOCATION PROCESS

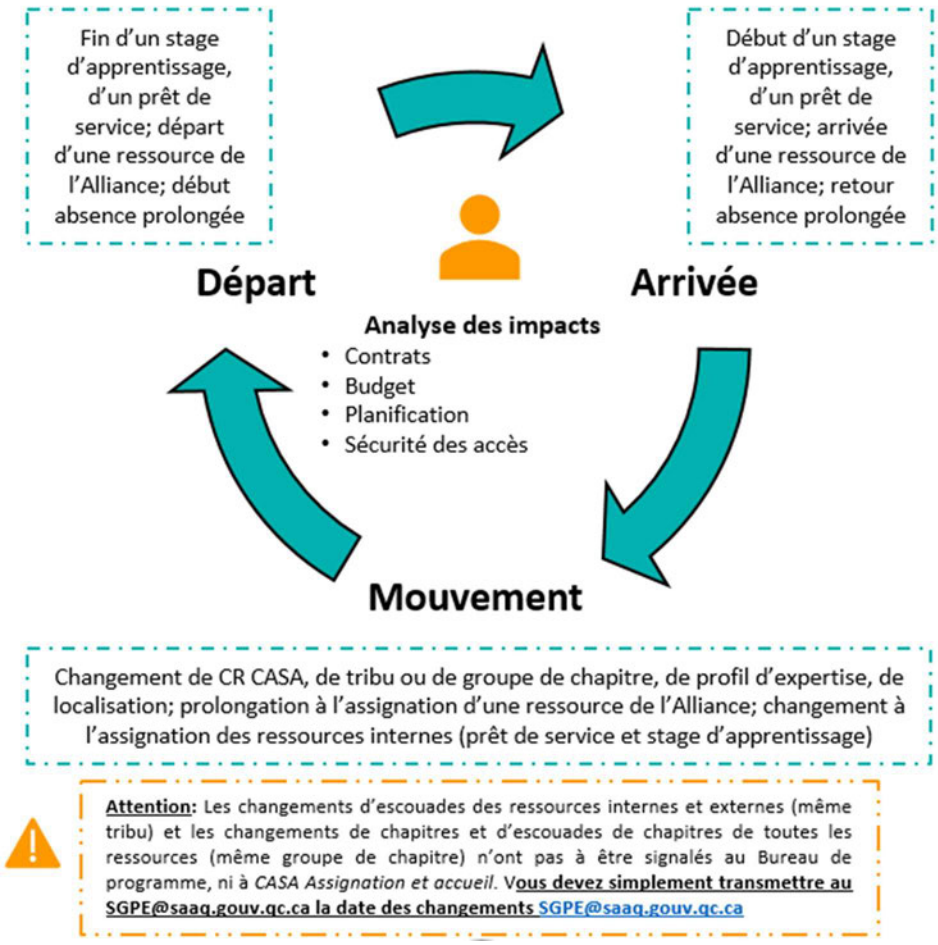
The Société's resources can contribute to the project in several ways:

- On loan of services: these resources are assigned (CASA responsibility centres (RCs)) to the project and contribute to it on a full-time basis;
- In a collaborative arrangement: these resources remain assigned to their original RC and contribute to the project on a part-time or *ad hoc* basis;
- In apprenticeship: these resources are assigned to the CR of the Learning Centre for the duration of their interships at CASA and may be assigned on loan at the end of their internships;

Superusers: resources from the business lines that contribute to project activities, including testing, with the objective themselves to enable to support the CASA solution. These resources are subject to a collaboration agreement and are not part of the project’s budget.The internal assignment process is available in the HR process directory (SharePoint).

12.4 PROCESS FOR REPORTING A MOVEMENT OR DEPARTURE OF A TEAM MEMBER FROM THE ALLIANCE OR SOCIÉTÉ

All movements (changes) of resources, whether Alliance or Company, should be communicated to the program office. The movement types are identified in the Program Office Pre-Approval Process Summary of the Program Office Pre-Approval Process Summary available in the Program Office Pre-Approval



(SharePoint) directory. The Process for reporting resource movements and departures is also available in the HR process directory.

