



# Project Imagine

## Overview

### Manager Orientation

**October 2023**

© Discount Tire 2023

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# AGENDA

1. Mission and Vision
2. What is Project Imagine?
3. Planning Your Team
4. Putting Your Plan into Motion and Next Steps

# OUR MISSION – TO MAKE DREAMS COME TRUE

We are a mission-driven business that is required to deliver results



Who We Are

- **Mission:** To make Dreams come true!
- **Culture:** Preserve & Strengthen: Be Honest, Work Hard, Have Fun, Be Grateful, Pay it Forward & IOOGA
- **Vision:** To be the BEST! Our unique success is based on caring for and cultivating people, delighting customers, and growing responsibly
- **Strategic Intent:** Make DREAMS come true by providing the most **inviting**, **easy**, and **safe** tire and wheel purchase and service experience in the world by:

What We Do

Offering **LOW PRICES** and **MORE CHOICES**

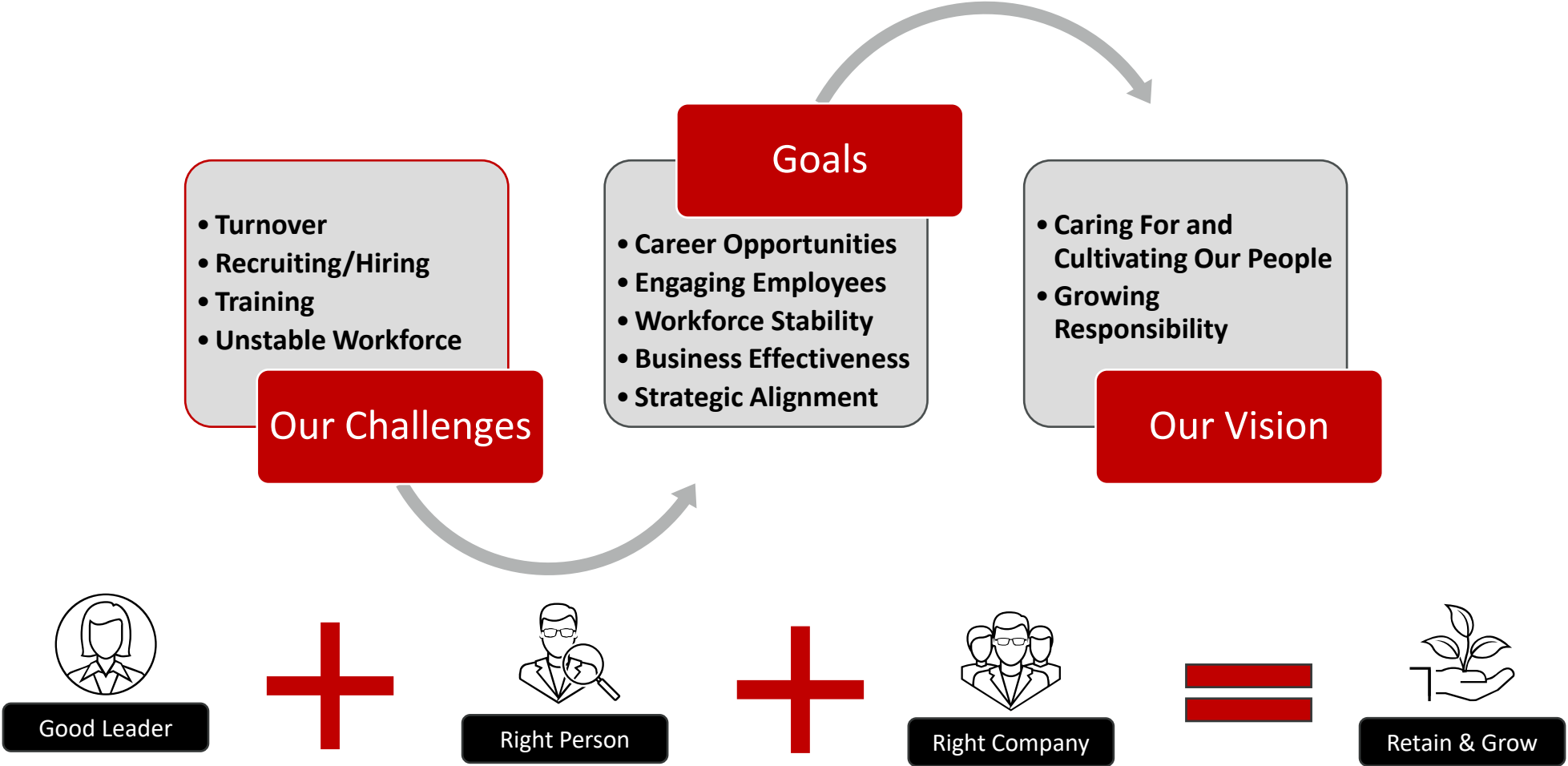
Being True **TRUSTED EXPERTS**

Displaying a **CAN-DO ATTITUDE**

Delivering an **UNEXPECTED EXPERIENCE**

# OUR MISSION – TO MAKE DREAMS COME TRUE

Problem Statement and Solution Strategies



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# PROJECT IMAGINE - PURPOSE AND OBJECTIVES



## ***What are the Objectives***

- Introducing the Service Professional role to your store.
- Support your store's demands by creating a Stabilized Workforce (Assistant Managers + Service Professionals).
- Develop a workforce plan to support your store's staffing model.

