Project Management Guide

VERSION 1.5.2

CONTENTS

Section 1

Foreword

The Project Management Office (PMO) was established at Discount Tire (DT) in 2005 with the goal to support company objectives by delivering expected project results, within established timeframes, and for the costs anticipated.

A standard, organization-wide project management methodology will allow us to improve project success in terms of cost, schedule, and performance (scope and quality). It will also allow us to prioritize and sequence the projects within the portfolio, thus improving throughput and delivering business benefits earlier more effectively. Implementing a new project management methodology is a journey; it is not a one off event, nor is it a sprint, it is more of a marathon. This guide is a living document and is enhanced as more is learned. We perform annual methodology reviews and obtain feedback from all those who use it, and it will evolve just as we evolve.

As an organization, we are all accountable for taking ownership of the projects for which we are a part and for applying this methodology appropriately. The Project Management Office looks forward to your support, feedback, recommendations and contributions to this methodology and project successes at Discount Tire.

Finally, thank you to the everyone who spent many hours working on developing this guide and providing a practical methodology that will allow Discount Tire to take a major leap forward in our project management maturity. Their hard work and dedication to the task is greatly appreciated.

Introduction

Overview

The intent of this guide is to speed up Discount Tire's learning curve, and establish a discipline which will ensure professional, efficient, consistent, and profitable management of future projects.

The objective is to make the entire process of managing projects from the development of an idea through implementation more consistent, predictable, and effective. This methodology allows us to have:

- Clearly defined objectives that ensure clarity around Cost, Schedule, and Performance (the Quality and Scope of what is being delivered)
- Increased accountability and responsibility for the Project Manager, Business Owner, IT Owner, team member, resource manager and Project Executive
- Improved resource utilization through prompt identification and resolution of conflicts
- Clarity around the roles and responsibilities of all project participants
- Solidify the project prioritization criteria and process
- Ensure the link between business case and benefits realization

The methodology is designed to:

- Be simple to follow and be scalable enough to handle projects from a small 80 hour initiative through to a large scale enterprise project
- Provide repeatable processes for consistency across all projects
- Provide us with the ability to measure the success of the project outcomes and the project process
- Provide us with the ability to track, manage, and forecast the progress of a project throughout its entire lifecycle
- Provide us with predefined stages and identify the documentation and stage-gate decisions required for each

The process divides the project life cycle into five stages and defines the documentation, decisions, and approvals needed to move from one stage to the next. It also identifies the roles and responsibilities of the project team. A project's progress is monitored, reviewed, and reported as it moves through the stages allowing DT to follow project progress much more closely than we have previously been able to do.

Management Support Expectations

As we are learning from LEAD, with simple, repeatable, and proven practices, organizations can achieve superb results. Just as with LEAD, project management methodology is not a theory; it is comprised of proven practices that have been refined by hundreds of organizations over many years.

This guide provides a basis for behavioral change in regard to project practices. To realize the benefits of this new methodology there needs to be understanding and agreement (or alignment) across the organization as to the best practices to be followed. In addition, to succeed, this new project management approach needs to be supported by all organizational leaders from the Business Segment Leaders to front line management.

Implementing these best practices in project management will require that Discount Tire's leadership understands, accepts, and fulfills their roles in enabling the organization to deliver its strategies through project management.

The list below summarizes some key responsibilities and actions needed by all levels of management to enable the successful implementation of these project management practices at Discount Tire:

- **Support Adoption:**
    - Continuously support project management practices; this includes ensuring team members actively participate and follow the defined processes and encouraging use and understanding of this guide
- **Ensure Project Planning and Execution:**
    - Expect the use of the new project planning process, including ensuring all projects have a plan
    - Ensure projects have a Project Executive and that the Project Executive understands and accepts their role
    - Recognize that projects require up front planning for effective execution, and support the time required for your team members' participation
    - Ensure project teams apply the appropriate sizing and scaling guidelines and match the amount of project process to the size of the project (smaller projects require less process)
    - To ultimately ensure the project intent is delivered to meet business benefits and change is managed effectively
- **Manage Resource Allocation**
    - Support the time needed and provide the information necessary for estimating resource demand

- Monitor, manage, communicate regarding resource allocations, assignments, and bookings.
- Communicate roles, responsibilities, and expectations to team members at the time of project assignment
- Support the project manager in guiding and coaching team members in their project role

- **Support the Project Environment**
  - Provide the opportunity for project managers/leads and team members to fulfill their role by empowering them with the autonomy to make decisions at the appropriate level
  - To the extent possible, ensure the project team members assigned to projects remain on those projects; team member turnover can have a dramatic impact on the projects ability to complete on time and on budget
  - Support and adhere to the project prioritization process and the resulting list of project priorities

By following these guidelines, the organization will strengthen its ability to deliver on its strategies.

1. What This Guide Will Do For You

This guide provides a system of methods, principles, and rules underlying the project management process. It describes the process, illustrates the required project documentation, details report content, and explains individual and organizational roles and responsibilities. Additionally, this guide provides references and links to tools that help facilitate the advancement of a project through its stages. Terminology used in this guide is intended to provide a common language with which all project teams can communicate.

2. What This Guide Will Not Do For You

The guide is not a training manual for project management. It is the method by which those managing or leading a project will structure project delivery. It is still essential for all project managers, leads, team members and their immediate managers to receive training on this process and gain "hands-on" guided experience in order to understand and become effective in the project delivery process.

This guide does not describe the Discount Tire software (systems) development lifecycle (SDLC). Nor does it describe the Agile delivery method. Although Agile and the SDLC are separate processes, there are clear connections with this project methodology. These connections will be described, at the appropriate points, throughout this guide.

In addition, this guide does not describe the Discount Tire Organizational Change Management (OCM) methodology. Although separate, there are, like the SDLC, clear connections between

the OCM and project management. The guide will be updated for these connections in a future version.

3. Who Should Use This Guide?

This guide is written for Project Managers, Project Leads running small projects, Team Members, Functional (Resource) Managers or anyone else who wants to understand the project management methodology at Discount Tire. This guide also applies to all levels of Management at Discount Tire, as they are the backbone to the governance of the project process. The use and support of the project methodology defined in this guide by these individuals is fundamental to the adoption of these processes throughout our organization.

4. What Is A Project?

At Discount Tire, the word “Project” is used quite liberally and has many different interpretations. Many on-going, operational processes are mistakenly considered to be projects, just as many internal initiatives are not considered to be genuine projects. It is therefore important that we clearly distinguish between projects and operational activities.

A Project:

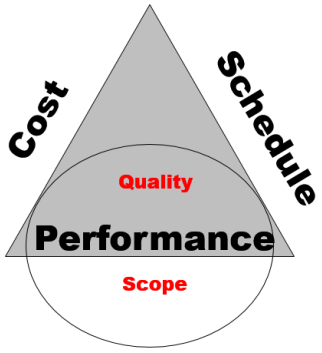
- Is a one time, first-time, ad hoc or unique activity which brings about a change in the operating environment
- Has a defined beginning and end point
- Has an objective which can be stated in terms of Cost, Schedule, and Performance (Quality and Scope)
- Frequently crosses traditional functional boundaries or business segments to obtain resource commitments for the work being done
- Is not a refresh or maintenance work even if it meets the size and/or cost requirements of a project

An Operational activity:

- An activity which has been repeated often enough in the organization to become routine
- Has procedures for completing the activity which are usually documented
- Takes place within the defined management structure of the organization

5. Why Is CSP (Cost / Schedule / Performance) So Important?

All projects will be managed within the three constraint parameters of Cost, Schedule, and Performance. Any project can be successfully completed given sufficient budget (Cost), time (Schedule), and/or criteria for acceptance (Performance). Performance means both Scope and Quality. This "triangle" of constraints is flexible: i.e., performance can always be met if cost and schedule constraints can be adjusted; conversely, cost objectives can always be met if performance and schedule are adjusted.



6. Which Projects Are Required To Use This Methodology?

This methodology should be considered as a tool box. It describes tools and techniques that can be used in a variety of circumstances. However, it is essentially designed to support “team projects”, where **a team is defined as two or more people and the total effort is estimated to exceed 80 hours.** If in doubt, contact the Project Management Office (PMO) or your Business Relationship Owner (BRO), who can provide guidance to determining if the activities should be treated as a project or operational work.

7. Scalability Of The Project Management Methodology

The project management processes are designed to provide a consistent approach to managing projects and to enable Project Managers and team members to focus on getting the project delivered successfully. At the same time, the methodology will provide:

- Efficient procedures and processes
- Practical tools and techniques
- Visibility of project progress
- Ability to operate in a proactive manner (as opposed to reactive or fire-fighting)
- Ability to maximize resources

A “one size fits all” methodology, designed to meet all types of projects, can result in the project manager and team becoming immersed in process and not getting the ultimate job done – delivering quality project results on time and on budget.

This methodology provides the ability to scale the project management process to the size and complexity of the specific project. The sizing guide below is intended to establish the parameters for project sizes. In addition, Appendix 1 of this guide contains a Project Scaling Chart which outlines the specific project management tools and techniques to be used for each size project.

Project Sizing Guide

Size	All Labor Hrs.	Project Cost	Expected Time to Develop Plan
Small	80-300	< 100K	1 Meeting 30-60 min
Medium	300-1000	100-250K	2-3 Meetings 10-25 Hrs. (total effort) 1-5 days (elapsed time)
Large	1000-8000	>250K	Multiple Meetings 1-4 Weeks (elapsed time)
Extra-Large	8000+		Multiple Meetings 1-3 months (elapsed time)

1. **Size:** If a project fits into more than one sizing category assume the larger of the two options when determining project rigor and deliverables.
2. **Project cost** includes all expenses from idea inception through implementation and the first year post project completion expenses. This includes all research and business case creation efforts (e.g. Proof of Concept).
3. **Project Cost:** Procurement and Finance have different thresholds and processes. Refer to those areas for direction. These guidelines can be found in the Corporate Procurement Policy located on the Knowledge Center.

Related Document Links:

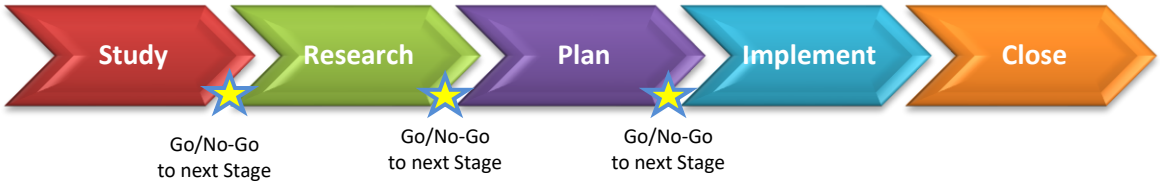
Project Scaling Chart

Corporate Procurement KC page

Section 2

Project Stages

All projects migrate through various stages during their life cycle: Study, Research, Plan, Implement, Close. Projects often run into trouble if a stage is missed. The diagram below shows the flow of a project from one stage to another.



Each one of these stages contains a review point (“stage gate”) where one or more parties validate that stage’s required deliverables have been completed and review them to decide if the project should move to the next stage.project manager This is an aspect of portfolio Risk Management essential to guarantee high quality and cost effective project execution. It also ensures we are doing the right work.

While projects may range in size from small to extra large, all projects will move through each of these stages. However, the number of steps or documents required may vary so that the level of project management process aligns with the size of the project. Please refer to Appendix 1 – Project Scaling Chart for an outline of how process can be customized depending on project size.

I. Study Stage – Explore and Refine the Idea

The purpose of Study is:

- Describe idea / business problem
- Identify high level business benefit
- High-level estimate of size and complexity
- Identify anticipated people / departments to be involved
- To help prioritize the idea among all the other projects which may share resources
- To identify resources and their time necessary to complete the Research stage

Prerequisites

- Idea Submission / Document

Key Activities

- Describe idea/business problem
- Understand current state / business background
- Identify high level business benefit
- Document scope and deliverables
- Estimate CSP
- Document facts & assumptions
- Identify risks & issues

Cost/Sched/Perf accuracy: +/- 80%

Key Deliverables

- Project Charter
- Initial Business Case
- Initial Value Plan
- Initial Financial Justification
- Detailed schedule / resource plan for Research; high-level for rest.

Projects begin with an idea, thought, or business opportunity. The idea can originate from anyone within Discount Tire. Each idea must be evaluated for its impact on the company, or its department, and assessed for cost versus benefit value.

The Business Segment Leader (BSL) must sort the various ideas and select those which require further study. Resources are limited; therefore, ideas which do not fit the organizational goals, or which cannot be cost justified, will be rejected. If the BSL feels the idea merits more study, it is assigned for further evaluation. The supporting data for the idea is expanded by the requestor with assistance as needed from their Business Relationship Owner (BRO). The information gathered in Study can also help prioritize the idea among all the other projects which may share resources.

Project ideas that move forward are studied to identify major obstacles that could lead to a “no go” decision with minimal time invested. The project executive may provide guidelines as to the amount of effort/time that should be devoted to this effort.

<u>Team Assembly Considerations:</u>

- Identify the Project Executive and ensure they understand their responsibilities at a high level.
- Identify the Business Owner and ensure they understand their responsibilities at a high level. *This is only necessary if the Project Executive will not be filling that role.*
- If a technology project, identify the Technology Owner and ensure they understand their responsibilities at a high level.
- Ensure all other people engaged in the Study stage understand the background of the project, the purpose of the Study stage and the responsibilities associated with their role.
- Identify the skills / people as well as the amount of time likely required to perform the Research stage.

Key Activities:

1. Describe idea and business problem.
2. Identify the Project Executive.
3. Understand current state / business background - document current state (as-is) process and determine potential impacts to the organization for making a change
4. Identify high level business benefit.
5. Document scope and deliverables – as much as possible at this stage.
6. Develop estimates to more clearly define the CSP of the project.
    - Interview stakeholders to obtain their assessment of their involvement, costs
    - Identify resources / detailed schedule for the next stage
    - The expectation is to be within a tolerance of +/- 80%.
7. Estimate project size.
8. Document assumptions and their source.
9. Identify questions, issues, and risks which must be investigated further in the next stage. Actions, key decisions and requirements can also be captured at this stage, if uncovered.
10. Prepare the Project Charter.
11. Project Executive reviews Study results / deliverables to approve for moving to next stage, do further research, put on hold or terminate If approved to go into the Research stage, signs the Charter and, with their BRO, sets the priority within their segment.
12. Stage Gate: For medium to extra large projects, the Portfolio Governance Committee approves the move to Research stage and, taking the BROs'collective recommendation into consideration, sets the enterprise priority.

Related Document Links

Templates	Tools
Business Case	Project File Management
Financial Justification (FJW)	Project Scaling Chart
Idea Document	Project Sizing Guide
Meeting Agenda & Notes (Option A, Option B)	Project Stages & Governance
Project Charter	
Schedule / Resource Plan (PPM Tool)	
Value Plan	

II. Research Stage – Justify the Project

In the Research stage, the business case for a project is developed. For more complex research efforts, it may be necessary to assign a project manager at this time. The business case provides in-depth information needed for management to decide whether to authorize the project and prepares the foundation for the Plan stage. This activity will vary in scope and complexity depending on the type of project.

Prerequisites

- Project Added to portfolio
- PMO & IT informed
- Project approved by Project Executive, PRB & EPSC to proceed
- BROs communicate to their segment if impacted by it
- PM, BSA & Architect assigned

Key Activities

- Project Initiation
- Peer review of Research
- Project Kick off Meeting
- Requirements & Solution Design
- Revise Business Case, FJW and Value Plan
- Refine CSP
- Track actual costs
- Manage risks, issues, key decisions & assumptions
- Status reporting
- Execute RFP/RFQ, SOW(s) and / or POC if necessary
- Peer reviews (PMO, IT, OCM, and Finance)

Cost/Sched/Perf accuracy: +/- 40%

Key Deliverables

- Business Case, FJW & Value Plan
- Stakeholder List
- Business Requirements / High level functional specifications
- Architecture & Solution Design Documents
- Detailed Schedule/Resource Plan for Plan; high-level for rest
- Budget/Cost Tracker & PM Logs

Key Activities

1. Project initiation.
   - Engage Project Manager.
   - Review and verify scope, schedule, budget and resources.
   - Establish Project Steering Committee & meeting cadence.
2. Peer review at beginning of Research stage to ensure that the work to be performed has been fully thought out and communicated to all involved. Research is often the most nebulous of the stages and as a result this uncertainty can cause confusion in what has to be done and how the team knows when the stage is complete. During this review, the main focus of the peer is:
   - Ensuring a clear definition of the scope for both the overall project, and the Research stage, exists and is signed off by the sponsor.
   - Reviewing the schedule for completeness, accuracy, logic, deliver the scope. Ensuring that the standard deliverables for the Research stage are incorporated, as well as the IT check points and exit criteria for the stage.
   - Reviewing the resource plan for same.
3. Project kick-off meeting.
4. Requirements & Solution Design.
   - Document requirements
   - Execute Request for Proposal/Quote (RFP/RFQ) process
   - Enterprise data review
   - Solutions design
   - Develop high-level OCM Strategy
   - Security & Cyber review
   - Document cross-project dependencies
   - Peer reviews (PMO, IT, OCM, and Finance)
5. Revise Business Case, FJW and Value Plan.

6. Refine CSP.
    - Analyze financials & create initial budget (within a tolerance of +/- 40%)
    - Create draft Project Management Plan including revised objective, scope inclusions and exclusions
    - Create detailed resource plan for Plan stage, high level for subsequent stages
7. Track actual costs for current stage.
8. Manage risks, issues, key decision, and assumptions.
9. Status reporting.
10. Vendor Statement of Work, if needed in the Plan stage.
11. If necessary/agreed, plan for and execute a POC.
12. End of stage peer review to ensure the work performed in the stage has been completed fully and the is framed up completely for the next stage to be successful. During this review, the peer is reviewing:
    - The schedule for the current stage to ensure all work was completed.
    - The budget tracker to ensure all costs for the project are being tracked and reported.
    - The project logs to ensure proper control over risks, issues, key decisions and changes is taking place.
    - The schedule for the next stages for logic and comprehensiveness. This includes the standard deliverables, IT check points and exit criteria for the stage. The Plan stage should be fully defined and there should be at least a high-level plan for subsequent stages.
    - The resource plan for the entire project.
13. Project Executive reviews Research results / deliverables to approve for moving to next stage, do further research, put on hold or terminate.

Project Management

A Project Manager is required for medium or larger projects. If a Project Manager is not available from within Discount Tire, then a contract Project Manager must be included in the budget of the project. All internal and external Project Managers are required to be trained on and follow the Discount Tire PM methodology

In some cases, the role of a third party may be so significant that we consider using some of their methodology. Such a departure from our standards must be approved by the project leadership and a Strategic Business Services executive.