12.5 KNOWLEDGE TRANSFER

The governance structure and the organisation of the project are designed, in particular, to ensure a knowledge transfer between the resources of l'Alliance and those of the Société. L'Alliance is responsible for carrying out a ***continuous knowledge transfer***, thus enabling the Société's resources to develop their autonomy in the evolution, maintenance and support of the delivered solutions.

This in-depth transformation of the Société is guided in particular by:

- Integration of business processes and applications around the SAP ERP suite;
- The organization of the transformation project aligned with natural business and technology services teams as well as transformation and management support services to improve efficiency and accelerate decision-making;
- The complementary expertise and knowledge of the resources of the Société and the Alliance in each of the project teams;

- Supporting innovation in business needs with a scalable solution and agile working methods.

12.6 STRATEGIC RESOURCES OF THE ALLIANCE

Some resources have been identified as strategic; these are mainly the Leader Assistants. The Alliance strategic resources list is maintained by the Program Management Office team. Adjustments to the list of strategic resources are covered by the Project Adjustment Request (DAP) management process and replacing and departing an Alliance resource process.

Special mechanisms apply in the case of replacement of a strategic resource. Among other things, a minimum of three weeks' notice must be given before the resource's departure, an interview is carried out by the SAAQ for the proposed replacement resource and a minimum period of two weeks of companionship is carried out at the expense of the Integrator with the replacement resource.

12.7 MIX OF RESOURCES

It is possible that positions to be held by Société personnel may become positions held by Alliance personnel and vice versa. In such cases, the Program Management Office will make the necessary budget adjustments based on an analysis at the end of each cycle.

A balance must be maintained, in particular, between the Alliance's internal and external expert resources. The same goes to the Société's resources in terms of internal and external origin. Maintaining this balance has a direct impact on the ability to deliver on schedule, on budget and within scope.

12.8 INTERACTIONS BETWEEN SOCIÉTÉ AND ALLIANCE PERSONNEL

In order to ensure a healthy work climate, interactions between the Société's and Alliance personnel shall comply with the Code of Ethics in force at the Société.

The working climate on a large-scale, long-term project such as the CASA project must be closely monitored in order to avoid as much as possible prolonged absences, employee departures, damage to psychological health, burnout, etc. All this is without taking into account the direct effects on the project's implementation, its reputation and the achievement of financial objectives, whether in terms of costs or benefits.

12.9 QUALITY ASSURANCE MECHANISMS OF TEAM MEMBERS' PERFORMANCE

This section describes the mechanisms set up by the Alliance and the Société to ensure the quality of the performance of the resources assigned to the CASA project.

- Selection of Alliance advisors
  - Assessment of the necessary expertise and qualifications.
  - Selection of a consultant who meets the criteria assessed and the profile sought.
  - First interview completed by the Alliance.
  - Submission of the candidate's CV to the Société for approval.
  - Interview of the candidate by the Société for strategic resources.
  - Hiring process of the candidate.
  - Integration path of the resource.

- Selection of the Société's team members
  - Assessment of knowledge and skills required.
  - Assessment of the correspondence of knowledge and skills to the profile sought.
  - Interviews by Alliance and Société leaders where appropriate.
  - Integration path of the resource.

- Sponsorship of team members by a resource assigned to the project in order to facilitate and accelerate their integration within the team.

- Periodic evaluation of the quality of the service and of the deliverables produced by the team members. This process includes the participation of managers and peers. If necessary, the necessary adjustments are implemented and, if the recovery is not deemed satisfactory, the team member is replaced.

  The evaluation of team members is closely linked to the deliverable's quality control process and to the respect of the established deadlines to accomplish the assigned tasks.

The quality control process for team members' performance also includes the implementation of documented recommendations in the quality assurance reports produced by the publisher, in the formal project review reports of the external firm EY, and in the reports resulting from the quality assurance process produced jointly by the Alliance and the Société.