## ***The New Normal***

What We WILL Do → What We Do

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# PROJECT IMAGINE – **NEW STAFFING MODEL**

Staffing Model that Supports a World-Class Workforce to Deliver on Our Strategy

**The goal is to implement a Full-Time centric Staffing Model to address current and future opportunities:**

## **OPPORTUNITY**

Expanding career choices and cultivating sense of belonging within the workforce.

## **HAPPY EMPLOYEE**

Supporting employees through their life journey; manageable schedules and career growth.

## **WORKFORCE STABILITY**

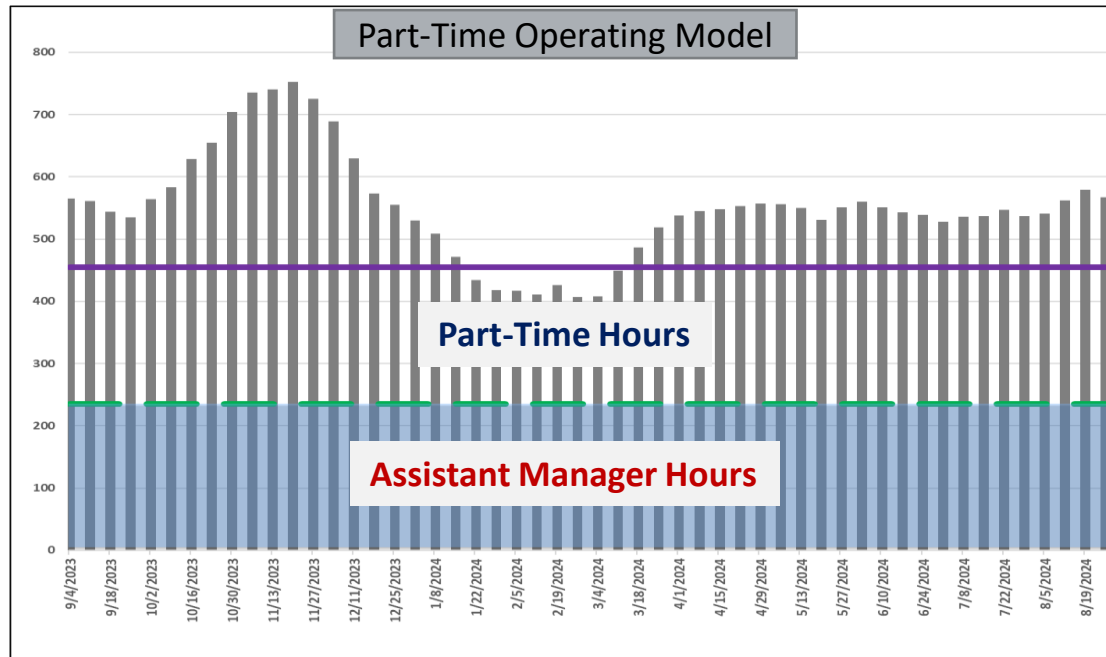
Stabilizing the workforce and improving safety & quality while also managing costs.