Team Assembly Considerations:

- Formally review the roles and responsibilities with the Project Executive, Business Owner and, if appropriate, the Technology Owner.
- Negotiate for those skills / people required to perform the Research stage.
- Ensure all potential areas of involvement are talked to (e.g. OCM, Test Management)
- Once allocated, ensure those team members understand the background of the project, the purpose of the Research stage and the responsibilities associated with their role.

Engaging Third Party(s)

There will be occasions when it will be necessary to obtain the products and/or services of one or more third parties for the project. Whenever a Request for Information (RFI), Request for

Proposal (RFP), or Request for Quote (RFQ) are necessary for research purposes, the activity must be approved by the appropriate BSL and Corporate Procurement should be engaged for assistance or guidance on best practices.

If any such request will be issued, the planning process primarily associated with the Plan stage should be performed to establish a schedule for the RFI / RFP / RFQ.

Proofs of Concept (POCs)

A Proof of Concept (POC) is an innovative research activity which commonly includes (but is not limited to) the following:

- Testing an innovative idea, process, or solution in a controlled environment
- Testing the adaptability of an existing project, process, or solution tried elsewhere (within Discount Tire or externally) but needs evaluation of how it will fit a specific need

Appropriate planning must take place and resources assigned for a Proof of Concept.

If results from the POC are promising and the solution is deemed viable to implement, the project may be submitted for approval to move to the planning stage. Otherwise, it could stop there or the idea/concept could be put on hold for a future time.

If any POC will be performed, the planning process primarily associated with the Plan stage should be performed to establish a schedule for the POC(s).

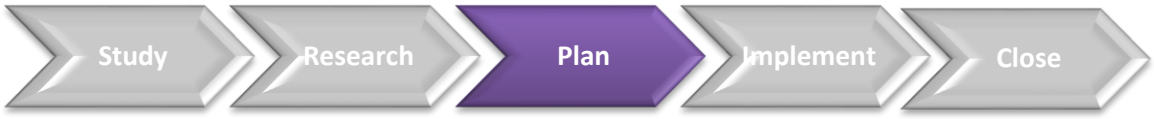
Stage Gate

At the conclusion of the Research stage, the Project Review Board & Portfolio Governance Committee reviews the Business Case and other deliverables in the context of other current and proposed projects. If the Business Case is accepted, the project is authorized and prioritized for more detailed planning in the Plan stage and a Project Manager or Project Lead, if not already involved, is assigned. Please refer to Section 8 – Project Prioritization for additional information regarding the prioritization process.

Related Document Links

Templates	Tools
Business Case	Problem Analysis Worksheet
Cost Control (PPM Tool)	Project File Management
Financial Justification (FJW)	Project Kick-off Document
Key Decision Document	Project Scaling Chart
Meeting Agenda & Notes (Option A, Option B)	Project Sizing Guide
Project Contact List	Stakeholder Engagement Tools
Project Status Report (instructions)	IT Process Documents
R/I/KD/CR Management (PPM Tool)t	Planning Process & Tips
Schedule / Resource Plan (PPM Tool)	Project Stages & Governance
Stakeholder Register	Schedule Management: MSP instructions, MSProject Template
Value Plan	

III. Plan Stage – Plan the Work



The Plan stage produces a complete project implementation plan. The purpose of this stage is to determine how the project will accomplish the activities outlined in the business case. In some cases, this may include multiple phases during the Implement stage. The required level of up-front planning for future phases will be determined on a case-by-case basis.

Prerequisites

- Project approved by Project Executive & PRB to proceed to Plan stage
- EPSC approved & project priority is reviewed/confirmed

Key Activities

- Assign/assemble project team
- Finalize solution design & test strategy
- Vendor SOW & PO's
- Determine development method (agile, waterfall, hybrid)
  - If Agile, create backlog
- Revise Business Case, FJW & Value Plan
- Finalize (baseline): Objective, Scope / Quality, Responsibilities, Budget, Schedule, Resource Demand
- Manage risks, issues, key decisions & assumptions
- Peer reviews (PMO, IT, OCM, and Finance)

Cost/Sched/Perf accuracy: +/- 10%

Key Deliverables

- Baselined CSP & Resource Demand and portfolio updated
- Business Case, FJW & Value Plan
- Vendor SOW(s)
- Requirements Traceability Matrix & Technical Specifications
- Development Design
- Test Strategy
- If Agile, story backlog

Key Activities:

1. Assemble the project team - the Project Manager works with Resource Managers to identify the appropriate team members.
2. Finalize solution design; including Technical Specs, Requirements Traceability Matrix & Technical Design, Development Design, and Test Strategy.
3. Finalize (baseline) objective, deliverables (scope/quality), tasks, responsibilities/resource demand.
4. Vendor Statement of Work and purchase orders – when necessary, we work with vendors that can bring benefit to our projects. At this stage, the specifics of the work to be completed by a vendor and the cost associated with that work is documented in the appropriate contracts.
5. Manage risks, issues, and key decisions – this is on-going work of documenting and clearly communicating the items that are revealed with the project.
6. Initiate formal risk planning – put in place a risk management process as per our standards in the Risk, Issue and Key Decision Management section.
7. Determine development method - Agile, Waterfall, Hybrid methodologies are most commonly used. Select a method that works best for the project team. Get agreement or buy-in from the project sponsor.
8. Finalize (baseline) Cost & Schedule (within tolerance of +/- 10%).
9. Peer reviews – Include people from the project management Office, Information Technology, Organizational Change Management, Learning & Development and Finance. Be open to feedback. Incorporate their ideas into the project.

- The PMO peer review includes those items outlined for the Research end-of-stage review as well as reviewing the Project Management Plan to ensure it has a clear objective statement, definition of the scope and quality measures, is signed by the project leadership, accompanied by a responsibility matrix and the project schedule (WBS) aligns with it.

10. Project Executive reviews Plan results / deliverables to approve for moving to next stage, do further planning, put on hold or terminate.

Team Assembly Considerations:

- Negotiate for those skills / people required to perform the Plan stage.
- Once allocated, ensure any new team members understand the background of the project, the purpose of the Plan stage and the responsibilities associated with their role.
- Identify any additional skills / people as well as the amount of time required to perform the Implement stage.
- Organizational Change Management (OCM) & Communications: If the project is expected to have organizational impacts, the Project Manager would engage the Change Management Office to determine what level of OCM and communication support will be needed on the project.
- Test Management: If the project is expected to require quality assurance in the form of testing, the Test Management team would be engaged by the Project Manager.
- IT Operations / Help Desk: Contact IT to determine the engagement type.

Costs, Schedule, Performance (CSP) Prioritization

The Research stage also identifies the CSP of the project, and prioritizes them prior to Implementation planning. If, during the course of the project, it becomes necessary to compromise on one of these, it will be easier to understand the considerations and consequences of doing so. The illustration below is a sample of the matrix used by the Project Manager or Project Lead during CSP prioritization. This matrix allows further conversation with the Project Executive and Business Owner to decide what areas are most important for the project.

	Most Important (Maximize)	Important (Constraint)	Flexible (Accept)
Cost			X
Schedule		X	
Performance	X		

The keys to success in the planning stage are:

1. Commitment by all involved functional groups to the resource commitment, schedule, work required and deliverables and measures of the project,
2. 100% buy-in from the project manager,
3. A clearly understood, complete Project Management Plan, and
4. Project Executive and Business Owner signing the Project Management Plan.

Stage Gate

With the Planning stage completed, the project has a solid foundation for implementation and the project manager has the tools needed to effectively manage CSP and Resources. The Project Review Board must approve the plan before the project can move to the Implement stage.

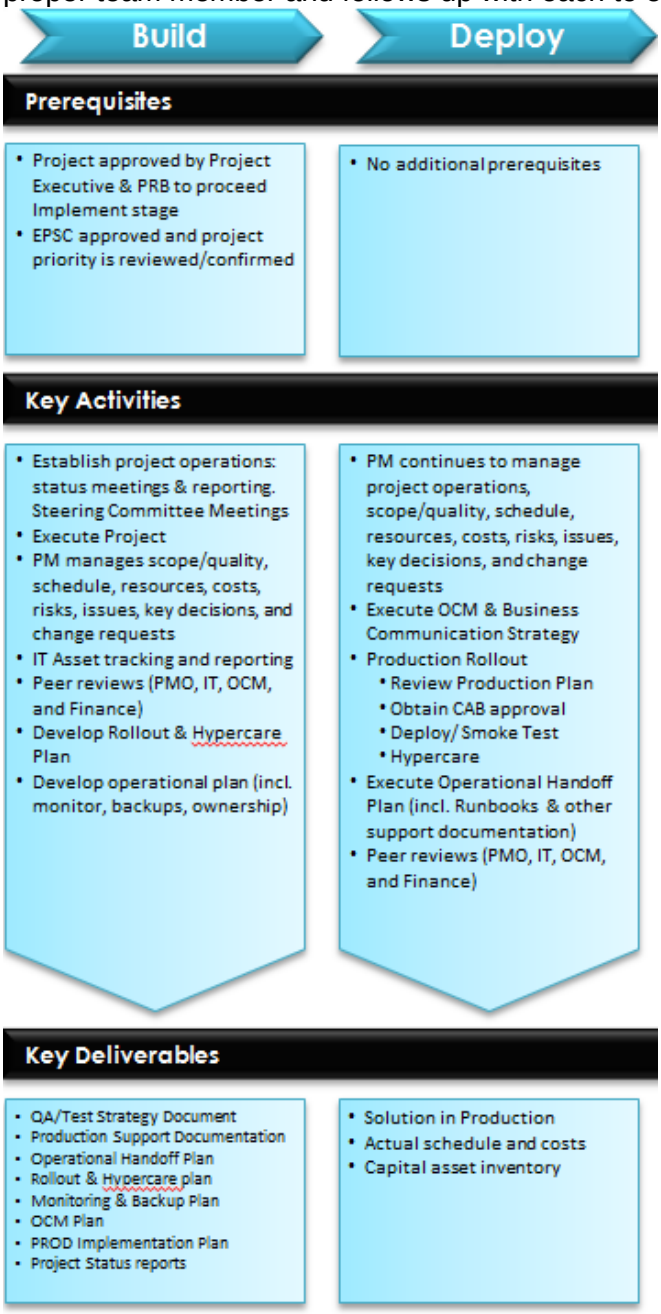
Related Document Links

Templates		Tools

Business Case		Problem Analysis Worksheet
Cost Control (PPM Tool)		Project File Management
Financial Justification (FJW)		Project Kick-off Document
Key Decision Document		Project Scaling Chart
Meeting Agenda & Notes (Option A, Option B)		Project Sizing Guide
Project Contact List		Stakeholder Engagement Tools
Project Management Plan		IT Process Documents
Project Status Report (instructions)		Planning Process & Tips
R/I/KD/CR Management (PPM Tool)t		Project Stages & Governance
Schedule / Resource Plan (PPM Tool)		Schedule Management: MSP instructions, MSProject Template
Stakeholder Register		
Value Plan		

IV. Implement – Do the Work

During project implementation, the Project Manager ensures that all tasks are assigned to the proper team member and follows up with each to ensure that tasks are completed on time.



The project's progress is monitored and the project expenses are tracked. Risks, issues, key decisions, and change requests are reviewed, analyzed, documented, and addressed appropriately. The overall progress is communicated via the Status Report and budget report-out.

Upon completion of the project deliverables, including deployment, the team prepares the Project Operational Transition Document and turns over the project to the Functional Manager(s) who will accept the completed project as part of on-going operations.

Key Activities:

1. Project kickoff meeting: Created by the Project Manager once the project is approved to proceed, if the team is different than that involved in planning. The intent of this meeting is to make sure all expectations for the Implement stage are clear and understood by all project team members and key stakeholders.
2. Establish project operations.
   a. Project status meetings: The frequency (every week, every two weeks, etc) will be determined by the Project Manager, the Business Owner, and the Project Executive.
   b. Steering Committee Meetings & notes: If needed, the frequency will be determined by the committee members.
   c. Status reporting.
3. Monitor and Manage CSP: Project Managers or Project Lead are required to keep all project documentation/records current, including:
   a. Project Schedule / Work Breakdown Structure, which has detailed tasks and activities.

   b. Financials / Budget – In a secured folder for BSLs, BROs, Project Manager, and Business Owner.
   c. Participlate in Quarterly Delivery Planning.
4. Risk, Issue, Key Decision and Change Management: a continuation of documenting and clearly communicating the items that are revealed with the project.
5. Production Rollout / Go-Live: Make the project benefits available to the company through delivering the end product to the users.
6. Operational Transition: Transition operational support away from the project team to the team who will provide on-going support. On an annual basis, project benefits will be assessed via an ROI retrospective. This activity will be coordinated by the sponsoring business segment's BRO.
7. PMO peer review of those items outlined for the Research end-of-stage review.
8. Project Executive reviews results to decide if project moves to closure.

Team Assembly Considerations:

- Negotiate for those additional skills / people required to perform the Implement stage.
- Resource Managers to provide the project allocation percent for each resource.
- Once allocated, ensure any new team members understand the project's background, objective and the responsibilities associated with their role.

Related Document Links

Templates		Tools
Cost Control (PPM Tool) Key Decision Document Meeting Agenda & Notes (Option A, Option B) Operational Transition Document Project Change Request Project Contact List Project Management Plan Project Status Report (instructions) R/I/KD/CR Management (PPM Tool)t Schedule / Resource Plan (PPM Tool) Stakeholder Register		Problem Analysis Worksheet Project File Management Project Scaling Chart Stakeholder Engagement Tools IT Process Documents Project Stages & Governance Schedule Management: MSP instructions, MSProject Template

V. Close – End the Project

After Implementation, the Project Manager holds a Lessons Learned with the team, recognizes the team's and their accomplishments (if appropriate) and ensures that all operational transition and administrative closure items are completed. This includes managing any outstanding invoices, publishing the final cost, off-boarding team members and closing out the project in the PPM tool.

Finally, the Project Manager is responsible for communicating to all team members, stakeholders, and leadership about the project achievements and its closure.

Prerequisites

- Project Executive accepts deployment / approves closure

Key Activities

- Conduct Lessons Learned / Project Close meeting
- Handover to Business Relationship Owner to track Value Plan going forward
- Team celebration
- Conduct financial and administrative close activities

Key Deliverables

- Lessons Learned document
- Product Release document for Finance (inventory, capital assets, retired assets, etc.)
- Final Status Report

Key Activities:

1. Facilitate Lessons Learned Session: The team reflects and gives feedback on the project execution and makes suggestions for improvement. Some feedback could result in changes to processes or best practices. Those items that will be acted upon immediately are assigned an owner, tracked within the PMO Lessons Learned spreadsheet, and reviewed periodically to ensure Continuous Strategic Improvement is occurring.
2. Recognition: Celebrate team success to thank the team for their contributions in delivery the business benefits.
3. Off-board team members. In particular, ensuring any third party resources are deactivated in our systems.
4. Close out Financials: All invoices are submitted for payment. The cost actuals are updated with final numbers in the PPM Tool and the final financials report saved with project documents.
5. Close the Project in the PPM Tool: After all project work is updated, work with the PPM Tool administrator to close the project. Ensure timesheets have been submitted, approved, and posted. Update risks, issues, change requests, and key decisions.
6. Final Documentation: The final status report clearly communicates the status of the project and the end date. The final report is presented to the Project Executive, if required, and potentially to the BSL Group based on the discretion of the Project Executive.

Related Document Links

Templates		Tools
Cost Control (PPM Tool) Lessons Learned Meeting Agenda & Notes (Option A, Option B) Operational Transition Document Project Status Report (instructions) R/I/KD/CR Management (PPM Tool) Schedule / Resource Plan (PPM Tool)		Project File Management Project Scaling Chart Project Stages & Governance

Stage Gate Meetings

As a project is approaching the end of a stage, the Project Manager will contact the Portfolio Manager to schedule a stage gate meeting with the Project Review Board (PRB). From there the project will move through the other appropriate governance groups.

1 Project Steering Committee

Committee members:
- Project Executive (Chair) – Overall Project Owner
- Business Owner
- Technology Owner
- Project Manager
- Other Executives as needed

- **Steering Committee is established at start of Research stage**. Every project that is determined as Medium – X-Large must have a Steering Committee.
- Is responsible for:
  - The project's strategic alignment and segment / enterprise priority
  - Resolution of escalated risks/ issues, final decision maker
  - The overall success of the desired changes and benefits (outcomes)
  - Ensures PM Peer Review, IT Technical Review, OCM Review and Finance Review are complete prior to moving forward
  - Recommends moving to the next stage. Project will then be presented to the Project Review Board.
  - Escalates up to BSL as needed.

2 Project Review Board (PRB)

Committee members :
- PMO Manager (co-chair)
- IT PMO Manager (co-chair)
- BRO Manager
- Release Manager
- OCM Manager
- Enterprise Portfolio Manager

- Is responsible for reviewing key stage deliverables to ensure the project is set up to succeed in the next stage:
  - Review PM Peer Review report – Ensuring the Plan is fully flushed out, the schedule can be executed and all resources are assigned and any constraints are addressed.
  - Review IT Technical Review Report – Ensuring the technical solution is fully flushed out for the stage being reviewed and resources assigned can deliver this solution.
  - Review OCM Report – Ensuring the OCM is aligned with the approach and engagement.
  - Review Finance/Value Plan/KPI Review Report – Ensuring the Project is costed/budgeted correctly, ensuring ROI is still be delivered & business benefits are accurate.
  - Decision: Approval, conditional approval, redirect team to rework some portions or recommending to EPSC an initiative is ended. Approves project to forward to next stage.
  - Escalates up to EPSC as needed.
- Presenters & additional attendee's are: Project Manager, Owning Segment BRO, Business Owner, Technology Owner and the Reviewers
- Meets as needed
- Meeting minutes to be distributed to all attendees, EPSC and BSL

3 Portfolio Governance Committee (PGC)

Committee members:
- CCO (Chair)
- Omni BSL
- SBS BSL
- IT BSL
- VP - SBS
- Enterprise Portfolio Manager
- BRO Manager

- Is Responsible for:
  - Oversight of the Enterprise Portfolio
  - Decision point for items escalated by the PRB; Escalates to the BSLs as needed
  - Strategic Alignment
  - Prioritization & Sequencing
  - Facilitates the decision making / approval of project additions
  - Portfolio Financial Management
  - Promotion of Projects through Stages
- Meets on a every 2 weeks. Special sessions will be arranged if needed.
- The Enterprise Portfolio Manager and IT PMO Manager are conduits from the PRB
- Reports to BSLs on regular cadence regarding Portfolio Performance

4 Business Segment Leader Group

- Informed by the EPSC of Portfolio health
- Final decision point for all changes to the Enterprise Portfolio: Which projects are on the list, priorities and sequence
- Informs / escalates to CEO

Note – Innovation projects will be assessed on a case by case basis to facilitate timely completion.

