

De : [Michel Dumas](#)
À : [Malenfant, Karl](#)
Objet : Re: Fwd: Incidents Situation
Date : 3 mars 2023 07:56:55

ATTENTION: Ce courriel provient de l'extérieur de l'organisation. Ne cliquez pas sur des liens ou n'ouvrez pas les pièces jointes à moins que vous reconnaissiez l'expéditeur et sachiez que le contenu est sûr.

Bon matin Karl

J'ai eu une très bonne discussion avec Hugues. Il comprend l'urgence et comprend également l'importance de prioriser les fraises qui nous donnent des maux de tête dans l'espace médiatique.

On va y arriver ..

NB : je sais que tu as beaucoup de choses à gérer mais si tu avais un peu de temps, je crois que tu as quelques dossiers pour signature (cycle 19, P.O. renouvellement SAP...)

On va y arriver

Merci

Envoyé de mon iPhone

Le 2 mars 2023 à 22:02, Malenfant, Karl <Karl.Malenfant@saaq.gouv.qc.ca> a écrit :

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<!--[if !((ie)|(mso))]>

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<!--[endif]>

Bonsoir Michel

PTI

Il y a certainement des problèmes fonctionnels dans les incidents, mais aussi certainement de d'autres catégories.

Je sens Caro en mouvements pour gérer le tout. Je sais que tu as parlé à Hugues.
On va y arriver

Karl Malenfant

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De : Foldes-Busque, Caroline <Caroline.Foldes-Busque@saaq.gouv.qc.ca>

Envoyé : Thursday, March 2, 2023 9:25:31 PM

À : Gleb Dubovets [REDACTED] Tremblay, Hugues (Ext)
<hugues.tremblay@saaq.gouv.qc.ca>

Cc : Malenfant, Karl <Karl.Malenfant@saaq.gouv.qc.ca>; Lemaire, Martin
<Martin.Lemaire@saaq.gouv.qc.ca>

Objet : RE: Incidents Situation

Hello

Some thoughts after our discussions.

CSP and CSV tribe have the most ticket, 80% of the volume,
<image001.png>

All 4 CSP teams are in the top 10 :
<image003.png>

I don't think there any problem asking the teams with less than 100 incidents to organized them as suggested. My call will event be that they start Friday, before lunch, let say 11h am, to clean the plate. They can isolate themselves. They probably don't have P1, if so, let's check if they are real P1. The instructions must be crystal clear (which field and classification we want them to used in SOLMAN, not in a separate excel sheet). I think is doable for GRU2 (which is in fact GRU123)

The challenge is still CSP3, CSP2 and CSV3. Between 48% and 65% of their ticket have

the NEW status. We need to figure out a way to help them with real people and a strategy to filter quickly. We also need to assess the impacts on current P1, lots of those guys are working already in the week-end to fix P1. I'll ask them ask them at the 9h30 mêlée.

<image004.png>

I will check in parallel on my side how to add people to help filtering and we need to minimize the pressure on Anne-Marie, the PO of CSP3 PO. We need to be creative, we don't have enough knowledgeable people in those team and we need to keep them working with us for a while, not just next week-end. I'm still very concerned about that, as I said earlier. I'll assess the situation with Martin early Friday.

We meet tomorrow morning. Until then, good night,

Caroline Foldes-Busque

Leader Livraison 2

Carrefour des services d'affaires (CASA)

Vice-présidence à l'expérience numérique

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courriel : caroline.foldes-busque@saaq.gouv.qc.ca

Pour toute demande de rendez-vous, veuillez SVP communiquer avec mon adjointe, [Annie Petitclerc](mailto:Annie.Petitclerc@saaq.gouv.qc.ca) @annie.petitclerc@saaq.gouv.qc.ca

<image002.jpg>

De : Gleb Dubovets [REDACTED]

Envoyé : 2 mars 2023 16:40

À : Foldes-Busque, Caroline <Caroline.Foldes-Busque@saaq.gouv.qc.ca>

Objet : Fwd: Incidents Situation

ATTENTION: Ce courriel provient de l'extérieur de l'organisation. Ne cliquez pas sur des liens ou n'ouvrez pas les pièces jointes à moins que vous reconnaissiez l'expéditeur et sachiez que le contenu est sûr.

Caroline,

I know we could not find time to talk today. Below is the note I sent to Hugues and MH

yesterday.

My impression of our support and stabilization issues has not changed too much after today's calls. Even with optimization and smart ways of doing things, getting out of the current situation will require extra effort, significant extra effort - there is no way around it. The sooner we apply this effort the better our chances to stabilize.

Regards,

Gleb Dubovets
Senior Partner, IBM Consulting
Enterprise Applications, SAP Practice
Mobile: [REDACTED]
Email: [REDACTED]

Begin forwarded message:

From: Gleb Dubovets [REDACTED]
Date: March 1, 2023 at 10:58:03 AM EST
To: Hugues Tremblay <hugues.tremblay@saaq.gouv.qc.ca>, Marie-Hélène Casgrain <marie-helene.casgrain@saaq.gouv.qc.ca>
Subject: Incidents Situation

Hello,

Of course, you are much closer to the team and real daily actions but here is what I observed and suggest to do.

- As per my previous email, all the tickets should be properly created and documented, with clear, concise description, classification etc. The speed of creating tickets is not a virtue - quality of the ticket is. Take time and do it right. Stop dumping garbage tickets into the system - that's the message we must deliver to the super users and the project team.
- Triage should be done for all the tickets - even with 200 a day it's feasible. The triage should involve skilled/knowledgeable people and include filtering out the duplicates from the start, grouping similar incidents to 'problems' and marking them as such in the tool.
- I know, we have been updating the tool - these updates must accelerate and be done this week. Who is on it? Work with them and make it happen. The tool should have a normal minimum of incident management system, including proper classification of the tickets by root cause and problem grouping feature.

- Super user groups should do daily review of their tickets - tickets in their respective business areas across the service centers - know what's open, what's closed, what are the impacts on the operations, share daily feedback and guidance from the project team, prep for the next day.
- We must clean up the backlog. It doesn't mean we will close everything immediately. It means we have to do methodical, ticket by ticket, analysis with the goal to get proper descriptions, priorities and classification, close duplicates, group tickets to problems, schedule them, properly document results of the cleanup in the tool and communicate the results to the super users and the business.
- In my opinion, this clean up can only be done over the weekend, full blown working weekend, not just a couple of hours spent by volunteers. It can take more than one weekend, if you ask me. All the teams that are in trouble, with more than 50 open tickets, which is our daily closure velocity, should be asked to do that this weekend.
- After the cleanup, we have to deliver on the dates and priorities defined. Accountability for closing tickets on schedule must be enforced and teams should be forced to invest more time and effort when they miss the dates. That should be the rule and clearly communicated to the team in advance, so everyone knows the consequences of the late delivery.
- We can close only 50, maybe 60-70 tickets a day - that's the capacity and velocity the schedule should be built on. It means, some of the 1,000+ tickets will be pushed out quite a lot. Key question - how do we want to support proper business operations in the meantime? The business should run, there is no options here. What workarounds do we propose? Need to be specific, with procedural details, and prep in advance - Guy has just told us what is coming end of March-early April. Should be ready for that, taking into account our current backlog and closure schedule.

Regards

Gleb Dubovets

Senior Partner, IBM Consulting

Enterprise Applications, SAP Practice

Mobile: [REDACTED]

Email: [REDACTED]