Portfolio Steering Committee Structure and Process

May 2023

© DISCOUNT TIRE 2020

PSC STAGE GATE STRUCTURE

During 2022 it become apparent that having a single group responsible for approving projects to proceed does not provide us with the speedy decision making needed.

The **objective is to push down decision making to the leadership teams closer to the projects and to provide a speedier path to approvals**. The Enterprise PSC (EPSC) aligned on creating 4 Strategic Pillar PSCs:

- OMNI
- Partnering & B2B
- Strengthen Fundamentals (Business): Finance, People Care, Product, OQ, RECL, Risk, SBS & Store Ops
- Strengthening Fundamentals (IT)

The **role of the EPSC is the overall governance of the enterprise portfolio**, it will meet monthly with a standing agenda:

- Stage Gate Review for any XL project moving from Study to Research or Plan to Implement.
- Update on 2023 Portfolio Financials
- Update on **all** 2023 Portfolio Change Requests (this includes any changes to any projects budget, scope and/or schedule)
- Review of the overall Portfolio performance and enhancement hour burndown update

PSC STAGE GATE STRUCTURE – APPROVED BY EPSC

PSC	Enterprise (EPSC)	Fundamentals	New Revenue & B2B	OMNI	IT
AOR(s)	Top 6 XL Projects & overall portfolio performance	Finance, People Care, Product, OQ, RECL, Risk, SBS & Store Ops	New Revenue segment	OMNI segment	IT segment
Frequency	Monthly for 90 minutes	Monthly for 60 minutes	Monthly for 60 minutes	Monthly for 60 minutes`	Monthly for 60 minutes
Membership	Abhay Joshi Andrew Haus Chris Chapman Christian Roe David Ginsberg Dean Muglia Deryl Heitman Gary Desai John McPherson Justin Replogle Kevin Easter Maria Claros Mark Esbenshade Tom Williams Wayne Haughey	Abhay Joshi John McPherson Kevin Easter Maria Claros Mark Esbenshade Wayne Haughey Allissa Winship Bruce Fairbanks Chris Henrichsen Don Majors Jeff Stine Lori Governale	Christian Roe John McPherson Justin Replogle Maria Claros Wayne Haughey	Chris Chapman Gary Desai John McPherson Maria Claros Tom Williams Steve Fournier, Jr Vern Roberson	Gary Desai John McPherson Maria Claros Wayne Haughey John Pontrelli Lisa Lavely
Owner	John McPherson	Cheryl Brandewie	Nikola Rasajski	Miguel Morales	Shirley Redmond
When	3rd week of each month	3rd week of month	4th week of month	3rd week of month	3rd week of month

Not functioning as outlined, see next slide

WHERE DO WE STAND TODAY?

- OMNI and IT have put in place their monthly Strategic Pillar PSC meetings.

- The PSC meetings for the Fundamentals area is not implemented the way we outlined, instead project stage gating has been incorporated into the 7 IT/Business Segments Book of Business meetings instead.

- The PSC meetings for the New Revenue/B2B area is not implemented in the way we outlined, instead the project stage gating happen via email or in adhoc meetings scheduled by Justin Replogle.

PSC PROCESS

Firstly, there are no additional steps this year, the only change is to have some projects oversight pushed down to the segments to allow for a speedier approval process.

Pre-PSC Approval Process:

All projects on the Portfolio will follow the standard processes for Financial Reviews and approvals. The objective of this is to ensure complete alignment amongst both the Projects Leadership, Finance and IT before the project is presented to the appropriate PSC for approval to proceed. This means that the full PSC Deck and FJW must be reviewed and approved by the following before it is presented to the appropriate PSC:

I. Project Executive, Business Owner, Technology Owner, and Delivery Manager are active participants in the development of the deck, the Project Manager must ensure they are aligned that the deck is complete and ready to move onto the final reviewers.
II. Reviewed with Maria Claros - Business Owner, Technology Owner and Project Manager attend.
III. Reviewed with Wayne Haughey - Business Owner, Technology Owner, Project Manager and Maria Claros attend.
IV. Sent to Gary as an FYI
V. Reviewed with Andrew Haus - Business Owner, Technology Owner, Project Manager, Maria Claros and Wayne Haughey attend.