Life Cycle Mapping

As described above, all projects migrate through various stages during their life cycle: Study, Research, Plan, Implement and Close. However, there are many different methods for delivering the work depending on the type of project or business function involved. The chart below describes how these stages go together with the many delivery methods utilized by Discount Tire.

Life Cycle Mapping

DT PMO	PMI	SDLC	Product Development	Quality	Construction	Agile	L&D
Study	Initiate	Needs Analysis	Concept Definition	Define Measure Analyze	Concept (Pre-feasibility)	Product Visioning	Analysis
Research		Systems Analysis/ Requirements Gathering	Proof of Concept		Feasibility	Requirements Gathering Product Roadmap	
Plan	Plan	Plan		Contract	Planning & Design	Release Planning	Design
Implement	Execute Control Closeout	Design Build/Test Install Startup	Define Develop Launch	Improve	Detailed Design Construction Closeout	Release Iteration	Develop/Test Implement Communicate Evaluate
Close							
Ongoing Operations & Value Mgmt		Maintenance	Maintain Phase Out	Control	Warranty Period	Maintenance	Maintenance (Operational Work)

Section 3

Roles & Responsibilities

Introduction

Well defined roles and responsibilities provide the foundation for team members' success. The following grid outlines the main points for each role on a project. These are intended as a guide and should be discussed in detail by the Project Manager/Project Lead, Team Members and Functional Managers during the planning and execution of each project.

This guide is currently focused on project delivery. In the event you are involved in delivering a program , you can find an outline of the roles and responsibilities associated with program delivery at the end of Appendix 2.

Roles and Responsibilities Overview

(Full descriptions are availabile in Appendix 2 along with a sample project organization chart.)

Role	Accountable For	Accountable To
Project Executive	• The project's strategic alignment and segment / enterprise priority; • Resolution of escalated risks / issues, final decisions; and • The overall success of the desired changes and benefits (outcomes).	Business Segment Leader Team
Business Owner	• The project's business strategy, • Priorities within the project, • Establishing scope, quality and cost expectations along with change management, and • Actively ensures success in delivery of the desired changes and benefits (outputs).	Project Executive
Project Manager	• Unifying and leading the team through the various stages of project delivery; • The day-to-day management of project operations by both internal and external resources, • Detailed scope, processes, cost, schedule and quality of delivery, and • Management of risks (both negative & positive), issues, changes and key decisions.	Project Executive
Technology Owner	Ultimate responsibility for the Technical Delivery of the Project • Project's technology strategy • Establish technical scope, quality and cost expectations	Project Executive

Role	Accountable For	Accountable To
	• Successful delivery of all technology changes; including resource collaboration and change management, cross-project issue resolution If the Technology Owner cannot be involved in day-to-day project operations, they will assign one of the Core Team Members as a Technology Lead.	
Project Administrator / Coordinator	• Aggregating individual project information, • Assisting with resource management, meeting management, logistics, standards and project execution as needed, • Maintaining a library of all end-of stage / phase.	Project Manager
Core Team Member	• Being an integral "doer" of the project activities, • Being the representative of and conduit to their functional area and ensuring its integration in the project schedule, • Leading an Extended Team within their functional area with similar leadership roles and responsibilities as the Project Manager	Business Owner / Project Manager / Technology Owner
Extended Team Member	Those that will have only a few tasks. They are represented, coordinated and enabled by their area's Core Team Member (Extended Team Lead).	Extended Team Lead (Core Team Member)
Functional Manager of Project Manager	The Project Manager's manager supports, mentors, and guides the Project Manager. This role is filled by the Project Manager's direct supervisor.	---
Functional Manager / Resource Manager of Team Member or Project Lead	The Functional Manager supports the project and Project Manager by nominating and collaborating in selection of resources (for whom they are responsible), providing expertise and advice, and by making key technical or functional decisions. Responsible to make commitments in terms of resource availability, confirm commitments in the PPM Tool, determining how work will be done and monitoring the quality. This role is filled by the team member's direct supervisor.	---

Section 4

Risk, Issue, and Key Decision Management

Introduction

Risk management includes identifying, quantifying, qualifying, monitoring, and controlling the potential negative or positive impacts on a project.

Issue management highlights “active” problems that already are or will eminently jeopardize the success of the project and must be addressed as soon as possible.

Key Decision management is the manner by which decisions are tracked, managed, made, and communicated. Like issues, Key Decisions are barriers that restrict progress of activities and/or objectives of a project. Therefore, **timely decision-making is vital**.

Project success depends, in part, on managing all three of these components effectively.

Risks, issues, or key decisions may be identified on any project but how they are addressed by the project team may vary depending on the size and complexity of the project. For example on a small project, the team may simply track these items in the PPM tool and review periodically for updates. For larger projects, the level of process required is expanded as described in the sections below. See Appendix 1 – Project Scaling Chart for additional details.

Risk / Issue / Key Decision Monitoring

Monitoring of Risks, Issues, and Key Decisions should occur on a set schedule, at least weekly.

“High profile” items will also be included in the project status reports. In general, the primary function of the Project Manager / Lead here is mensuring resolution remains on track in order to not negatively impact the project timeline.

Risk vs Issue

Risk: An event that **if it occurs**, causes either a positive or negative impact on the project.

Issue: An event that **has occurred** during a project that has a negative effect on at least one objective or measure of the project’s CSP or Resources.

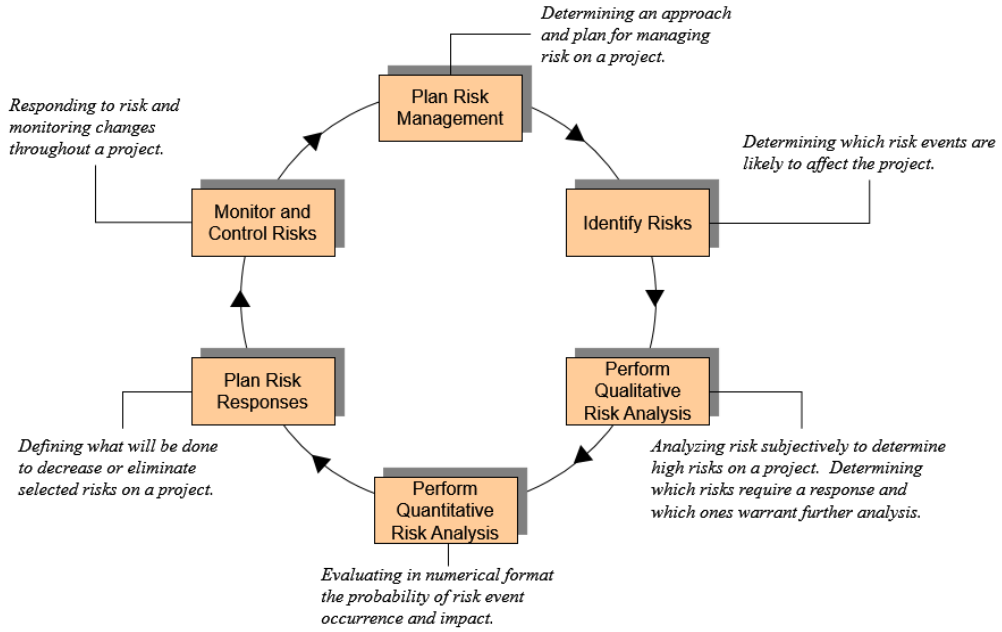
Risk Management

While the opportunities on a project may be significant, the risks may also be significant. It is often unforeseen risks that occur on a project that increase project cost or cause major schedule slippage. Project Risk Management is intended to determine risks that may deter successful completion of a project and find ways to either prevent risks from occurring or

decrease the impact of these risks. Risk Management also positions a project to respond quickly and most appropriately to a risk if/when it does happen.

Risk is an important consideration throughout the entire project lifecycle. Planning for risk management can begin as early as the Study stage with fully elaborated risk identification, analysis and responses developed during the Plan stage. Risks are then monitored throughout the Implement stage.

Risk Management Cycle



Adapted from Project Management Institute, The Practice Standard for Project Risk Management, PMI, Newtown Square, Pennsylvania, 2009, p. 17

Risk Identification

Risk Identification is about uncovering potential sources of risks (e.g. strategic, operational, technical or environmental) that might negatively impact the achievement of the project's objectives. Identification is the responsibility of the entire project team and its key stakeholders. Once identified, all risks should be documented and tracked in the PPM tool.

When documenting a risk, the following information should be captured:

- **Risk Name**: a brief way to reference the risk
- **Priority**: Low, Medium, High
- **Category**: Cost, Quality, Resources, Schedule, and Scope
  Category segments risks to provide a combined risk score by Category.
- **Assigned To:** who is managing and tracking the risk through its lifecycle
- **Risk Description** and **Impact Description** are written in the following format:

  IF [this occurs (Risk Description)], **THEN [**it will impact what, how (Impact Description)]

  Example: If this project is not prioritized appropriately, then our required resources will not be available, the schedule could push, and the project could be put on hold.

- **Due Date** target date for resolving the risk

- **Impact Date** date when risk will become an issue

Risk Analysis

For each risk, the following two factors are reviewed and set by the team:

1. Probability: What is the likelihood this event will occur? Is it Low, Medium, High?
2. Impact: Assuming it's 100% certain the event will occur, how big is the effect onthe project and/or its objectives? Is it Low, Medium, High?

These values may change once more analysis of the impact is done and/or over the course of a project. Therefore, regular review is required.

Note: The PPM Tool does not calculate a Risk Score as our previous worksheet did.

Risk Strategy

Risk Strategy is the approach to managing the risk as agreed by the team and appropriate SMEs. Some risks may require escalation to the Business Owner, the Project Executive or beyond. The agreed Risk Strategy is selected within the PPM tool during creation of a Risk and may be revised as it is reviewed during the project.

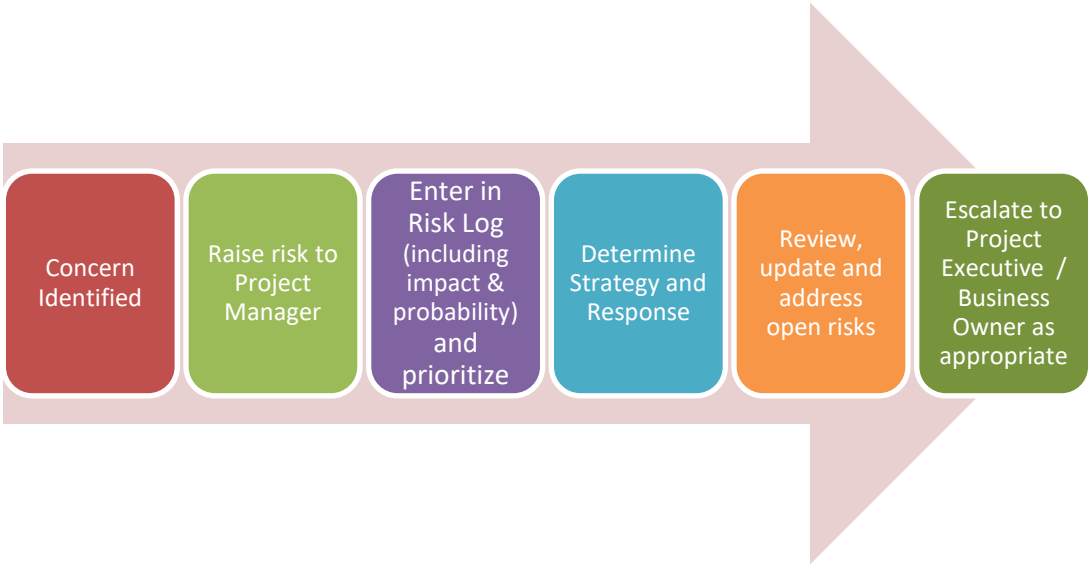
Possible Risk Strategies are:

Risk Strategy	Description
Accept	The risk is not possible to pro-actively mitigate, within the boundaries of the project.
Avoid	Remove, entirely, the possibility of the risk influencing the objectives of the project. (Typically achieved by either changing the approach to the project or eliminating the project.)
Mitigate	Set up a Response Strategy (action plan and risk tracking) to minimize the impact or probability of a negative risk.
Transfer	Pass the risk on to someone outside the project team who is able to deal with it. Typically achieved via risk-sharing with a vendor. Once transferred, Risk can be Closed.
Watch	Monitor if the impact or the probability of a risk increases, and decide on an action plan at a later stage.

Risk Monitoring

Risk Monitoring is the process of keeping track of the risks and evaluating the effectiveness of the response actions.

Risk Management Process



Issue Management

An issue is a situation or event that **has occurred** during a project that has a negative effect on at least one objective or measure of the project's CSP or resources. Typically, issues fall into one of the following areas:

- They were not anticipated (not previously identified as a risk).
- They were escalated from a risk
- They are normal tasks that cannot be completed.
- They are factors external to the project.

The team must identify the degree of the issue's impact and accordingly identify a tactical plan for issue resolution. All issues identified will be captured and tracked in the PPM tool.

Issue Management Key Terms

- **Assigned To**: The person responsible for driving the issue to resolution. This person can be at any level of the team.
- **Priority**: The relative importance of an issue in relation to other issues for the team. The primary purpose is to provide guidance as to the order in which they should be resolved.
    - High: An issue that will have a significant impact on project success, and may have the potential to stop the project completely.
    - Medium: An issue that will have a noticeable impact on CSP or resources but won't stop the project from proceeding.
    - Low: An issue that doesn't affect activities on the critical path, and probably won't have much impact if it's resolved at some point.

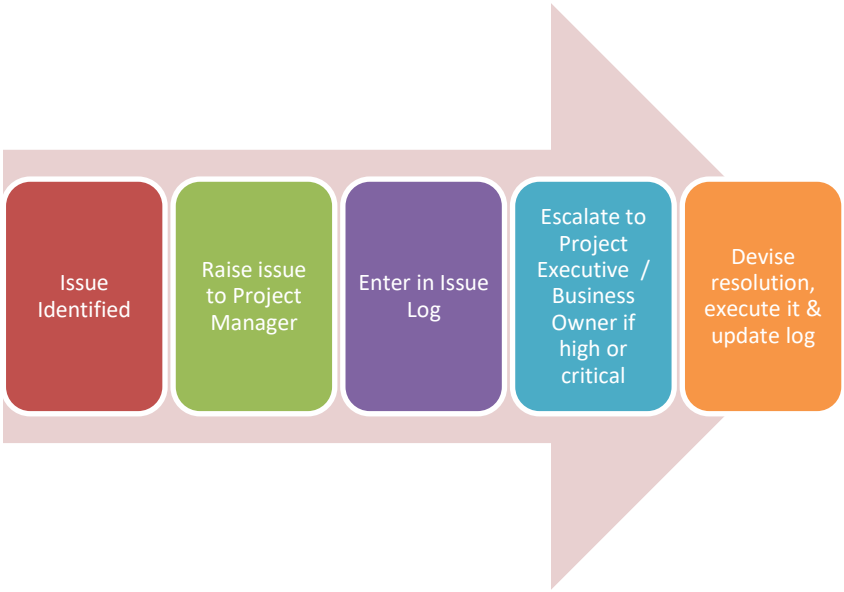
Issue Monitoring

Issue monitoring should occur on a set schedule (usually daily for agile / scrum teams and weekly overall). Critical and high issues are included in the project's status report. In

general, the project management team's primary function regarding issue management is maintaining the project timeline and confirming that issue resolution remains on track.

In many projects, there are issues that remain open past the go-live date and the post-production support / warranty period. Because the impact of these issues will continue, they should be reviewed with the operational team taking ownership of the project results.

Issue Management Process



Key Decision Management

Key Decisions (KDs) are those that may:

- change fundamentals of the way we do business;
- change CSP or Resources
- change the strategy or approach of an aspect of the project; or
- impact project success.

Key decisions are unique in that they usually have multiple options that require analysis and are typically resolved via presentation of options and recommendations to leadership.

There are two types of key decisions:

1. *Inform* - decisions made within the scope and authority of the project team leadership
2. *Ask* - decisions to be made by the Business Owner / Project Executive; items that affect the overall organization and/or benefits of the projects

All key decisions identified should be captured and tracked in the project Key Decision Log. The need for a KDD will be determined on a case-by-case basis. Some KDs will be able to have high-level option and decision information held in the KD log. A KDD would be required if there is a lot of information to be evaluated for a decision, or there is high visibility around the Key Decision, or if the KD is significant enough to warrant signature(s) from the decision-maker(s).

Key Decision Process

Related Templates and Tools:

Project Scaling Chart
Key Decision Document
Problem Analysis Worksheet

Section 5

Change Management

Introduction

Change is defined as any activity that alters the approved Cost, Schedule, or Performance (CSP) components of the project. Before work can begin on such activities, the project manager must obtain approval for a Project Change Request (CR). Change requests are often generated through the resolution of risk, issues, or key decisions.

The key objectives of project change management are to:

- Identify changes and/or unplanned activities that impact CSP
- Document, manage and control such changes
- Protect the integrity of deliverables that have been approved and signed off
- Ensure that requested changes are:
    - Clearly defined in terms of impact to deliverables, scope, resources, costs, etc.
    - Reviewed and justified based upon business needs and cost / benefit
- Obtain signed consensus regarding approval or denial of the requested change
- Ensure approved changes are reflected in the project planning / management tools
    - e.g., update task assignments, update project schedule, update project budget, etc.
    - In some cases, contract terms (SOWs) may require a legal change order or other vendor communication may be required.
- Monitor the progress, cost and value resulting from the change, if feasible

Changes can occur on any size project. For a small project, it is important to ensure the changes are captured and approved in a manner that is acceptable to the Project Executive. For larger projects, the level of process required is expanded as described below. See Appendix 1– Project Scaling Chart for additional details.

Note: No project team member should begin work on a task for which there is not an explicit deliverable on the work plan without first raising a Project Change Request (CR) and it being approved by project leadership.

Change Process Components

Change Log & Monitoring

For Medium to Extra Large projects, Change Requests (CR) are to be captured by the Project Manager or Lead in the project's Change Log. Each CR is assigned an owner to lead the analysis and preparation for decision.

Change Research and Request Form

A Change Request Form is to be completed for each request. All Change Requests should have a view of how each option impacts the CSP, resources and/or benefits of the project; and identify the recommendation of those requesting the change.

The recommendation is a result of collaborative research by the team and appropriate SMEs of all aspects of the change (including such areas as Training and OCM). They will identify the options and estimate the impact of each option on project success.

Change Decision

A Change Request Review meeting for the requestors and decision-makers is scheduled when needed. Upon presentation, the decision-maker(s) may approve or reject the CR or request additional information be provided. In some cases, they may determine the decision should be escalated to the next level. Following are the possible decisions with some key points.