12.10 TELEWORKING

Teleworking is carried out within normal working hours according to the team members' time zones, unless otherwise agreed. Staff must make themselves available to participate in virtual

meetings and be reachable during normal working hours. The targeted results according to the project's implementation plan must be achieved despite the fact that the team members are teleworking.

It goes without saying that all team members must ensure the security of their workstation and are responsible for taking all necessary means to protect information and documentation in accordance with the commitments made with the Société.

12.11 PRIVILEGED COMPUTER ACCESS

Definition

Privileged computer access grants additional intervention powers over one or more targeted components of the Société's information technology (IT) assets. These powers are associated with a user account based on the role performed by the latter and the IT resources to fulfill his or her responsibilities.

Accounts with administrator privileges, roles and access rights (network, operations, domain, data, security, etc.) or other highly sensitive functions, allow their holders, among other things, to make changes to the configuration and operation of an information system and, consequently, to significantly influence the security, integrity and availability of the said system.

The Société is asking the Alliance to provide a certificate of criminal record for each resource with a privileged computer access.

Privileged access is documented and updated directly in the CASA Systems Security Guide.

Privileged accounts are mainly used for:

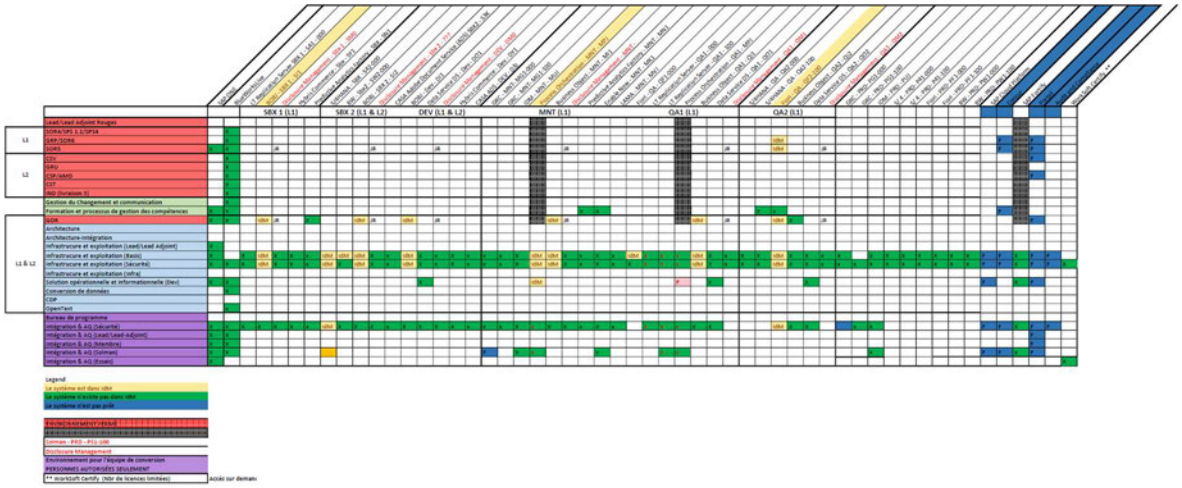
- systems and infrastructure administration (basis and infrastructure);
- systems and infrastructure security administration;
- system configuration (functional);
- data conversion and anonymisation;
- testing, deployments and production releases;
- development;
- SAP support;
- system implementations and upgrades;
- emergency access in production.

Allocating privileged access process

As part of the CASA project, the allocation of privileged IT access is integrated into the general allocating and maintaining access processes, documented in [redacted] under Sorri.15 - Ensuring continuity of IT services. Specific processes are defined for:

- Manage access requests
- Manage SAP identities
- Manage emergency access and associated procedure

Matrix of privileged access when a team member arrives "On Boarding".



This matrix is available in [redacted] by clicking the following link : [redacted] matrix

Société de l'assurance automobile Québec