## **STRATEGY**

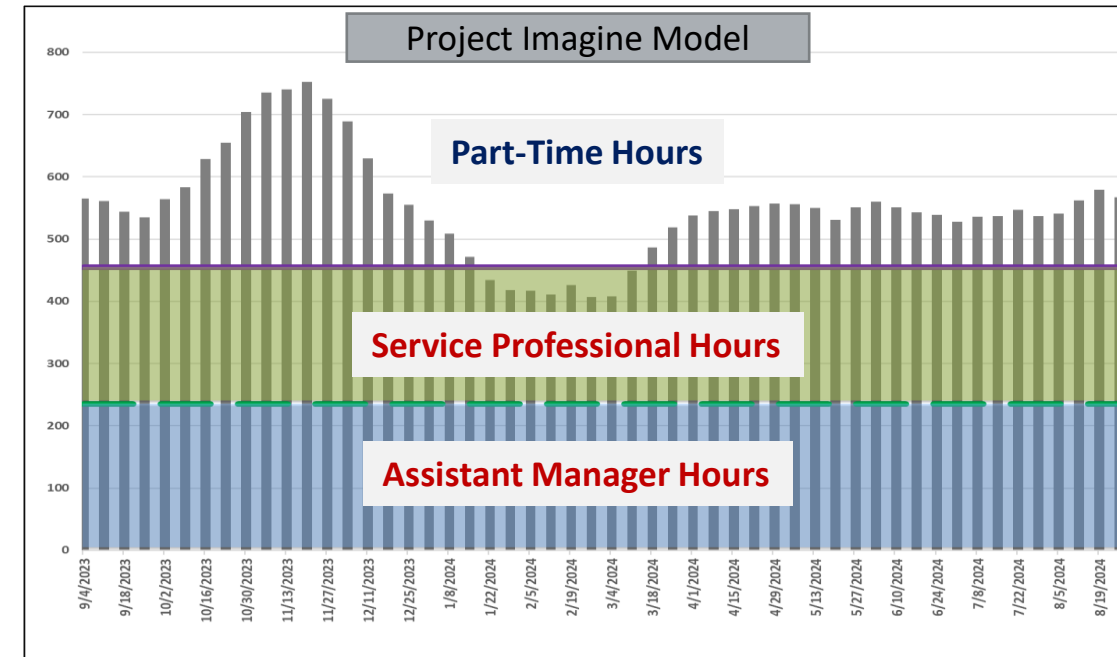
Better aligned to our company strategy with more selling on the web and fleet sales in an evolving industry.

# COVERING MORE DEMAND WITH MORE STABLE WORKFORCE

Empowering Managers to plan their own Workforce



- Majority of demand covered by PT workforce
- Non-career-oriented PT population
  - High school/College students
  - Undecided/Transitory population
- Two roles limits options for advancement



- Consistent Committed Hours target
- Majority of demand covered by FT workforce
- Additional FT Role provides growth opportunities
- Meeting stores where they are to build comfort and confidence