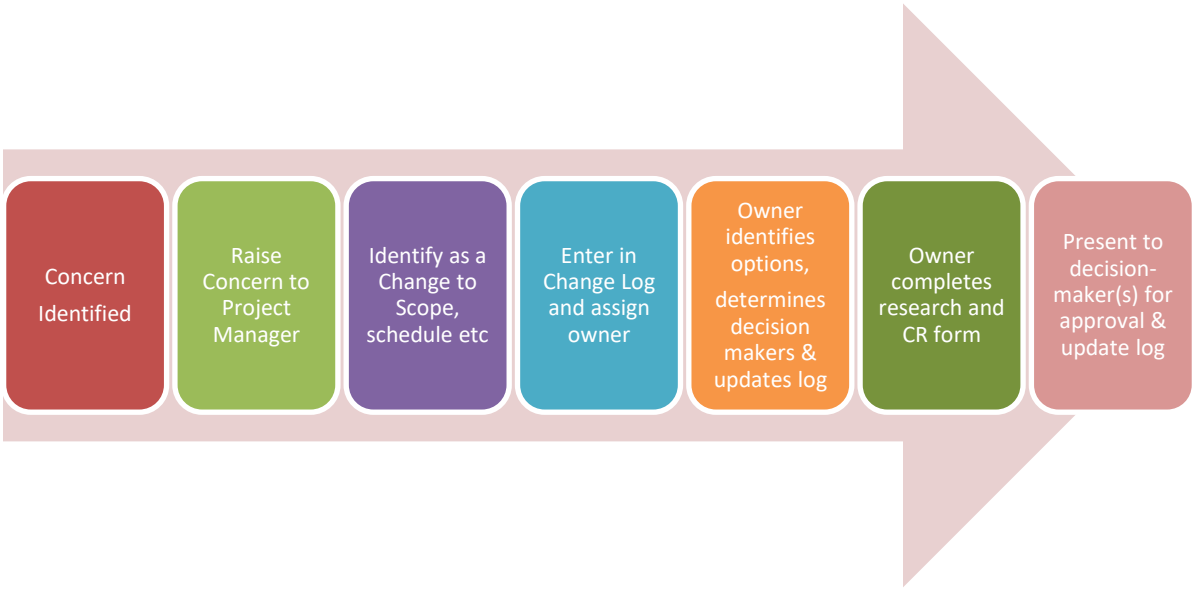
Approved	The changes, as approved, will be put into play. All documentation should reference the CR #.
Rejected	The reason must be documented on the Change Request Form
Deferred	Normally occurs when more information is needed, viable alternatives exist that need further review, or a work around has been discovered
Withdrawn	The change is no longer being requested

The Project Manager will be the facilitator for Change Request Review meetings.

The decision-maker(s) signature is to be captured on all Approved and Rejected CRs. If the change decision requires additional expenditures be made, the signatory must have the commensurate level of signing authority based upon current DT Finance policies or thresholds defined and documented for that project.

At a minimum, the Project Executive is a decision maker for Change Requests. In general, it will be the Project Steering Committee.

Change Management Process



Related Templates and Tools:

Project Scaling Chart
Project Change Request
Problem Analysis Worksheet

Section 6

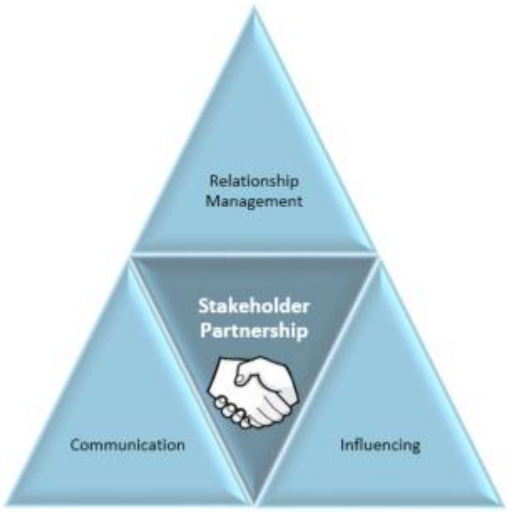
Stakeholder Engagement

Introduction

The term stakeholders refers to all individuals or groups (internally and externally) who are able to influence project decisions, resources, delivery, acceptance, or final adoption or who are affected by the outcome of the project. Oftentimes those affected by the project do not have a formal role on the project.

Stakeholders can champion your project and help drive success, which is why we want to ensure their engagement throughout the process. Key Stakeholders are a subset of Stakeholders who, if their support were to be withdrawn, could cause the project to fail; or have the power to prevent the project from achieving its objectives. They may be individuals such as an important manager or entities such as a supplier.

You may have heard the term Stakeholder Management, but our approach is stakeholder "Partnership", as you, your key stakeholders and the entire team should be working collaboratively towards a shared vision of project objectives. This requires leadership, and mutual trust. There are three skills associated with building a strong partnership:



Adapted from CEB's "Accelerating Projects: Redesigning Sponsor Support", Oct 15, 2015 and the references therein and CEB's "End-to-End Stakeholder Management", PMOEC47894676

1. Relationship Management

A Project Manager must establish and maintain good relationships with internal and external stakeholders. We recommend identifying those 4-5 stakeholders where a relationship is most important and depending on the size of your project, consider the following techniques:

- Identify key stakeholders
- Onboard key stakeholders

  Onboarding is the process of ensuring stakeholders are effectively introduced to the project and the components of project management. It also ensures their time will be

used efficiently, their needs are covered and an understanding about their role and the level of commitment required during the project lifecycle. Onboarding can also increase Project Executive confidence and satisfaction with project delivery and outcome.

This can be achieved through simply a conversation, likely based upon a checklist of topics, for smaller projects, reviewing this project management Guide, or a formal Onboarding Guide for larger projects.

- Identify key stakeholder profiles

  You may already have working relationships with some of your key stakeholders. If you do not, or if you are looking for ways to improve your existing relationships, you may choose to use a Stakeholder Engagement Profile Map to determine the most effective way to engage them.

- Monitor stakeholder engagement

  To ensure your key stakeholders are sufficiently engaged throughout the project, you could use a Monthly Stakeholder Engagement Tracker as a way to identify areas for improvement.

2. Communication

Different people prefer to communicate in different ways. This means your key stakeholders have varying communication needs. Therefore, you must determine the type, level and focus of key stakeholder interaction required during the project. For example, do they want to attend the project meetings or simply receive status reports? Do they prefer emails or in-person conversations? Tailoring your communication in a way that will hold your stakeholders' interest while still delivering your message is essential to the partnership.

3. Influencing

Exerting influence without using formal authority is key to successfully working with your stakeholders. This can be achieved by making strong personal impressions and gaining clear agreement / commitment by persuading and negotiating. Some ways to do this include:

- Listen actively to understand the intent and assumptions behind their communications
- Prepare to overcome their concerns and fear of change
- Create a shared vision
- Identify and engage with the stakeholders who have the greatest ability to influence decisions (use political channels, if necessary)

Related Templates and Tools:

Project Scoring & Scaling
Project Sponsorship Onboarding Guide
Team Member Onboarding Checklist
Additional Stakeholder Engagement Tools & Techniques

Section 7

Status Reporting

Introduction

Discount Tire currently has two levels of standard status reporting: Project Status and Enterprise Portfolio Status.

Project Status Reporting

Project status reporting begins at the Research stage and continues through project closure.

Frequency

The Project Status Report is expected to be produced as per the portfolio management reporting cadence as they are used to build the Enterprise Project Portfolio Update, due every other week.

At this time, status reports are due every other Monday for use in that week's portfolio update.

Reporting Period

In order for the status report to be as current as possible, it should include any information through the day before it is due. (ie: When due on Mondays, information should be through that Sunday.)

Review

Ideally, you will be aligned well enough with your Business Owner / Project Executive that you are able to publish the status report without a review by any team members.

If the Business Owner and / or Project Executive require a review prior to publication, make every effort to send them their draft the afternoon before or the morning of the due date so you can still publish it by the end of the required weekday.

Peer review is encouraged to help ensure project "outsiders" will understand it as well.Effective status communications / meetings and log reviews with the team should preclude the need for review by anyone beyond the Business Owner and / or Project Executive.

Recipients

At a minimum, every project status report should be sent to the:

- Project Executive
- Business Owner
- Technology Owner
- Core Team Members
- PMO_Common Satus Reports Recipients

The Project Status Report Recipients email group includes, at least, the following areas:

- CIO Direct Reports — DTC_CIO_Driect Reports
- Project Management Office (PMO) — DTC_PMO@discounttire.com
- Identify Access Management (ILM) — ILMStrategy@discounttire.com
- IT Financial Analyst — Maria.Claros@discounttire.com; Richard.Weissman@discounttire.com
- Your Project's business Segment Leader
- Any other specific recipients you feel that your project needs (e.g. project leadership and team members)

It is recommended that the entire project team also receive the status report.

The Project Manager and / or those above may identify additional key stakeholders to be copied on the status report. This could include BSLs, IT BRO, Resource Managers, OCM, L&D, VMO, ILM, Operational support, external recipients, etc.

When writing your status report, take care to ensure the content is suitable for all recipients. If necessary, a supplemental communication containing confidential information can be sent to only the appropriate recipients.

Recipients should all be in either the TO or CC fields to allow them to review the lists in case they know of other people that should be added or made aware of the current status.

E-Mail Format

Based upon feedback, we also have a standard format for the status report e-mails. It is as follows:

Subject: [Project Name] status as of [mm.dd.yyyy] is [traffic light color]

[insert the pdf attachment]

Body:

Overall Status: [Update to one of the following traffic light symbols/colors] G Y R

Executive Summary:

- [Include succinct, high-level, non-technical, executive summary bulleted list of the top 1 -4 points; essentially those in the Overall Health row of the status report]

Major Open Issue(s)/Risk(s):

[Include screenshot of Risks/Issues from Clarity]

The status report is also available on Sharepoint: [insert named Sharepoint link]

Please contact me if you have any questions and/or feedback about this project.

[Signature]

Example

Subject: Methodology Training Project status as of 5.27.23 is Green

[insert the pdf attachment]

Body:

Overall Status G

Executive Summary:

- Project Charter documentation in progress
- Financial Justification Worksheet approved and complete
- Statement of Work finalized with vendor partner

Major Open Issue(s)/Risk(s):

Top Project Issues Summary / Action Plan					
Issue ID	**Description**	**Target Date**	**Status**	**Owner**	**Update**
IS000724	Event that has occurred, Negative impact	05/03/2023	Work in Progress	Scott, Steve	Issue action/updates documented here. Example; [Date] - Met with [ABC Team], [ZYZ] solution to be in place by [Date] (Check Include in Status Reporting to display)

Issues Aging	0 - 30 days: 0	31 - 60 days: 1	61+ days: 0

Top Risks / Mitigation Plans						
Risk ID	**Risk Statement**	**Target Date**	**Status**	**Owner**	**Strategy**	**Action**
RI1193	An event that IF it occurs, causes either a positive or negative impact on the project. Format: If [this happens], then [this is the impact]	04/27/2023	Open	Scott, Steve	Mitigate	Risk action/updates documented here. Example; [Date] - Met with [ABC Team], [ZYZ] solution to be in place by [Date] (Check Include in Status Reporting to display)

The status report is also available on Sharepoint: Methodology Training Project Status Report *(not an actual link for visual purposes only)*

Please contact me if you have any questions and/or feedback about this project.

Project Manager

Note: Traffic light status indicator RGB colors:
Green – 112/173/71
Yellow – 255/255/102
Red – 239/57/66

Portfolio Status Reporting

Discount Tire currently has two views for the status of the enterprise portfolio that are published together every other Thursday.

Enterprise Project Portfolio Update

The Enterprise Project Portfolio Update is a list of the enterprise projects, in priority order, with key information including a short summary of the current status. All of the information is obtained from the individual Project Status Reports and consists of:

- Priority
- Project Name
- Current Stage
- Project Start Date
- Project End Date
- Project Executive
- Project Manager
- Business Owner
- Technology Owner
- Business Segment
- Traffic-lighting for CSP & Resources
- Project Status Notes (from Overall Health summary)

Enterprise Project Portfolio Gantt

The Enterprise Project Portfolio Gantt is also in priority order and provides a graphical view of when the various stages are scheduled for each project for a rolling five (5) quarters. It also includes Major Milestone indicators with descriptions, the Current Stage and the Overall Status traffic light. The bulk of this information is also obtained from the individual Project Status reports.

Status Health Indicators

Health traffic-lighting is intended to provide a quick view of the health of the overall project or program and its key performance areas in relation to the agreed / baselined measures. The overall health indicator is influenced by the level of importance associated with each of the key performance areas (CSP and resources) as established by the trade-off matrix in the Project Management Plan.

Status	Definition	Action	Variances
G	Project is performing to plan	No action needed	<= 0
Y	Some issues are putting the project and/or performance area at risk but can be managed by the team	Project team addresses Project Manager informs the project leadership	0<x>=10%
R	There are significant issues with the project and/or performance area and leadership intervention is required	Issues with recommended solutions are escalated to the project leadership for corrective action	>10%

Health trending provides a quick view into whether the project is in a steady state (→), any risks / issues are having a negative impact (↓) or been addressed (↑).

If cost, schedule, performance (scope/quality) or resource utilization is re-baselined as the result of a Change Request, the respective traffic light is reset to green and the trend to steady..

Related Templates and Tools:

Project Status Report
Project Status Report Instructions
Enteprise Portfolio Status Update
Enterprise Portfolio Update – Gantt

Section 8

Project Cost Control

Introduction

Financial management is an important component of effective project management. The efforts around planning, estimating, forecasting and controlling project expenditures are critical in providing greater understanding of the full costs and financial benefits of the company's investments. In addition to managing expenses, the cost control process provides historical data that can be used for future estimating and contributes to better scheduling and resource management. Effective cost control will enable the Project Manager to:

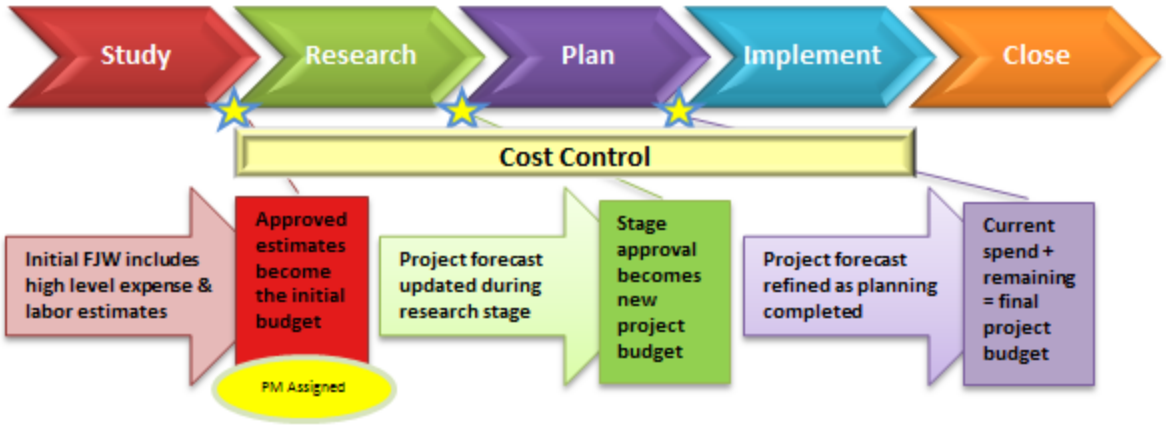
- Monitor costs to detect and understand variances from the original budget
- Prevent unapproved increases to project costs
- Properly manage change requests
- Keep project stakeholders informed

Project cost estimating is part of the initial Charter/business case creation process which is an important input for initial budget approval. The Project Manager then uses that approved budget to create the forecast for managing project costs. By tracking project expenditures on a weekly basis, variances can be caught and addressed proactively. Cost control is a major element in Discount Tire's ability to deliver projects within their approved CSP.

Cost Control Process Overview

In general, the purpose of the cost control process is to ensure the project stays within the approved budget. For smaller projects the formality of stage gate reviews and strict budget adherence is less critical, and may not be required at all. See the Appendix 1 - Project Scaling Chart for details on the costing requirements for your size project.

For those projects requiring an approved budget and cost control process, there is some flexibility in how the project costs are tracked. All new projects will have their budget and cost tracking done within Clarity.



Project Cost Control Inputs

Labor Estimates

Project effort estimating is essential because individuals and groups do not have unlimited time. The initial estimates are combined with the labor estimates from other projects. This information, representing the forecasted resource demand, along with the priority of each of the efforts is used by the Portfolio Manager to sequence the work in a meaningful manner. This is a continuous process by which the Project Manager periodically refines the estimates and the Portfolio Manager utilizes the information, along with capacity data, to more effectively manage our total work throughput. We may even put a project on hold until the right resources are available.

Clarity is utilized to forecast project resource allocations, labor hours and costs. This data is included in the Financial Justification Worksheet (FJW) and presneted at the stage gates throughout the lifecycle of the project. Refer to the template and tools documentation at the end of this section for the instructions.

Non-Labor Estimates

Non-Labor estimates are considered to be those expenses associated with the project outside of the costs for people. During business case creation, assumptions are documented and hardware, software, travel, and other costs are estimated and aggregated to provide a total non-labor estimate for the project. During each stage of a project, actuals are recorded and estimates are updated as final solution decisions are made.

Clarity is used to build the Cost Plan and Budget through the Financial Plans module and track actual expenses for the project utilizing the Project Transaction Entry module.

Project Cost Control Tracking and Reporting

NOTE: Project Managers / Project Leads of any new projects will be performing the following activities in the Clarity (CAPPM) tool instead of our current templates.

Creating a Budget

Utilizing the Financial Justification Worksheet (FJW) in conjunction with the estimates and assumptions included in the Charter, the Project Manager can create the initial project forecast.

Effort estimates are spread out over the appropriate time period in a logical manner and teams are identified as they are known based on the initial assumptions. Given a standard project lifecycle and the business case assumptions, the project expenses should likewise be placed in their approximate month during the project's lifecycle.

At the end of each stage the Project Manager will create another version of the project forecast and update it with more detail. Approved change requests may be integrated into the budget at this point. Individuals do not need to be called out in the project budget as this is merely a mechanism by which we can monitor to see how the project is tracking against the expected and approved budget.

Time and Expense Reporting

The actual cost of financial outlays and work performed is required to support the project costing process. This information must be collected by the Project Managers on a montly basis, at the minimum. Project team members are required to enter their time spent in their timesheet within Clarity allowing for total hours worked on the project by resource to be system generated. The Project Manager must also collect actuals for hardware, software and all other expenses.

Change Requests

Any budget changes must be submitted to the Project Executive and Business Owner for approval or rejection. Once the Plan stage is complete, changes will need a formal Change Request to document the reasons and decision. (Refer to the Change Management section for more information on this process.). Any approved changes will result in a new baseline budget.