DO YOU PRESENT TO THE EPSC OR sPSC

The EPSC is the location for Stage gate and Change Request approvals for **all of the XL projects**. Note – XL projects is not the same thing as the top 6 initiatives, it is any project that falls into the XL project size (over 15,000 hours). Therefore, by XL projects, this specifically means:

I. Project Vision
II. Project Accelerate
III. From the CXVS Program:
    1. Contact Center
    2. Univeral List
    3. Single Check-In
    4. Theme 1 – all 3 initiatives
    5. Single DT Website
IV. KC Platform Migration
V. From the DT-TR Program:
    1. DT-TR Drop Ship
    2. Consolidated Salesforce CRM
VI. From the IT Operational Readiness Program:
    1. Modern Architecture Cloud Migrations
    2. Data Center Refresh
    3. NextGen Network
    4. Teams VOIP
VII. SAP Cloud Migrations – all 3 initiatives
VIII. Payment: Implement Auth/Capture
IX. Fleet: BOPIS for Fleet
X. Merchandise and Assortment Planning
XI. Payment: Buy Now Pay Later(BNPL) Integrated Service (Synchrony)

Note: Projects could be added or removed from this list during the year, as scope & effort hours are fully flushed out.

All other projects on the 2023 Portfolio will go to their appropriate Strategic Pillar PSC Meetings for Stage gate and Change Request approvals.

EPSC MEETING DETAILS

A. Monthly, for 90 Minutes.
B. Presentations are to be sent to John McPherson by 9am on the Wednesday prior to the EPSC Meeting. This email should include the names of all of the people to be invited to present. Ideally the presentation should be led by the Project Executive.
C. Use the standard template at the end of this deck for the Project Update
    I. **Ensure that the deck has no animations or transitions**
    II. **If this is a Stage Gate Request, then ensure that the full Stage Gate PSC Deck for the project is in the Appendix. The intent is that members of the EPSC will review the complete deck prior to the meeting and come prepared with their questions.**
    III. **If this is a Change Request, then ensure the full Change Request form and any supporting materials are in the Appendix (Key Decisions, updated FJW, etc).**
D. John McPherson will consolidate all presentations into a single deck and send to Wayne Haughey and Gary Desai by EOD on the Wednesday prior to the EPSC Meeting.
E. Feedback will be provided to the Project Team, from John McPherson, with any requested edits.
F. The presentation deck is to be finalized by Noon on the Friday prior to the EPSC meeting and emailed to the EPSC members by EOD.
G. EPSC Meetings take place in the Boardroom and are in person meetings.

PROJECTS ON THE PORTFOLIO CAN START:

- Projects will be approved to start, when the Project Manager is in place, and not over allocated, and the Project Executive, Business Owner and technology Owner are available. Also:
  - The first two weeks will be spent on obtaining resource commitments, ensuring no over allocations and completing a schedule for the Study Stage.
  - The stage's committed finish date is due 10 business days after the start of Study.
- **All** projects will follow DT standard approval processes for:
  - IT VMO, Corporate Procurement & Legal
  - IT Stage Gates (see appendix)
  - Corporate Finance
  - EPSC or SPSC
- Changes to Project Scope, Schedule and Budget must be approved by Project Executive, CFO and the appropriate PSC.

APPENDIX

Project Lifecycle Overview

	Intake	Study	Research	Plan	Implement: Build	Implement: Deploy	Close
Prerequisites	• Project Intake Request	• PSC Approval for project to begin • PM assigned and Study Resources available to begin the work • Project Intake Request • Ideas in Clarity with all demand	• 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	• Project approved by Project Executive, PRB & EPSC to proceed to Plan stage • EPSC approved & project priority is reviewed/confirmed	• Project approved by Project Executive to proceed Implement stage • EPSC approved and project priority is reviewed/confirmed	• No additional prerequisites	• Project Executive accepts deployment / approves closure

Key Activities	• Rapid Assessment Presentation
	• Resource Availability Analysis
		• 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%
			• 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%
				• 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%
					• Establish project operations: status meetings & reporting. Steering Committee Meetings
					• Execute Project
					• PM manages scope/quality, schedule, resources, costs, risks, issues, key decisions, and change requests
					• IT Asset tracking and reporting
					• Peer reviews (PMO, IT, OCM, and Finance)
					• Develop Rollout & Hypercare Plan
					• Develop operational plan (incl. monitor, backups, ownership)
						• PM continues to manage project operations, scope/quality, schedule, resources, costs, risks, issues, key decisions, and change requests
						• Execute OCM & Business Communication Strategy
						• Production Rollout
						  • Review Production Plan
						  • Obtain CAB approval
						  • Deploy/ Smoke Test
						  • Hypercare
						• Execute Operational Handoff Plan (incl. Runbooks & other support documentation)
						• Peer reviews (PMO, IT, OCM, and Finance)
							• 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	• Idea Created in Clarity with all associated Demand • Added to Portfolio, below the line, for prioritization and sequencing by BSL/Segments	• Project Charter • Initial Business Case • Initial Value Plan • Initial Financial Justification • Detailed schedule / resource plan for Research; high-level for rest.	• 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	• 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	• QA/Test Strategy Document • Production Support Documentation • Operational Handoff Plan • Rollout & Hypercare plan • Monitoring & Backup Plan • OCM Plan • PROD Implementation Plan • Project Status reports	• Solution in Production • Actual schedule and costs • Capital asset inventory	• Lessons Learned document • Product Release document for Finance (inventory, capital assets, retired assets, etc.) • Final Status Report