Related Templates and Tools:

Subject/Title (Link)	Objective
CA PPM Financial Forecast Review by Plan Grouping	The Financial Forecast Review by Plan Grouping report displays budget or planned, actual, and forecast cost amounts with variances for each project
PMO – Cost Mgmt – Guidelines – CapEx v OpEx	Chart that defines and provides examples of activities of CapEx and Opex throughout the project lifecycle
PMO - Cost Mgmt - Instructions - Clarity Resource Hours and Cost	Following these instructions will allow you to determine the hours and costs associated for resources allocated to a project in Clarity (CAPPM). This data is included in the Financial Justification Worksheet (FJW) to populate the internal labor costs for employees and contractors and presented at the stage gates throughout the lifecycle of a project
Cost Mgmt - Internal and Statistical Order Numbers	Statistical Order (SO) and Internal Order (IO) Numbers defines and instructions how to requests these numbers to be set up and used to track costs specific to a project
PMO - Cost Mgmt - INSTRUCTIONS - Reconciling Budget Actuals from SAP	Instructions how to obtain actual expenses billed to projects in SAP

PMO - Cost Mgmt - INSTRUCTIONS - SAP - Clarity Cost Mgmnt Financial Plans	Instructions that document how a Project Manager will use Clarity to show the non-labor costs of a project, ensuring a comprehensive total for reporting. Labor costs will show based on the existing processes required for time entry.
PMO - Cost Mgmt - INSTRUCTIONS - SAP - Generate List of IO SO Charges	Process in SAP to generate a list of Statistical Order (SO) and Internal Order (IO) charges billed to a project
PMO - Cost Mgmt - INSTRUCTIONS - SAP - Locate Missing Invoices	Instructions on how to locate invoices missing from your tracking / reconciliation efforts in SAP when you know the vendor's name
PMO - Cost Mgmt - INSTRUCTIONS - Validate SAP Access	Steps to confirm access to SAP for project cost management

Section 9

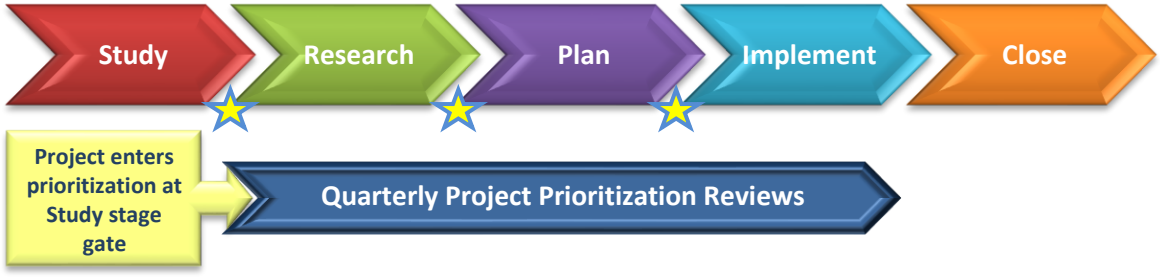
Project Prioritization Guidelines

Introduction

As an organization we have seen and understand there will always be more work than time, resources and money permit us to complete. Project prioritization is a method by which the company reviews all the potential and active projects and creates one list of approved work that is ranked from the most to least important. The process of gathering, justifying and ranking potential projects before they begin the next stage ensures the organization is aligned on what is "the right work at the right time". The prioritization process, managed by the Enterprise Portfolio Manager (EPM), ensures the list is created with a fair, objective process that is consistently applied. Also, the resulting project priority list increases effectiveness in project delivery and resource assignments, while empowering people to manage their work in direct correlation with organizational objectives. This section is focused on medium and larger projects specifically, not small project or operational work.

How projects get on the list:

The primary role tasked with project intake at Discount Tire is the Business Relationship Owner (BRO). Each segment has a BRO assigned who will accept project requests, garner approval and advocate for the project during the prioritization process. The output of the Study stage creates the inputs for the prioritization process. See the chapter on the Study stage for more information on business case creation.



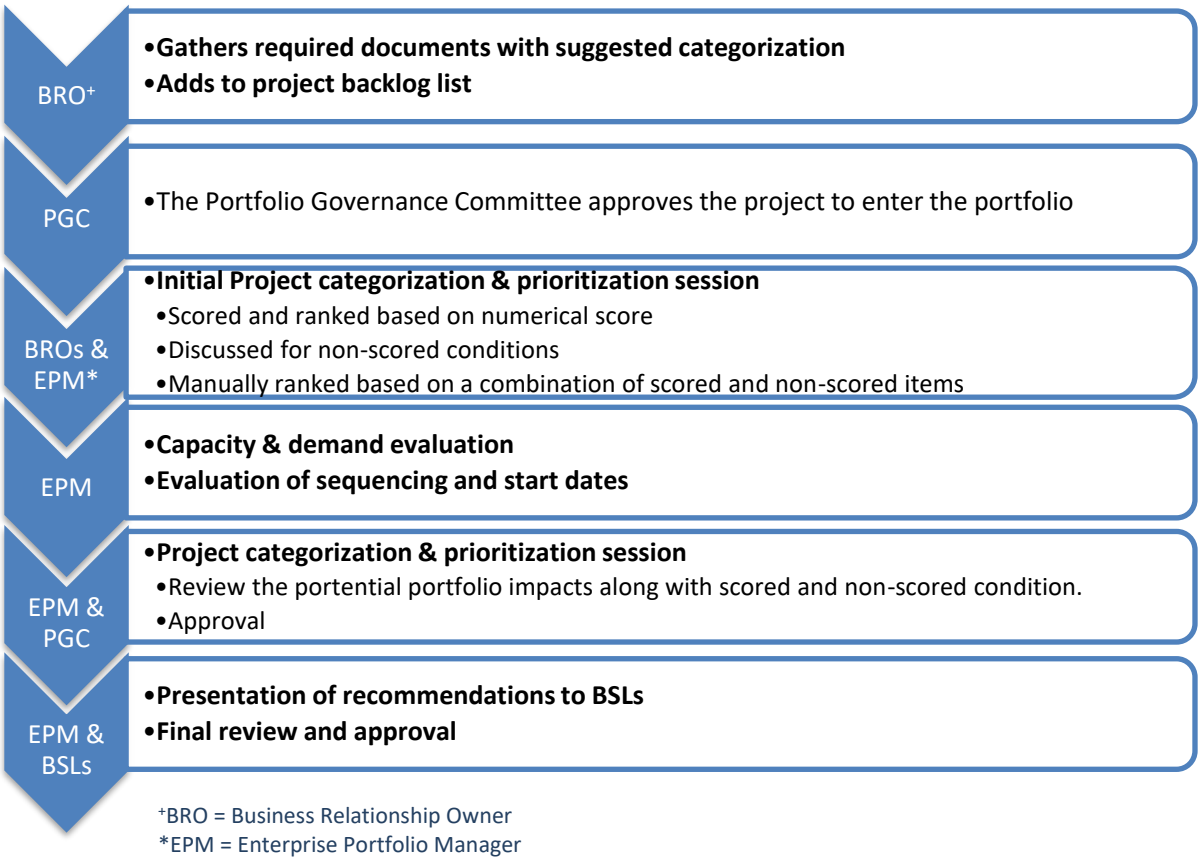
Summary of categorization and scoring:

During the prioritization session projects are first categorized. Categories tie the project to organizational goals and provide a view into the makeup of the portfolio while driving discussions about how Discount Tire is and should be investing its money. Categorization influences how a project is initially evaluated and scored. This is because a project with the purpose of reducing organization risk exposure may be evaluated on different criteria than a

project focused on revenue growth. The project categories are also used for reporting purposes. They are:

Project Purpose / Category	Definition
Transform	The focus of these projects is to transform our business operations and/or service offerings
Revenue Growth	Primary project benefit is to grow revenue. These projects have measurable hard benefits
Efficiency or Expense Reduction	These projects focus on increasing productivity / efficiency and/or reducing expenses. Projects in this category can contain both hard and soft benefits
Risk	Reduces the external risk of losses associated with operational risk events
Compliance, Regulatory & Legal	Work mandated by an external regulatory body
Foundational	Does not meet benefits of other categories and builds a common base upon which other projects / business cases can leverage functionality
Operational	Work that should be operational but due to its size, importance, or risk to internal systems the work is projectized to ensure visibility and expedient project delivery

Next, each project is evaluated and scored by the BRO group and EPM to determine its recommended priority ranking. The following are the steps the projects go through to reach prioritization.



+BRO = Business Relationship Owner
*EPM = Enterprise Portfolio Manager

Project work begins once the proposed project prioritization and sequencing is approved and the project manager is assigned. The prioritization process is performed quarterly for all new and existing projects on the enterprise project list. A project's priority will change during its lifecycle as new projects are added or other projects complete. The current project priority list can be found in the PM Methodology section of the Knowledge Center.

As you can see, there is thought and meaning placed on the priority of projects at Discount Tire. The project management methodology focuses on project execution, while project priority focuses more on sequencing the efforts. The project priority list doesn't directly indicate the order in which work tasks should be completed, rather it informs our work planning activities. For example, we staff from highest to lowest priority; however, individuals may work on projects in a different order based on when their project tasks are due. The combination of prioritization and due dates help individuals understand when their work should be completed. Together, these help the organization to easily know it is focused on doing the right work at the right time.

Section 10

Project Artifacts

Project Tools, Templates & Reference Materials

Refer to the Methodology – Project Artifacts Reference Page

Project Documentation Storage Guidelines

Projects tend to produce and depend on a large number of working files (temporary, iterative, etc.) and “documents of record” (e.g. Project Management Plan, Status Reports, Key Decision Documents, etc.) Effective management of these files in a consistent, structured manner ensures all documents are current, appropriately secured and can be located quickly; which will contribute greatly to the efficiency of a project and its communications. It also allows for simplified future reference of such “project records”

GUIDELINES - Project File Management was created in support of such efficiencies.

Section 11

Measurements

With the introduction of this guide, we are also introducing a new reporting process to identify how well Discount Tire is doing at delivering projects (measure success). This reporting will not include project specific information; it will be summary level information that shows how the project management process is working here at Discount Tire and allow us to better track the performance of the PMO, project delivery and improvements over time.

The Enterprise Portfolio Manager will report and track metrics on a monthly basis, for the current year. Year-over-year will be provided once the guide has been in place more than 12 months. This report will be distributed to the PMO, to IT Management, Business Relationship Owners and to Business Segment Leaders via email.

The metrics we will report on are as follows:

Metric	Purpose / Value
Current number of active projects: In total and by business segment. Active is defined as a project in the Research, Plan or Implement stage.	Allows us identify where our project work is being focused. In the future, this could allow us to allocate investment $ by business segment.
Percentage of active projects, in the Implementation Stage, with signed off Project Management Plan that includes Effort Estimates and Schedule.	This metric should grow to 100% once the methodology is ingrained in what we do. At that point the metric becomes obsolete.
Percentage of active projects, in the Implementation Stage, with signed off Implementation Budget.	This metric should grow to 100% once the methodology is ingrained in what we do. At that point the metric becomes obsolete.
Percentage of active projects, in the Implementation Stage, with project team tracking time.	This metric should grow to 100% once the methodology is ingrained, every project contributor is tracking time, and a PPM tool is in place. At that point the metric becomes obsolete.
Current number of complete projects: In total and by business segment.	As above. This will allow us to get an annual total.
Current list of “on hold” projects: In total, showing the amount of time the project has been on hold.	Allows us to keep visibility on these projects and ensures their status is reviewed frequently. This list will be reviewed at least quarterly, to determine if any should be restarted or cancelled. Projects should not be left on this list indefinitely.

Metric	Purpose / Value
Number of problems/issues that are more than 30 days old.	Bringing visibility to problems/issues that are more than 30 days old ensures they are not forgotten and they get addressed. This metric should be provided to the Enterprise Portfolio Manager as part of the regular project status reporting process. See Section 4 for more on issues.
Number of approved changes between planning stage and the end of the project.	Tracking the number of changes allows Discount Tire to see how many changes are being encountered. In addition, over time, we would hope to see this average number going down. That would mean we are improving in our scope definition, effort estimation, etc. See Section 5 for more on Changes.
On time delivery: Metric showing how close a project completed to its planned, approved completion date (both to original project commitment and to the latest re-baselined commitment)	As we improve our project delivery, projects should be delivering to within 5% of their schedule. Initially, however, we will simply report how well our estimation is working.
On budget delivery: Metric showing how close a project completed to its approved budget (both to original project commitment and to the latest re-baselined commitment)	As we improve our project delivery, projects should be delivering to within 5% of their budget. Initially, however, we will simply report how well our estimation is working.
Within Performance: Percent of completed projects that deliver the agreed upon execution success measures. These project execution success measures will be identified during each projects planning stage.	As we improve our project delivery, projects should be delivering their success measures 100% of the time. Overtime this metric should be increasing.

Section 12

Glossary/Acronyms

Glossary

KEYWORD	DEFINITION
ACTUALS	The cost or hours effort put forth in the performance of a task.
AGILE	Relating to or denoting a method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.
BUDGET	The amount of approved money allocated for the project that represents the estimate of planned expenditures.
BUSINESS CASE	A business case captures the reasoning for initiating a project. It is a written document that describes the proposed project, the benefits, consequenses of not doing the work and is used in conjunction with other documents to garner approval to initiate the effort. The logic of the business case is that, whenever resources (money, effort) are consumed, they should be in support of a specific business need.
CHANGE MANAGEMENT	The process tor defining and approving changes that will affect any of the project's Cost, Schedule or Performance (CSP).
CHANGE REQUEST	Formal request to obtain approval for a change that will affect CSP.
CIRCLE-DOT	A symbol used on the Responsibility Matrix to identify the team member who has accepted responsibility to complete task work or lead other Team Members in the completion of that task within the boundaries of CSP at the task level.
CONSTRAINT	Any limitation(s) that influences the project plan and how it is executed. Constraints can come in many forms, including time, funding, resources, technology, or procedural constraints.
COST	Expenditures necessary to complete the project and fulfull its objectives.
COST, SCHEDULE, PERFORMANCE (CSP)	The three constraints within which, a project must deliver results; where “performance” equals scope *and* quality. These are interdependent: altering one nearly always affects one or both of the others.

KEYWORD	DEFINITION
DELIVERABLE	A measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project.
DURATION	The total number of work days expected or required to complete a task based upon the effort and resource availability.
EFFORT	The actual human resource time put forth to complete the project tasks.
EXCLUSIONS	Items which will not be delivered by the project / are excluded from scope. They may be delivered in a future project.
FINANCIAL JUSTIFICATION WORKSHEET (FJW)	A quantitative cost / benefit analysis for the proposed / agreed project. It includes both soft and hard costs associated with implementation and 3-5 year total cost of ownership. This accompanies the Business Case and is the basis for the project's budget.
INTERNAL ORDER NUMBER (IO)	Set up by accounting, it is the number to which a project's capitalizable expenditures are to be allocated.
ISSUE	A matter or concern which is currently impacting project delivery and must be investigated, solved, or resolved, with decisions reached and communicated.
ISSUE PRIORITY	The relative importance of an issue in relation to other issues for the team. Primary purpose is to provide guidance as to the order in which they should be resolved.
KEY DECISION	A decision that may result in a change to CSP or a change in the way business will be conducted. These decisions are usually made by project leadership or above.
LESSONS LEARNED	Documented information, usually collected through meetings, discussions, or written reports, to show how both common and uncommon project events were addressed. This information can be used by other project managers as a reference for subsequent project efforts.
MEASURE	A quantitative way to establish the quality of the project's deliverable(s). *Not* CSP or business benefit.
MILESTONE	A significant event in a project, usually the completion of a deliverable.
OBJECTIVE	A specific short statement of what the project is to accomplish in terms of cost, schedule and performance. The format is: "To [do what] by [date] within a cost of $[xxxxx]" Date = Project Closure Date
PERFORMANCE	Criteria of project success that is made up of both Scope of work and Quality delivered

KEYWORD	DEFINITION
PLAN	An outline, draft, or document, which defines the roadmap for completing a project. Includes a number of elements based on the size of the project.
PORTFOLIO MANAGEMENT	A collection of *projects* or *programs* and other work that are grouped together to facilitate effective management of that *work* to meet strategic business *goals.*
PROGRAM MANAGEMENT	A group of two or more tightly coupled projects managed in a coordinated way to achieve benefits greater than those received by managing the projects individually.
PROJECT	A temporary unique activity which brings about a change in the operating environment, has a definite beginning and end point, and has an objective which can be stated in terms of cost, schedule, and performance.
PROJECT CLOSEOUT	The process to provide finalized documentation for project acceptance by the Business Owner and Project Executive. It includes the completion of various project records, final revision of documentation to reflect the "as built" condition, and retention of essential project documentation.
PROJECT LIFE CYCLE	A documented process, divided into stages, which is then followed to obtain a project result meeting or exceeding the stated objective.
PROJECT MANAGEMENT	A set of disciplines and processes which are used to organize a temporarily assigned team of people to carry out a project result.
PROJECT MANAGEMENT OFFICE (PMO)	The group that develops the methodology (including tools, audit, financials, education, and reports/metrics) to support project management at Discount Tire.
PROJECT PRIORITY	The business importance associated with a project that results in an ordered list from highest to lowest. Project priority provides a guideline for individuals and teams when work conflicts arise.
PROOF OF CONCEPT (POC)	An innovative research activity which commonly includes (but is not limited to) the following: • Testing an innovative idea, process, or solution which no one has tried before in a controlled environment • Testing the adaptability of an existing project, process, or solution that has already been tried elsewhere (within Discount Tire or externally) but needs evaluation of how it will fit a specific need
QUARTERLY DELIVERY PLANNING (QDP)	The process by which our IT teams, in conjunction with the PMs, plan / confirm resource allocations and commitments for work to be performed / deliverables to be completed in the next quarter.
REQUEST FOR INFORMATION (RFI)	A type of bid document used to solicit information from prospective contractors for products or services.

KEYWORD	DEFINITION
REQUEST FOR PROPOSAL (RFP)	A type of bid document used to solicit proposals from prospective contractors for products or services.
REQUEST FOR PROPOSAL (RFQ)	A type of bid document used to solicit pricing quotes from prospective contractors for products or services.
RESPONSIBILITY MATRIX	A graphical portrayal of the relationships between project tasks and the people assigned with the intent to highlight who is responsible for the task vs. who contributes to its completion.
RISK	An uncertain event or condition that, should it occur, would have an effect on the project outcome. That effect can be positive or negative.
RISK ANALYSIS	The process involved with identifying, analyzing, and responding to project risk. This process includes risk identification, qualitative analysis, quantitative analysis, response development and response control.
RISK MONITORING	The process of keeping track of the risks and evaluating the effectiveness of the response actions.
RISK RESPONSE STRATEGY	The approach to managing a risk as agreed by the team and appropriate Subject Matter Experts.
SCHEDULE	A time sequenced plan of activities or tasks used to direct and control project execution.
SCOPE	The range of deliverables, measures and exclusions required to meet the project objective.
STATISTICAL ORDER NUMBER (SO)	Set up by accounting, it is the number to which a project's operational expenditures are to be allocated.
STAGE	A period of time in the life of a project during which work is undertaken resulting in predefined, verifiable deliverables. The project stages at Discount Tire are: Study, Research, Plan, Implement (Build and Deploy), and Close.
WORK BREAKDOWN STRUCTURE (WBS)	A graphical hierarchy of project activities. Outline of work constructed by level of detail.

Acronyms

ACRONYM	MEANING
BRO	Business Relationship Owners
BSL	Business Segment Leader
CR	Change Request
CRB	Change Request Board
CSP	Cost, Schedule, and Performance
DT	Discount Tire
EPM	Enterprise Portfolio Manager
FJW	Financial Justification Worksheet
IO	Internal Order #
IT	Information Technology
KD	Key Decision
KDD	Key Decision Document
LEAD	Living through Execution, Action, and Discipline
OCM	Organizational Change Management
PM	Project Manager
PMI	Project Management Institute
PMO	Project Managment Office
POC	Proof of Concept
PPM	Project Portfolio Management
QDP	Quarterly Delivery Planning
RFQ	Request for Quote
RFI	Request for Information
RFP	Request for Proposal
ROI	Return on Investment
SDLC	Software Development Life Cycle
SME	Subject Matter Expert
SO	Statistical Order #
WBS	Work Breakdown Structure

Appendix 1

Project Scaling Chart

Refer to the Control – Stage Gate Deliverables – Rigor and Scaling sheet for details

	Status	Activity Description (Verb + Noun)	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate+	High
Intake		**Intake**								
		Intake Request submitted	IT Engagement Manager & Business Partner(s)	Project Intake Template	n/a	Required	Required	Required	Required	Required
		Rapid Assessment of Intake Request	Intake Lead	n/a	n/a	Preferred	Required	Required	Required	Required
		Approval for inclusion in the Portfolio (annually or adhoc)	EPSC	n/a	n/a	Preferred	Required	Required	Required	Required
		Evaluate the capacity/demand for the leadership required for the first two weeks of Study	Delivery Manager, Technology Owner	Clarity	n/a	Preferred	Required	Required	Required	Required
		Decision to move to next Stage; Email provided to DTC_IT_Planning, Confirmation moving Stages	IT Engagement Manager	n/a	n/a	Preferred	Required	Required	Required	Required

	Status	Activity Description (Verb + Noun)	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate+	High
		Study								
		Inform of project start in IT Portfolio meeting; confirmation provided to Portfolio Analyst. Update Stage on Properties module in Clarity and On Time Delivery (OTD) records	Project Manager	Portfolio Meeting Agenda	Follow Portfolio Analyst Instructions	Optional	Preferred	Required	Required	Required
		Obtain IT and Business Resource commitments from Resource Manager(s), for the current stage, with assistance from the Technology Owner, Business Owner, and IT Engagement Manager as necessary. *(Complete within the first 2 weeks of Study)*	Project Manager	Clarity	Clarity Resource Allocations	Preferred	Required	Required	Required	Required
		Create schedule with committed current stage end date and subsequent stage; High-level for the remaining stages *(Complete within the first 2 weeks of Study)*	Project Manager	Clarity and/or project schedule tools (MS Project, Excel, Smartsheet, etc.)	n/a	Required	Required	Required	Required	Required
		Create Resource plan for current stage and subsequent stage with contribution from the Project Executive, Business Owner, Technology Owner and team; High-level plan for the remaining stages *(Complete within the first 2 weeks of Study)*	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
		Perform a Demand versus Capacity Analysis (no major over allocations confirmed); Clarity Capacity vs. Demand Reports, under Reports & Jobs (Complete within the first 2 weeks of Study)	Portfolio Analyst	n/a	n/a	Preferred	Required	Required	Required	Required
		Conduct planning session(s) required to complete this stage's schedule, with tasks, dates and ownership (Complete within the first 2 weeks of Study)	Project Manager	Cadence Project Planning tools	Project Planning Process and Tips	Preferred	Preferred	Required	Required	Required
		Perform Delivery Manager 'Commitment' check and approval (schedule, allocations, resources, tasks, etc.) *(Complete within the first 2 weeks of Study)*	Delivery Manager	Use this document	n/a	Preferred	Preferred	Required	Required	Required
Study		Follow-up 2 weeks from the approved/agreed start of Study to obtain that commitment / ensure the PM has populated the Committed Stage Finish Date on both Properties and On Time Delivery (OTD)	Portfolio Analyst	n/a	n/a	Preferred	Required	Required	Required	Required
		Provide Status Reports (Bi-Weekly Project Status; Weekly Portfolio Update)	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
		Confirm, create, execute Non-Disclosure Agreement (NDA) if applicable for Vendor engagement	Project Manager	VMO General Request - Service Now	n/a	Optional	Optional	Preferred	Required	Required
		Create Link to the Project repository/files in the DT IT PMO Project folder		IT Projects Folder	n/a	Optional	Preferred	Required	Required	Required
		Conduct Stakeholder Project kick-off meeting with presentation conducted	Project Manager	Communication - Project Kickoff	n/a	Optional	Preferred	Preferred	Required	Required
		Create Project Charter (includes Business Case & Value Plan) with contribution from the Project Executive, Business Owner, Technology Owner and team. Approved by Project Stakeholder(s); and measuring outcomes (benefits, value of project)	Project Manager	Initiation - Project Charter	n/a	Preferred	Required	Required	Required	Required
		Engage with the stakeholders in the project and determine the level of involvementand governance needed for the remainder of the project	Project Manager	n/a	n/a	Preferred	Preferred	Required	Required	Required
		Obtain IT and Business Resource commitments from Resource Manager(s), for the next stage, with the contribution from the Technology Owner, Business Owner, and IT Engagement Manager as necessary. Create a RACI as necessary	Project Manager	Clarity	Clarity Resource Allocations	Required	Required	Required	Required	Required
		Create detailed schedule with committed current stage end date and subsequent stage; High-level for the remaining stages	Project Manager	Clarity and/or project schedule tools (MS Project, Excel, Smartsheet,	n/a	Preferred	Required	Required	Required	Required
		Create Resource plan for current stage and subsequent stage with contribution from the Project Executive, Business Owner, Technology Owner and team; High-level plan for the remaining stages	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required

		Update Clarity with allocations, tasks, assignments for next stage	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
	*	Create preliminary Financial Justification Worksheet (FJW); Estimates of cost (internal & external), On-going benefits; Run Costs, 5 estimates	Project Manager	Initiation - Financial Justification Worksheet	Project Cost Management	Required	Required	Required	Required	Required
	*	Create Cost Plan and Budget in Clarity	Project Manager	Clarity	Project Cost Management	Required	Required	Required	Required	Required
		Perform a Demand versus Capacity Analysis (no major over allocations confirmed); Clarity Capacity vs. Demand Reports, under Reports & Jobs	Portfolio Analyst	n/a	n/a	Preferred	Required	Required	Required	Required
		Provide approved unstaffed resource demand to VMO, Resource Managers, Project Management, and preferred staffing partners (i.e. Capgemini for most things, Apisero for Mulesoft, etc.)	Resource Analyst	n/a	n/a	Optional	Preferred	Preferred	Required	Required
		Update On Time Delivery (OTD) page/module in Clarity	Project Manager	Clarity	PMO - Control - QRG - Clarity - On Time Delivery	Preferred	Preferred	Required	Required	Required
		Re-assess project rigor/size and complexity (if scope and complexity have changed considerably since prior scoring); Project Rigor Scoring tab	Project Manager	Use this document	n/a	Optional	Preferred	Required	Required	Required
	*	Prepare the Stage Gate Review (PSC) Powerpoint to be reviewed and presented with FJW from contribution from the Project Executive, Business Owner, Technology Owner and team; Gain formal approval/buy-in on stage deliverables from Project Executive, Business Owner, Technology Owner and Delivery Manager	Project Manager	Stage Gate Review	EPSC and SPSC Structure and Process	Optional	Preferred	Required	Required	Required
		Perform Delivery Manager quality check and approval to exit current stage and move to the next (schedule, allocations, resources, tasks, etc.)	Delivery Manager	Use this document	n/a	Required	Required	Required	Required	Required
	*	Ensure alignment and ownership of the Project Executive, Business Owner, and Technology Owner on the Stage Gate Deliverables (FJW and Stage Gate Review PowerPoint deck)		n/a	n/a	Optional	Preferred	Preferred	Required	Required
	*	Conduct and obtain approval on FJW and Stage Gate Review process with Project Stakeholders (Maria > Wayne/Executive > Andrew > PSC); Ensure that the Business Owner and Technology Owner contribute to the deliverables and attend all review meetings	Project Manager	Initiation - Financial Justification Worksheet	Project Cost Management	Required	Required	Required	Required	Required
		Present Stage Gate Review to SPSC (All non XL projects, unless specifically identified by ESPC)	Project Manager	n/a	EPSC and SPSC Structure and Process	Optional	Preferred	Required	Required	Required
		Present Stage Gate Review to ESPC (XL Projects as specified by the ESPC)	Project Executive	n/a	EPSC and SPSC Structure and Process	Optional	Preferred	Required	Required	Required
		Complete final check by Portfolio Analyst and approval to move to next stage; Stage Gate Deliverables - Scaling	Portfolio Analyst	Use this document	n/a	Preferred	Preferred	Required	Required	Required
		Inform of stage move in IT Portfolio meeting; confirmation provided to Portfolio Analyst. Update Stage on Properties module in Clarity and On Time Delivery (OTD) records	Project Manager	Portfolio Meeting Agenda	Follow Portfolio Analyst Instructions	Preferred	Preferred	Required	Required	Required

Status	Activity Description *(Verb + Noun)*	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate+	High
Research									
	Provide Status Reports (Bi-Weekly Project Status; Weekly Portfolio Update)	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
	Conduct planning session(s) required to complete this stage's schedule	Project Manager	Cadence Project Planning tools	Project Planning Process and Tips	Optional	Preferred	Required	Required	Required
	Create Teams/Sharepoint document repository to mimic methodology stages	Project Manager	Include links to templates in this document	** Folder Structure Instructions - TBD **	Preferred	Required	Required	Required	Required
	Establish project operations; project status meetings, leadership/steering committee sessions, establish project governance	Project Manager	n/a	n/a	Preferred	Preferred	Required	Required	Required
	Gather & document Business Requirements; Approved by leadership	Project Manager	Business Analyst and/or Technical Owner provides	Per resource direction	Preferred	Preferred	Required	Required	Required
	Gather & document Technical Requirements; Approved by leadership to include; Technical Specs, Requirements Traceability Matrix & Technical Design, Development Design	Project Manager	Technical Owner and/or Developer provides	Per resource direction	Preferred	Preferred	Required	Required	Required
	Gather & document Functional Specifications; Approved by leadership	Project Manager	Product Owner, Key Stakeholder provides	Per resource direction	Preferred	Preferred	Required	Required	Required
	Gather Architecture's documented deliverables (Architecture and Solution); Approved by leadership to include; Enterprise Data Review, Technical Solution Design, Security & Cyber Review	Architecture	Architecture Team provides	Per resource direction	Preferred	Preferred	Required	Required	Required
	Engage BI, Finance, ILM, L&D, OCM, Operations & VMO to determine their engagement model for this initiative	Project Manager	External teams provide	Per resource direction	Preferred	Preferred	Required	Required	Required
	Engage Architecture, Asset Management, Infrastructure, Monitoring, Quality Management, Security/IAM, & Support to determine their engagement model for this initiative	Technology Owner	External teams provide	Per resource direction	Preferred	Preferred	Required	Required	Required
	Drive the Business Owner to create an Operational Readiness strategy (monitoring, backups)	Project Manager	Close - Project Operational Transition Document	Operational Readiness - Service & Ops Support Teams	Optional	Preferred	Required	Required	Required
	Drive team to create a Test Strategy and gather documentation in the team repository/folder	Project Manager	Per Quality Management Team direction	Per Quality Management Team direction	Optional	Preferred	Preferred	Required	Required
	Drive team to create an OCM Strategy and gather documentation in the team repository/folder	Project Manager	Per Organizational Change Management Team direction	Per Organizational Change Management direction	Optional	Preferred	Preferred	Required	Required
	Drive team to create a Training Strategy and gather documentation in the team repository/folder	Project Manager	Per Learning & Development (OCM) Team direction	Per Learning & Development (OCM) Team direction	Optional	Preferred	Preferred	Required	Required
	Obtain IT and Business Resource commitments from Resource Manager(s), for the next stage, with the contribution from the Technology Owner, Business Owner, and IT Engagement Manager as necessary. Create a RACI as necessary	Project Manager	Clarity	CA PPM Review Resource Allocations	Preferred	Required	Required	Required	Required
	Update Clarity with allocations, tasks, assignments for next stage	Project Manager	Clarity	n/a	Optional	Required	Required	Required	Required
	Refine resource plan for Plan Stage, high level for subsequent stages	Project Manager	Clarity	n/a	Required	Required	Required	Required	Required
	Conduct Project Team Kick off Meeting	Project Manager	Communication - Project Kickoff Deck	n/a	Optional	Preferred	Required	Required	Required
	Document cross-project dependencies	Project Manager	n/a	n/a	Optional	Preferred	Required	Required	Required
*	Revise Charter, FJW as determined from research	Project Manager	Refer to appropriate documents	n/a	Optional	Preferred	Required	Required	Required
*	Refine Cost Schedule Performance (CSP); Analyze financials & create initial Cost Plan and Budget in Clarity (tolerance of +/- 40%) Cost Plan- Activity	Project Manager	Clarity	n/a	Required	Required	Required	Required	Required
	Manage Risks, Issues, Key Decisions, Change Requests, and Action Log	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
	Engage Vendor Management Office (VMO) and start vendor management and document development (SOW, RFP)	Project Manager	VMO General Request	Follow direction from VMO Team	Preferred	Preferred	Required	Required	Required
	Perform Delivery Manager quality check and approval to exit current stage and move to the next (schedule, allocations, resources, tasks, etc.)	Delivery Manager	Use this document	n/a	Preferred	Preferred	Required	Required	Required
	Approved Project Executive reviews Research results / deliverables to move to next stage, do further research, put on hold or terminate; (Written, email, etc. confirmation)	Project Manager	n/a	n/a	Preferred	Preferred	Required	Required	Required
	Create detailed schedule with committed current stage end date and subsequent stage; High-level for the remaining stages	Project Manager	Clarity (CA PPM) and/or project schedule tools (MS Project, Excel, Smartsheet, etc.)	n/a	Preferred	Required	Required	Required	Required
	Perform a Demand versus Capacity Analysis (no major over allocations confirmed); Clarity Capacity vs. Demand Reports, under Reports & Jobs	Portfolio Analyst	n/a	n/a	Preferred	Required	Required	Required	Required
	Provide approved unstaffed resource demand to VMO, Resource Managers, Project Management, and preferred staffing partners (i.e. Capgemini for most things, Apisero for Mulesoft, etc.)	Resource Analyst	n/a	n/a	Optional	Preferred	Required	Required	Required

		Re-assess project rigor/size and complexity (if scope and complexity have changed considerably since prior scoring); Project Rigor Scoring tab	Project Manager	Use this document	n/a	Preferred	Preferred	Required	Required	Required
		Complete final check by Portfolio Analyst and approval to move to next stage; Stage Gate Deliverables - Scaling	Portfolio Analyst	Use this document	n/a	Preferred	Preferred	Required	Required	Required
		Decision to move to next Stage; Email provided to DTC_IT_Planning, Confirmation moving Stages	Project Manager	n/a	n/a	Preferred	Required	Required	Required	Required
		Inform of stage move in IT Portfolio meeting; confirmation provided to Portfolio Analyst. Update Stage on Properties module in Clarity and On Time Delivery (OTD) records	Project Manager	Portfolio Meeting Agenda	Follow Portfolio Analyst Instructions	Preferred	Preferred	Required	Required	Required