Project Approved to begin

PSC and Finance Approval Stage Gate

PSC and Finance Approval Stage Gate

Continuous Communication to Project's BSL

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

Project Name Update

Enterprise Portfolio Steering Committee

Presentation Date, for example: February 3rd 2023

© DISCOUNT TIRE 2022

PROJECT OR PROGRAM NAME

Date:

Team		
	Project Executive	Xxxxxxx
	Business Owner	Xxxxxxx
	Technology Owner	Xxxxxxx
	Project Manager	Xxxxxxx

Date	January	February	March	April	May	June	July	August
Milestone Timeline	Milestone 1		Milestone 2			Milestone 3	Milestone 4	

Status	Overall	Cost	Schedule	Performance (Scope / Quality)	Resources
	–	↓	↑	–	–
Prior Status					

Business Update Summary:

aaaaa

What we've worked on

- Xx
- Xx
- Xx
- Xx
- Xx
- xx

What we plan to work on

- Xx
- Xx
- Xx
- Xx
- Xx
- xx

Type	RAID Log Item	Due Date	Status	Owner	Notes
R					
R					
I					
D					

Back to Green *(mapped to Risk / Issue if applicable)*	*Back to Green Target Date:* MM.DD.YY	
Action	Owner	Date
Action	Owner	Date

Legend: On Track · At Risk · Delayed · Completed · Not Started

PROJECT OR PROGRAM NAME

Date: INPUT: Presentation Date

Business Update Summary:

INPUT: Business Summary that will be shared in the PSC Meeting, focusing major updates and on back-to-green actions and dates if applicable

What we've worked on

- INPUT: List of key activities that the team has completed since the last update
  - Ex: Key Milestones, Deliverables, Activities, Readouts, Completions, etc.
  - Ex: Design/Development/Testing Progress from Sprints (complete/planned) etc.

What we plan to work on

- INPUT: List of key activities that the team commits to be completed by the next udpate:
  - Ex: Key Milestones, Deliverables, Activities, Readouts, Completions, etc.
  - Ex: Design/Development/Testing Progress from Sprints (complete/planned) etc.

Team	
Project Executive	Xxxxxx
Business C	
Technolog	
Project M	

INPUT: Fill in box with key team member information

INPUT: highlight milestones. Show historical & future in a timescale appropriate to the initiative

Date	January	February	March	April	May
Milestone Timeline	Milestone 1		Milestone 2		Milestone 3 Milestone 4

Status	Overall	Cost	Schedule	Performance (Scope / Quality)	Resources
Prior Status					

INPUT: Update current and previous status color as well as trending

Type	RAID Log Item	Due Date	Status	Owner	Notes
R					
R					
I					
D					

INPUT: List all Program RAID log items that require PSC Visibility
- List Items by **due date and priority**; all items require a due date, status & and owner; if item remains over multiple updates, update notes with progress achieved
- Ex: Milestone, Deliverable, Timeline at risk due to…
- Ex: Decision required in order to…

Back to Green *(mapped to Risk / Issue if applicable)*	*Back to Green Target Date:* MM.DD.YY
A	
A	

INPUT: List the actions your team is currently pursuing regarding the Back-to-Green Plan
- Ex: Restructure SOW, Meet with…, etc.

INPUT: Each action requires an assigned owner and date of completion for each action

Legend: On Track | At Risk | Delayed | Completed | Not Started

PROJECT NAME – MAJOR ITEMS

Major Issues /Risks to be discussed

- What major items need raised up to the EPSC for awareness/discussion? This should include the teams recommendations, if any.

Stage Gate or Project Change Requests needing approvals:

- All approvals from Project Executive, Project Governance and Finance must be received prior to presenting.
- The specific ask and the approvals received prior to this meeting should be listed here.
- The supporting materials, including the complete PSC Deck or Project Change Request documentation must be in the Appendix. This allows the Committee members time to review the details prior to the meeting.

Questions

DISCOUNT®
TIRE

APPENDIX