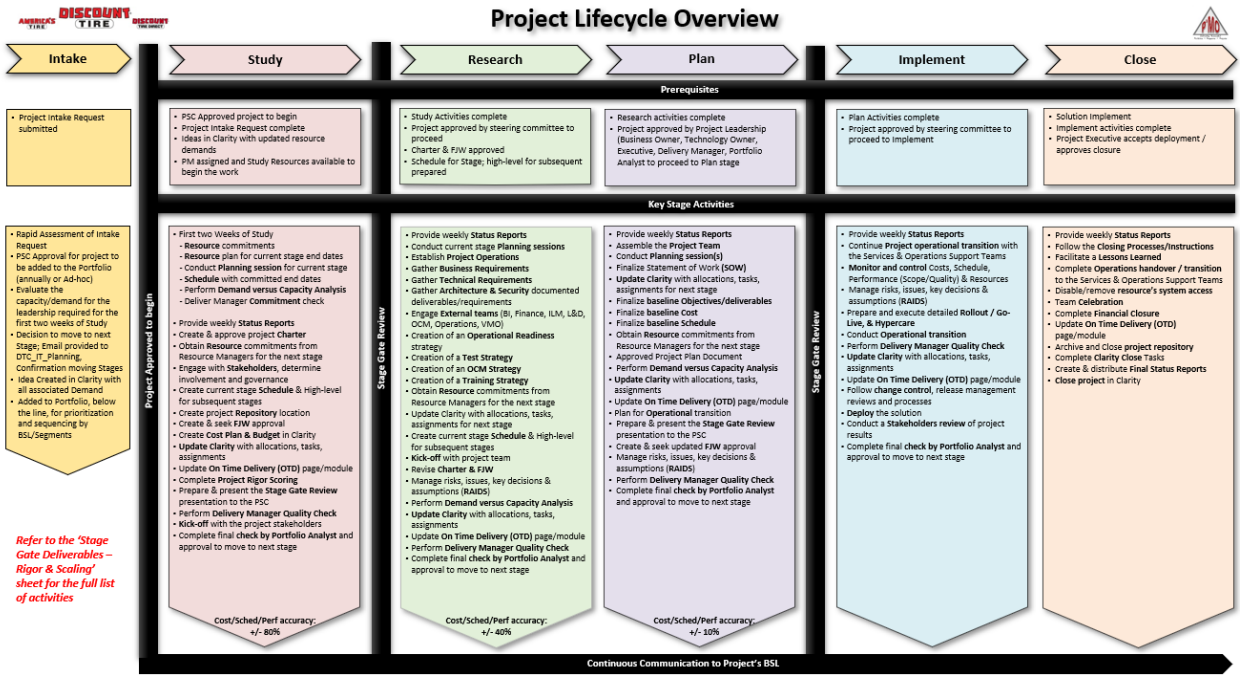
	Status	Activity Description *(Verb + Noun)*	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate+	High
Plan										
		Provide Status Reports (Bi-Weekly Project Status; Weekly Portfolio Update)	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
		Assemble the project team thru collaboration with the Resource Managers	Project Manager	n/a	n/a	Preferred	Preferred	Required	Required	Required
		Conduct planning session(s) for remainder of project	Project Manager	Cadence Project Planning tools	Project Planning Process and Tips	Preferred	Preferred	Required	Required	Required
		Work with Business Owner, Technology Owner, and Vendor Management Office to finalize Statement of Work (SOW) and Purchase Orders (PO's) with Vendor Partners	Project Manager	VMO General Request - Service Now	Service Now Process	Preferred	Required	Required	Required	Required
		Work with Business Owner and Technology Owner to finalize (baseline) Objective, Deliverables (Scope/Quality); Documented in the project management plan	Project Manager	Planning - Project Management Plan	n/a	Preferred	Required	Required	Required	Required
		Update Clarity with allocations, tasks, assignments for next stage	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
	*	Work with Business Owner and Technology Owner to finalize (baseline) Cost (within tolerance of +/- 10%)	Project Manager	Clarity	Project Cost Management	Preferred	Required	Required	Required	Required
		Work with Business Owner and Technology Owner to finalize (baseline) Schedule (within tolerance of +/- 10%). Including tasks for; OCM, Operational Readiness, Training, etc.	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
		Obtain IT and Business Resource commitments from Resource Manager(s), for the next stage, with the contribution from the Technology Owner, Business Owner, and IT Engagement Manager as necessary. Create a RACI as necessary	Project Manager	Clarity	CA PPM Review Resource Allocations	Preferred	Required	Required	Required	Required
		Create and obtain approval of Project Plan Document upon Baseline completion	Project Manager	Planning - Project Management Plan	n/a	Optional	Preferred	Required	Required	Required
		Perform a Demand versus Capacity Analysis (no major over allocations confirmed); Clarity Capacity vs. Demand Reports, under Reports & Jobs	Portfolio Analyst	n/a	n/a	Preferred	Required	Required	Required	Required
		Provide approved unstaffed resource demand to VMO, Resource Managers, Project Management, and preferred staffing partners (i.e. Capgemini for most things, Apisero for Mulesoft, etc.)	Resource Analyst	n/a	n/a	Preferred	Preferred	Required	Required	Required
		Update On Time Delivery (OTD) page/module in Clarity	Project Manager	Clarity	PMO - Control - QRG - Clarity - On Time Delivery	Preferred	Preferred	Required	Required	Required
		Re-assess project rigor/size and complexity (if scope and complexity have changed considerably since prior scoring); Project Rigor Scoring tab	Project Manager	Use this document	n/a	Optional	Preferred	Required	Required	Required
		Prepare the Stage Gate Review (PSC) Powerpoint to be reviewed and presented with FJW from contribution from the Project Executive, Business Owner, Technology Owner and team; Gain formal approval/buy-in on stage deliverables from Project Executive, Business Owner, Technology Owner and Delivery Manager	Project Manager	Stage Gate Review	EPSC and SPSC Structure and Process	Preferred	Required	Required	Required	Required
		Perform Delivery Manager quality check and approval to exit current stage and move to the next (schedule, allocations, resources, tasks, etc.)	Delivery Manager	Use this document	n/a	Required	Required	Required	Required	Required
		Complete final check by Portfolio Analyst and approval to move to next stage; Stage Gate Deliverables - Scaling	Portfolio Analyst	Use this document	n/a	Optional	Preferred	Required	Required	Required
	*	Conduct and obtain approval on FJW and Stage Gate Review process with Project Stakeholders (Maria > Wayne/Executive > Andrew > PSC); Ensure that the Business Owner and Technology Owner contribute to the deliverables and attend all review meetings	Project Manager	Initiation - Financial Justification Worksheet	Project Cost Management	Required	Required	Required	Required	Required
		Present Stage Gate Review to SPSC (All non XL projects, unless specifically identified by ESPC)	Project Manager	n/a	EPSC and SPSC Structure and Process	Optional	Preferred	Required	Required	Required
		Decision to move to next Stage; Email provided to DTC_IT_Planning, Confirmation moving Stages	Project Manager	n/a	n/a	Preferred	Required	Required	Required	Required
		Inform of stage move in IT Portfolio meeting; confirmation provided to Portfolio Analyst. Update Stage on Properties module in Clarity and On Time Delivery (OTD) records	Project Manager	Portfolio Meeting Agenda	Follow Portfolio Analyst Instructions	Preferred	Preferred	Required	Required	Required

	Status	Activity Description *(Verb + Noun)*	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate+	High
Implement										
		Provide Status Reports (Bi-Weekly Project Status; Weekly Portfolio Update)	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
		Conduct Project Kickoff Meeting (if the team is different than that involved in Plan)	Project Manager	Communication - Project Kickoff Deck	n/a	Optional	Preferred	Required	Required	Required
		Continue project operations; Project Status Meetings, Leadership or Steering Committee Meetings & notes	Project Manager	n/a	n/a	Preferred	Required	Required	Required	Required
		Monitor & Contrrol Costs, Schedule, Performance and Resources	Project Manager	Clarity	n/a	Required	Required	Required	Required	Required
	*	Administer Costs Plans, Budget Plans, Track Actuals, IO/SO Entries	Project Manager	Clarity	Project Cost Management	Required	Required	Required	Required	Required
		Manage Risks, Issues, Key Decisions, Change Requests, and Action Log	Project Manager	Clarity	n/a	Preferred	Required	Required	Required	Required
		Prepare and execute detailed Rollout / Go-Live, Hypercare, including Release Management (go/no go decision points) Service Now KB0019191	Project Manager	n/a	IT Release Management QRG	Preferred	Required	Required	Required	Required
		Follow change control, release management reviews and processes (Stage, Prod deployments) - Service Now KB0019189	Project Manager	n/a	IT Change Control QRG	Required	Required	Required	Required	Required
		Conduct Operational transition alongside the applicable owner of the solution (Technical Owner, Business Owner, System Administrator, etc) with the Services & Operations Support Teams processes including turn over to operations, determine ownership for on-going 'run costs'	Project Manager	n/a	Operational Readiness - Service & Ops Support Teams	Preferred	Required	Required	Required	Required
		Perform Change Request activities if changes to Schedule, Cost, Budget are necessary; Document on Project Change Request document and Clarity Changes module	Project Manager	Control - Project Change Request	n/a	Required	Required	Required	Required	Required
		Update On Time Delivery (OTD) page/module in Clarity	Project Manager	Clarity	PMO - Control - QRG - Clarity - On Time Delivery	Preferred	Preferred	Required	Required	Required
		Provide approved unstaffed resource demand to VMO, Resource Managers, Project Management, and preferred staffing partners (i.e. Capgemini for most things, Apisero for Mulesoft, etc.)	Resource Analyst	n/a	n/a	Optional	Preferred	Preferred	Required	Required
		Perform Delivery Manager quality check and approval to exit current stage and move to the next (schedule, allocations, resources, tasks, etc.)	Delivery Manager	Use this document	n/a	Preferred	Preferred	Required	Required	Required
		Conduct a Stakeholders review of project results to decide if project moves to closure; Values, Capabilities rationalization	Project Manager	Initiation - Project Charter	n/a	Preferred	Preferred	Required	Required	Required
		Inform of stage move in IT Portfolio meeting; confirmation provided to Portfolio Analyst. Update Stage on Properties module in Clarity and On Time Delivery (OTD) records	Project Manager	Portfolio Meeting Agenda	Follow Portfolio Analyst Instructions	Preferred	Preferred	Required	Required	Required

Status	Activity Description (Verb + Noun)	Owner	Templates	Instructions/Documentation	Very Low	Low	Moderate	Moderate	High
Close									
	Follow the Closing processes (refer to the PMO - INSTRUCTIONS - Project Close-Cancel Process document)	Project Manager	n/a	* Instructions being developed	Required	Required	Required	Required	Required
	Provide Status Reports (Bi-Weekly Project Status; Weekly Portfolio Update)	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
	Facilitate a Lessons Learned session, documented and distributed, and complete any follow-up as necessary	Project Manager	Lessons Learned (presentation)	Lessons Learned (spreadsheet)	Optional	Preferred	Preferred	Required	Required
	Complete Operations handover/transition with the Services & Operations Support Teams	Project Manager	n/a	Operational Readiness - Service & Ops Support Teams	Preferred	Preferred	Required	Required	Required
	Celebrate, provide Team Recognition	Project Manager	n/a	n/a	Preferred	Preferred	Required	Required	Required
*	Complete Financial closure, Final review with IT Finance	Project Manager	n/a	* Instructions being developed	Required	Required	Required	Required	Required
	Disable/remove resource's system access of resources and any specially created VPN accounts	Project Manager	Service Now Request	Service Now Process	Required	Required	Required	Required	Required
	Archive and close project record (documentation, repository)	Project Manager	n/a	* Instructions being developed	Required	Required	Required	Required	Required
	Complete Clarity Close Tasks		n/a	* Instructions being developed	Required	Required	Required	Required	Required
	Update On Time Delivery (OTD) page/module in Clarity	Project Manager	Clarity	PMO - Control - QRG - Clarity - On Time Delivery	Preferred	Required	Required	Required	Required
	Create & distribute Final Reporting: Status Report	Project Manager	Clarity Status Reports	Communication - INSTRUCTIONS - Project Status Report	Required	Required	Required	Required	Required
	Follow-up to allow for those final timesheets to post, put a reminder in your calendar for about 10 days after the Close Stage Finish Date to go back into Clarity to update Tasks, Staff, Status Report and Properties	Project Manager	n/a	* Instructions being developed	Preferred	Required	Required	Required	Required
	Send email to PPMAdmin that all PM closure activities are complete and all expected time entry has been submitted.	Project Manager	n/a	* Instructions being developed	Preferred	Required	Required	Required	Required

Project Lifecycle Overview

Refer to the Control – Project Lifecycle Overview – Stages and Deliverables for the document



Appendix 2

Roles and Responsibilities Detailed

Project Executive

Purpose:

One individual ultimately accountable for:

- The project's strategic alignment and segment / enterprise priority;
- Resolution of escalated risks / issues, final decisions; and
- The overall success of the desired changes and benefits (outcomes).

Accountable to the Business Segment Leader Team.

On medium or larger projects, this role is typically filled by a Business Segment Leader.

If there is more than one Project Executive, the group is referred to as the Project Steering Committee.

Functions:

Internal Customer – The Discount Tire person benefiting from the results.

Promoter – Fund and promote the project.

Executive Authority – Final say in decisions affecting cost, schedule, scope and quality.

Project Manager's Advisor – Provide political advice or assistance to the Project Manager.

Responsibilities:

- Establishes project operations by:
  - Approving project goals, objectives and delivery trade-off priorities
  - Approving project scope, quality, schedule / plan and budget
  - Endorsing project resource plan and operational structure
  - Ensuring Project Manager(s) allocated, if it is an enterprise prioritized project
- Ensures DT leadership alignment, support & knowledge by:
  - Promoting the project and its linkage to company goals to the BSLs
  - Providing strategic direction to the Business Owner and team to ensure alignment to Discount Tire's strategies
  - Keeping the BSLs informed of all significant events relating to the project
- Enables project delivery by:
  - Providing or securing funding for the project
  - Negotiating project priority across the Enterprise
  - Reviewing status toward approved scope, schedule, cost, and quality
  - Participating in contract negotiations and signing contract above the Business Owner's authority
  - Reviewing / approving changes to approved scope, schedule, budget, quality, resources, organization, delivery priorities

- Approving changes to the project objective as a result of changes to the project
- Making Stage Gate decisions, i.e. project authorization, approval
- Being third-level escalation for Issues, Risks and Key Decisions
- Interpreting existing or formulating new policy, as requested
- Advocating use of project management and other company standards

- Supports the project team by:
  - Empowering the team to act / make decisions
  - Making / obtaining timely decisions
  - Removing roadblocks / organizational impediments
  - Aligning with third party leadership to ensure obligations are being met
- Ensures effective communications by:
  - Maintaining strong relationships with the team
  - Exhibiting and fostering transparency and a safe environment for open communication and collaboration with the internal and external resources
  - Minimizing / eliminating and not contributing to churn
  - Challenging the team and others (in a respectful manner)
- Holds the Business Owner and Project Manager accountable to project commitments

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Business Owner

Purpose:

One individual responsible for:

- The project's business strategy,
- Priorities within the project,
- Establishing scope, quality and cost expectations along with change management, and
- Success in delivery of the desired changes and benefits (outputs).

Accountable to the Project Executive.

Functions:

Internal Partner – The internal company recipient of project results.

Champion – Advocates for the project and the team.

Authority Figure – Makes decisions about topics that affect cost (up to their approval limit), schedule, scope and quality.

Project Manager's Advisor – Provide political advice or assistance to the Project Manager; Including when to escalate items to the Project Executive.

Responsibilities:

- Establishes project operations by:
  - Setting project goals and objectives
  - Approving project scope, quality, schedule / plan and budget, up to their signing authority
  - Approving project resource plan and operational structure
  - Approving delivery priorities within the project

  - Having a cost center for the project budget / costs
  - Ensuring PMO Project Manager assigned, if it is an enterprise prioritized project
- Ensures DT leadership alignment, support & knowledge by:
  - Building and maintaining a deep understanding of the vision for the project
  - Keeping the Project Executive informed of all significant project events
  - Championing / socializing the project and team to management
  - Making tactical and strategic decisions for the project, i.e. project priorities, acceptance, changes and Key Decisions based upon the Discount Tire's strategies
- Enables project delivery by:
  - Acting as a proxy for the Project Executive
  - Negotiating project priority within the Business Segment
  - Monitoring status toward approved scope, schedule, cost, and quality
  - Participating in contract negotiations and signing contracts, within their spending authority
  - Reviewing / approving changes to approved scope, schedule, budget, quality, resources, organization, delivery priorities
  - Being second-level escalation for Issues, Risks and Key Decisions
  - Understanding, using and advocating use of project management and other company standards
  - Participating in Stage Gate decisions, i.e. project authorization, approval
- Supports the project team by:
  - Empowering the team to act / make decisions
  - Making / obtaining timely decisions
  - Participating in identification and, if necessary, escalation of Risks, Issues and Key Decisions.
  - Removing roadblocks / organizational impediments
  - Aligning with third party leadership to ensure obligations are being met
  - Participating in delivery activities as needed
- Ensures effective communications by:
  - Maintaining strong relationships with the team and Project Executive
  - Exhibiting and fostering transparency and a safe environment for open communication and collaboration with the internal and external resources
  - Minimizing / eliminating and not contributing to churn
  - Challenging the team and others (in a respectful manner)
- Holds the Project Manager and team accountable to project commitments

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Project Manager

Purpose:

The Project Manager ensures delivery of project results. The Project Manager is responsible for:

- Leading the team through the various stages of project delivery;
- The day-to-day management of project operations by both internal and external resources,
- Detailed scope, processes, cost, schedule and quality of delivery, and
- Management of risks, issues, changes and key decisions.

Accountable to the Project Executive and Business Owner.

Functions:

Communicator – The primary source for project information, reporting and presentations and must be proactive in this role. Ensure effective communication within the team and with all affected / involved stakeholders, internal and external. The primary vendor manager.

Organizer – Establish the operational structure for the project and acquire resources through negotiation with Functional Managers, the Business Owner and Project Executive.

Financial Analyst – Primary financial analyst, maintaining the budget and tracking costs.

Planner – Throughout all project stages / phases and at all levels, ensure a sufficient, integrated schedule is created, receives proper authorization and is maintained. Identify linkages to other projects and the big picture, showing the fit of the project to the overall company goals, business direction and vision as well as identifying any cross-project risks.

Catalyst – Ensure the project is executed according to the authorized cost, schedule, scope and quality (CSP), and in accordance with company policies. Must seek Business Owner and / or Project Executive authorization to any changes in CSP. The Project Manager needs to show a proactive, opportunistic, "quick-response-to-problems" profile. Ensure successful turnover to the operational Functional Manager(s).

Responsibilities:

- Ensures project aligns with other Discount Tire initiatives by:
  - Building and maintaining a deep understanding of the vision for the project
  - Understanding and considering implications and impacts of process, people and technology changes in context of other initiatives
  - Consulting on business processes and systems as needed
- Establishes project parameters and operations by:
  - Fully understanding the project goals and objectives
  - Leading the definition of detailed scope and quality and delivery priorities
  - Establishing the Financial Management approach and baseline budget
  - Leading the team through detailed schedule planning to identify tasks, responsibilities, estimates, milestones and dependencies
  - Leading the identification of affected departments and resource needs
  - Establishing the operational structure of the project team and its leadership
  - Assembling the project team via working with the Functional Managers, the Business Owner and Project Executive
- Ensures project delivery by:
  - Establishing / identifying, tracking, forecasting and managing:
    - Cost: budget (internal and external), actual spend (hard and soft costs), variances / trends (Note: This may be done by a dedicated Financial Analyst);
    - Project Schedule; and
    - Performance - scope and quality: deliverables (internal and external), testing, acceptance
  - Raising, managing and escalating Risks, Issues, Actions, Key Decisions and Changes
  - Managing vendor relationships, contracts, invoices, resources and issues / escalation

- Resolving conflicts related to / recommending changes to CSP, resources, organization, delivery priorities, team performance
- Preparing / ensuring creation of and storing appropriate project documentation as per standards
- Ensuring a smooth turnover to ongoing operations
- Understand, use and advocate use of functional and company standards

- Ensures effective communications by:
  - Maintaining strong relationships with the Project Executive(s), Business Owner, Core Team Members and vendors
  - Exhibiting and fostering transparency and a safe environment for open communication and collaboration with the internal and external resources
  - Enabling cross-team integration
  - Planning and conducting team status meetings and risks / issues reviews
  - Creating and publishing status reports including project cost, schedule, scope and quality
  - Ensuring key risks and issues are communicated effectively
  - Communicating with Functional Managers and other key stakeholders
  - Not contributing to churn
  - Providing / maintaining current project data on the Project Portfolio list
  - Challenging others (in a respectful manner)
- Leads/supports the delivery team by:
  - Empowering the team to act / make decisions
  - Making / obtaining timely decisions and actions
  - Ensuring expected outcome of meetings clearly identified
  - Being second-level escalation for Issues, Risks and Key Decisions
  - Removing roadblocks
  - Aligning with third party Project / Account Manager to ensure obligations are being met
  - Participating in delivery activities as needed
  - Performing Project Coordinator / Administrator activities as needed
  - Providing job performance feedback on Team Members to their Functional Manager

Selection:

Key considerations for the Project Manager selection include complexity of the project, the project management skills required, and candidate availability. The Project Manager may come from the Project Management Office or the sponsoring Business Segment / Department.

Technology Owner

Purpose:

One individual responsible for:

- The project's technology strategy,
- Priorities within the project,
- Establishing technical scope, quality and cost expectations along with change management

Accountable to the Project Executive.

Functions:

Internal Partner – Represents the internal technical recipient(s) of project results.

Champion – Advocates for the project and the team.

Authority Figure – Makes decisions about technology topics that affect cost (up to their approval limit), schedule, scope and quality.

Project Manager's Advisor – Provide political advice or assistance to the Project Manager; Including when to escalate items to the Project Executive.

Responsibilities:

- Establishes technology project operations by:
  - Setting project technology goals and objectives
  - Approving project scope, quality, schedule / plan and budget, up to their signing authority
  - Approving project technical resource plan and operational structure
  - Approving technology delivery priorities within the project
  - Having a cost center for the project budget / costs
  - Ensuring PMO Project Manager assigned, if it is an enterprise prioritized project
- Ensures DT leadership alignment, support & knowledge by:
  - Building and maintaining a deep understanding of the vision for the project
  - Keeping the Project Manager, Business Owner and Project Executive informed of all significant project events
  - Championing / socializing the project and team to management
  - Making tactical and strategic decisions for the project, i.e. project priorities, acceptance, changes and Key Decisions based upon Discount Tire's strategies
- Enables technical project delivery by:
  - Acting as a proxy for the Project Executive (if the Project Executive is the CIO)
  - Negotiating project priority within the Business Segment (for IT-driven projects)
  - Monitoring status toward approved scope, schedule, cost, and quality
  - Participating in contract negotiations and signing contracts, within their spending authority
  - Reviewing / approving changes to approved scope, schedule, budget, quality, resources, organization, delivery priorities
  - Being second-level escalation for Issues, Risks and Key Decisions
  - Understanding, using and advocating use of project management and other company standards
  - Participating in Stage Gate decisions, i.e. project authorization, approval
- Supports the project team by:
  - Empowering the team to act / make decisions
  - Making / obtaining timely decisions
  - Participating in identification and, if necessary, escalation of Risks, Issues and Key Decisions, Change Requests.
  - Removing roadblocks / organizational impediments
  - Aligning with third party leadership to ensure obligations are being met
  - Ensuring technical delivery of the solution
- Ensures effective communications by:

- Maintaining strong relationships with the team and project leadership
- Exhibiting and fostering transparency and a safe environment for open communication and collaboration with the internal and external resources
- Minimizing / eliminating and not contributing to churn
- Challenging the team and others (in a respectful manner)

- Collaborates with the Project Manager and Business Owner to deliver on project commitments

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Project Administrator / Coordinator

Purpose:

The Project Administrator also called Project Coordinator) is responsible for project support by:

- Aggregating individual project information,
- Assisting with resource management, meeting management, logistics, standards and project execution as needed,
- Maintaining a library of all end-of stage / phase.

Accountable to the Project Manager.

Functions:

Organizer – Manages the project calendar, meetings and their logistics, and time tracking validation; as needed

Publisher – Transcribes and distributes meeting notes, logs resulting actions, compiles and publishes Status Reports; as needed

Enabler – Serves as the point of contact for Team Member onboarding, system and facility needs, and travel plans; as needed

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Responsibilities:

- Supports and enables the project manager and team by:
  - Managing meeting invitations, agendas and assisting with preparation of meeting materials
  - Facilitating logistics for meetings, training and events (conference rooms / calls, food, etc.)
  - Capturing and publishing meeting minutes and action items, including follow-up or escalation as needed
  - Assisting with compiling and publishing status reports
  - Ensuring and managing internal project-related time tracking
  - Point-person for onboarding of internal and/or external resources to the project
  - Maintaining onboarding documentation
  - Processing system and facility access requests
  - Managing and maintaining space planning and seating arrangement
  - Working with Travel Department for travel requests
  - Tracking team member (internal and external) PTO and remote work days

- Preparing and maintaining Project Team Contact lists, including vendors
- Preparing and maintaining Project email distribution lists, including vendors
- Understand, use and advocate use of company standards
- Maintaining structure and standards for Risk, Issue, Action and Key Decision Logs
- Performing regular quality checks of document naming and storage / file structures based upon organization standards – in all document locations
- Maintaining an archive of project progress, invoices and deliverables for audit purposes
- Compiling and tracking project control documents such as key decisions and changes
- Ordering project-related office supplies
- Looking for and raising opportunities for Continuous Strategic Improvements (CSI), participating in and/or managing improvement plans.
- Assisting Project Manager(s) with other activities, as needed

Core Team Member

Purpose:

The Core Team Member is responsible for:

- Being an integral “doer” of the project activities,
- Being the representative of and conduit to their functional area and ensuring its integration in the project schedule,
- Leading an Extended Team within their functional area with similar leadership roles and responsibilities as the Project Manager.

The core team, as a whole, are analogous to the management team of a start-up company: a working body responsible for the day-to-day activities of project delivery that should do whatever it takes to bring their project to successful completion.

Accountable to the Business Owner and Project Manager.

Primarily for Medium and Large projects.

Functions:

Specialist –Identify and do tasks which require their special knowledge and skill.

Task Manager – Owns requirements, processes, execution and quality of delivery of assigned tasks / area of responsibility throughout the project lifecycle. Reviews the tasks assigned to them and accept or re-negotiate the cost, schedule, scope and quality of the specific tasks. Complete their agreed / committed tasks.

Communicator – The communication conduit between their project team, Functional Manager, functional areas and Extended Team. They must enable transparency, collaboration and decision making.

Extended Team Lead – An Extended Team Lead must be a member of the Core Team with the additional responsibility of and bandwidth for leading an extended team within their

functional area. The Lead is responsible for the requirements, processes and quality of delivery of assigned scope and tasks within their area of responsibility throughout the project lifecycle. The Extended Team Lead will have similar roles and responsibilities as the Project Manager. This role is analogous to prior roles such as Delivery Lead, Workstream Lead, Technical Lead, Functional Lead, Product Owner, etc.

Responsibilities:

- Ensures area of responsibility aligns with the overall project objectives by:
  - Building and maintaining a deep understanding of the vision for area of responsibility and the project
  - Achieving consensus in their area of responsibility on project issues and outputs
  - When designated, making project decisions on behalf of their area of responsibility in regards to how they will use or be affected by the project outputs.
- Enables project delivery by:
  - Collaborating to define the project objective, scope, quality, schedule, budget
  - Participating in identifying resources needed to deliver their area of responsibility (Includes detailed planning of who, what, when, why and for how long they are needed)
  - Collaborating with PMO to track scope, quality, schedule, cost and resources
  - Identifying, immediately raising and assisting in management / ownership / resolution of Issues, Risks, Key Decisions and Change Requests
  - Driving the vision / strategy down to executable specifics
  - Committing to and completing assigned tasks within cost, schedule, scope and quality
  - Meeting departmental standards and acceptance criteria on assigned tasks
  - Providing input into and participating as needed in Organizational Change Management
  - Preparing documentation, as needed, that can be understood by all Team Members
  - Contributing to completion of tasks outside of their functional area, as needed / feasible
  - Understanding, using and advocating use of functional and company standards
- Ensures effective communications by:
  - Fostering and exhibiting transparency and a safe environment for open communication;
    Raising opposing ideas / alternatives and making others feel safe to do the same
  - Keeping their Project Manager, team, Functional Manager and department informed of appropriate project information
  - Being proactive in conversations, actions, meetings, follow-up and consensus building / decision making (Do not wait for someone to get back to you or do it for you.)
  - Ensuring collaboration within and across teams
- Leads / supports their Extended Team(s) by:

- Identifying / reviewing tasks with their Extended Team to validate and obtain estimates
- Driving to the scope, schedule and budget; Question any changes
- Leading / facilitating meetings as needed
- Ensuring their extended team members are prepared and available for work as required
- Collaborating with Functional Manager to ensure Extended Team Members have the required skills
- Ensuring your Extended Team Members are performing work as required
- Proactively eliciting and identifying solutions to and communicating issues and risks
- Being the communication conduit between the Core Team and their Extended Team
- If necessary, create the detailed schedule for their function and coordinate integration into the full schedule
- Being the first escalation point for Extended Team Members; remove roadblocks
- Participating in on- and off-boarding planning and activities of team members

Selection:

The Project Manager obtains Core Team Members from the appropriate Functional Manager. The scope, complexity, duration and type of project as well as the availability and technical knowledge and experience of potential team members are normally key criteria in selecting Core Team Members for projects. The Core Team Member must possess a unique combination of leadership, technical / functional knowledge, communication, and collaboration skills appropriate for the project. The Core Team Member must be able to explain the function, technology, etc., as circumstances require, in lay terms for those not familiar with the area and in precise terms for specialists.

Core Team Members must have the necessary time allocated by their Functional Managers to support participation in and timely completion of project activities.

Extended Team Member

Purpose:

Extended team members are those that will have only a few tasks. They are represented, coordinated and enabled by their area's Core Team Member.

For large projects, Extended Teams will be formed in key functional areas who serve the project under the direction of the Core Team Member that is their Extended Team Lead. Roles and responsibilities are very similar to the Core Team Member's with the exception of being the communication conduit.

Accountable to their associated Extended Team Lead (Core Team Member).

Functions:

Specialist –The Extended Team Member is assigned as a specialist from their area to do task work which requires their special knowledge and skill.

Task Owner – With the Extended Team Lead, Team Members review the identified tasks for their area. They accept or re-negotiate the tasks, estimates, cost, schedule and scope of the specific tasks assigned. Extended Team Members complete tasks to which they have committed within the cost, schedule, scope and quality parameters of the project.

Communicator – The Extended Team Member communicates primarily with the Extended Team Lead, but will also communicate with the Functional Manager and Project Manager as needed. They raise Risks and Issues as soon as identified and then help to identify solutions.

Responsibilities:

- Enables project delivery by:
  - Assisting with project and task planning
  - Committing to and completing assigned tasks within cost, schedule, scope and quality.
  - Providing updates as to the status of their tasks
  - Raising issues, risks and decisions needed to their Extended Team Lead; right away
  - Suggesting solutions to risks and issues as well as input to key decisions
  - Preparing documentation as needed
  - Collaborating with other team members and other teams, as needed
  - Meeting departmental standards and using company procedures on assigned tasks
- Ensures effective communications by:
  - Communicating appropriate project information to their Extended Team Lead
  - Being proactive in conversations, actions, collaboration and contributing to decisions
    (Do not wait for someone else to get back to you or do it for you.)
  - Raising opposing ideas / alternatives and making others feel safe to do the same

Selection

The Project Manager obtains team members from the Functional Manager responsible for the functional area. The duration of the project, availability of the team member, and the team member's technical knowledge are some of the criteria used when making assignments to projects.

Functional Manager of Project Manager

Purpose:

The Project Manager's manager supports, mentors and guides the Project Manager . This role is filled by the Project Manager's direct supervisor.

Functions:

Coach/Mentor – Advises the Project Manager on leadership techniques and serves as a sounding board for political issues. Is an information resource to the Project Manager.

Door-Opener – Helps the Project Manager gain access to higher-level company management and supports the Project Manager being the focal point for project communications.

Resource Provider – Provides human resources to the project within the limits of their control.

Trainer – Ensures the Project Manager receives appropriate project management skills training.

Process Promoter – Is a strong advocate inside and outside the department in the consistent use of the company-defined project management process.

Responsibilities:

- Enables project delivery by:
  - Selecting or leading the selection of the Project Manager
  - Supporting the Project Manager
  - Monitoring status of projects
  - Providing additional resources to support the Project Manager, as appropriate and feasible
  - Supporting Project Manager in resolving team resource bottlenecks
  - Ensuring quality of performance and, if necessary, replacing the Project Manager
  - Understanding, using and advocating use of functional and company standards
- Enables the Project Manager by:
  - Supporting and encouraging the training and development of Project Manager
  - Ensure that the Project Manager is utilizing the company project management process
  - Conducting performance reviews of Project Manager
  - Providing managerial assistance when needed
- Ensures effective communications by:
  - Fostering and exhibiting transparency and a safe environment for open communication
  - Promoting the Project Manager as the primary source of project information / communications

Functional Manager / Resource Manager of Team Member

Purpose:

The Functional Manager supports the project and Project Manager by nominating and collaborating in selection of resources. Responsible to make commitments in terms of resource availability , determining how work will be done and monitoring the quality. This role is filled by the team member's direct supervisor.

Functional Managers are responsible for the performance of their people assigned to the project. The Functional Manager develops, educates, reviews, and supports their team member(s) by providing functional guidance, mentoring and managing workload.

Functions:

Collaboration Enabler – Ensures integration of highly linked activities by working closely with the team and other Functional Managers. Assists in resolving team issues and / or mitigating risks related to their department.

Coach / Mentor – Guides Team Members, including Core and Extended, who they supervise to serve their assigned projects. Mentors Extended Team Leads within their functional group on leadership techniques and serves as a sounding board for political issues.

Resource Provider – Provides human and financial resources to the project as necessary and within the limits of their control.

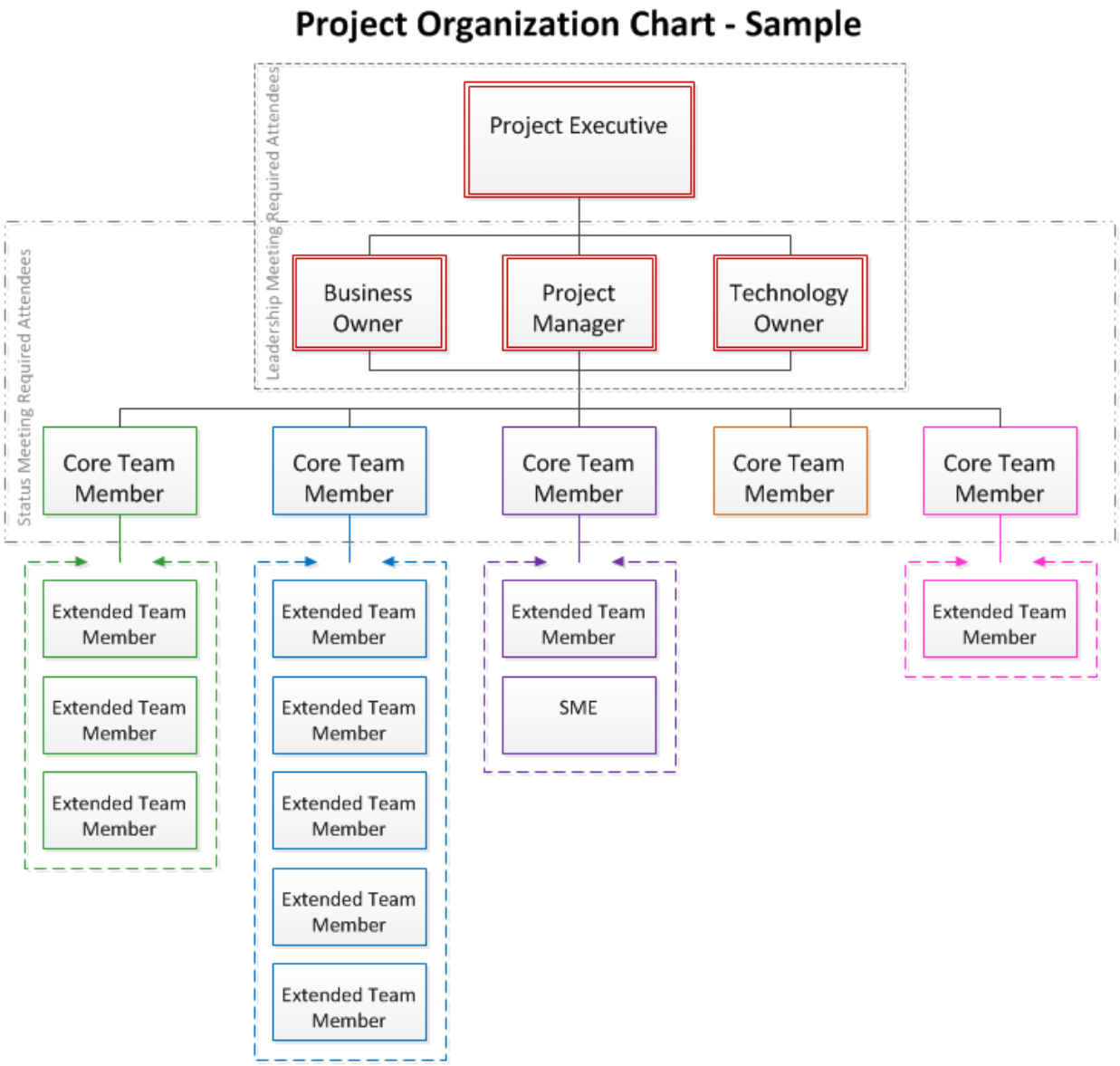
Trainer – Ensures the Team Members receives appropriate functional and soft skills training.

Process Promoter – Is a strong advocate inside and outside the department in the consistent use of the company-defined functional and project management processes.

Responsibilities:

- Enables project delivery by:
  - Negotiating assignments of team members
  - Reviewing and confirming allocations and bookings in the PPM tool
  - Working with the Project Manager as peers
  - Providing additional resources as appropriate
  - Proactively filling vacancies when turnover occurs so that commitments are still delivered
  - Resolving resource bottlenecks
  - Assisting in resolving functional and project issues
  - Understanding, using and advocating use of functional and company standards
- Supports and enables their project-assigned staff by:
  - Supporting the training and development of Team Members by ensuring technical / functional expertise
  - Providing technical direction for tasks as necessary
  - Conducting evaluation performance reviews
  - Ensuring quality of performance by Team Members
- Ensures effective communications by:
  - Fostering and exhibiting transparency and a safe environment for open communication
  - Ensuring collaboration within and across teams

Sample Project Organization Chart



Program-Specific Roles

At this time, this guide only addresses standards for delivering a Project. The following table outlines the current key leadership roles for delivering a Program.

Role	Accountable For	Accountable To
Program Executive	• Overall success of the Project; chair of Governance Committee • Resolution of issues, final decisions	Governance Committee
Technology Owner	• Overall success of the Project; IT lead for the Project • Technology solution delivery, resource alignment, and program progress • Cross-project issue resolution	Program Executive
Business Owner	• Business strategy, change management, and scope definition	Program Executive
Program Manager	• Responsible for program wide project management, including program financials, critical path, cross-workstream issues and risks • Develop mitigation strategies and facilitate decision making and escalation • ”Right hand” of the Program Executive	Program Executive
Project Manager(s)	• Collaborates with workstream Product Owner and SME’s to define scope, decisions, and requirements • Coordinates planning and supports delivery across all activities of the project; project plans, decisions, issues, risks, action items	Program Manager
Technology Lead(s)	• Responsible for delivery across all activities of the workstream; integrated plan, decisions, issues, risks • Coordinates with program office on milestones, dependencies, issue resolution, etc.	Technology Owner
Product Owner(s)	• Definition of scope linked to business value and capabilities • Prioritize product features into sprints and releases • Signoff of requirements and UAT testing & resolve business issues	Business Owner