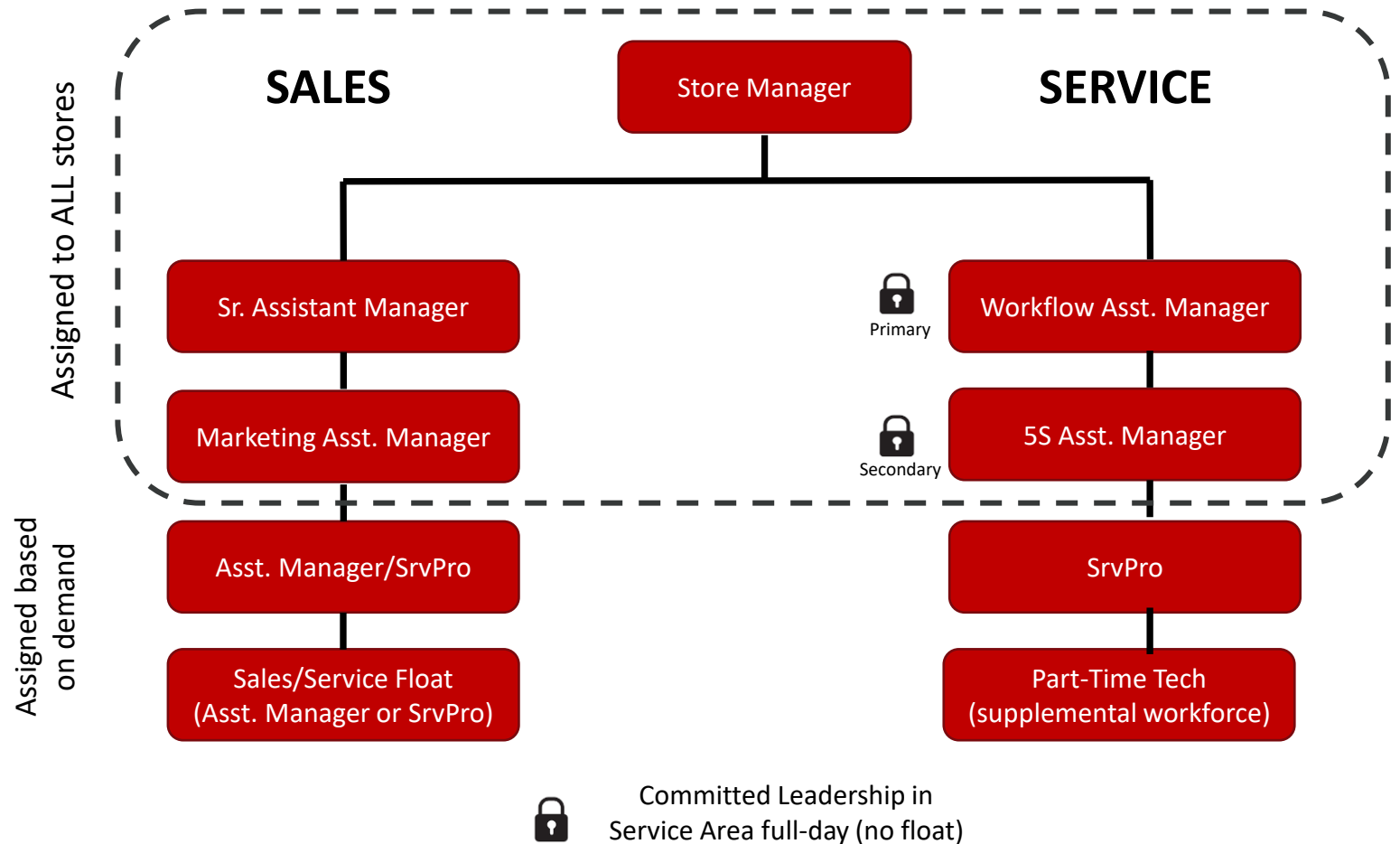
# FULL-TIME MODEL – PROFESSIONALIZE THE SERVICE AREA

Store Managers – “Driving the Car”

The Manager has the **autonomy** and **responsibility** to staff their store in a way that is appropriate to their business.

## Critical Components of Project Imagine

- The Manager must be scheduled in the Manager Role.
- Committed Service Area Leadership must be scheduled using the Workflow Assistant Manager or, 5S Assistant Manager as a backup.





# PROJECT IMAGINE – PROGRAM RESULTS

Re-imagining our workforce model to support both the needs of our people and the business

## Aligning to the 4 Puzzle Pieces



## Happy Employees and Happy Customers Gauges

CORRECT  
NUMBER OF  
“RIGHT” PEOPLE  
(STORE ROSTER)

CORRECT  
COMPOSITION  
(SKILL LEVEL)

CORRECT  
AVAILABILITY TO  
MEET STORE  
DEMAND

RIGHT PEOPLE, AT  
THE RIGHT TIME,  
AND  
SCHEDULING TO  
EXPECTATIONS

## Using Discount Tire Management System

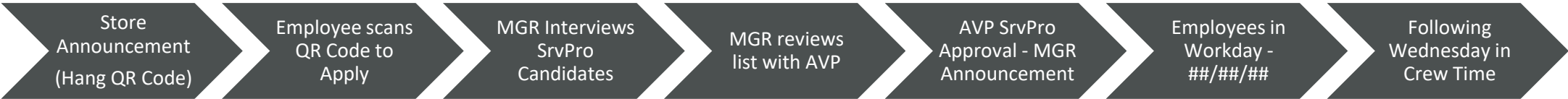
# PROJECT IMAGINE – FT CAREER PATH



# OUR MISSION – **MAKING DREAMS COME TRUE!**

PRESERVING AND STRENGTHENING our CULTURE

**All Part-Time employees must be considered and asked about promotion to the Full-Time role to ensure legal compliance. This is mandatory.**



**Promoting Our People**








Service Professional  
Position Announcement

Manager Notifications



# IMAGINE: SERVICE PROFESSIONAL DEFINED

Description	Asst Mgr.	Srv Prof	PT
Charismatic; has strong interpersonal skills	x	x	x
Right Attitude: Positive, demonstrates respect, coachable	x	x	x
Collaborative; demonstrated ability to work in a team	x	x	x
Aligns to DT culture: appearance, life lessons...	x	x	x
Desire to learn and grow	x	x	x
Career Oriented	x	x	
Full-time availability: Asst. Manager = 45hr/wk & Service Pro = 35hr/wk (min)	x	x	
Motivated; Self-starter	x	x	
Willingness to commit to Discount Tire	x		
Problem solver/critical thinker	x		
Interest/ability to Train and Coach	x		
Comfortable engaging with people	x		
Open & inviting personality	x		
Preference for structured environment			x
Preference or openness for hands on/physical work			x

## Service Professional

### What are you looking for?

- Internal and External candidates with values and characteristics listed in the chart

### What are the Benefits to them?

- Stable income
- Benefits available: 401k, Health, PTO
- Career Path to Management
- Strong Culture

### What are the Benefits to your business?

- Employees with a strong sense of belonging
- Trained faster because they work more hours each week
- Stay longer and gain more experience.
- Bench for Assistant Manager Role

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# SETTING UP THE WIN: **READINESS CRITERIA**

- Leadership (RVP, AVP & Manager)
  - Understands the intent of the program
  - Utilizes DTMS and AORs consistently
  - Embraces change
  - Cultural/Brand Ambassador
- Proficient, disciplined, and improving execution of the following:
  - DTMS
  - Environment
  - Workflow – PSE Certified
  - Mentorship – Training and Coaching – In-store Training (IST)
  - Scheduling
  - Internal and External Recruiting Efforts

# PROJECT IMAGINE – PROGRAM REQUIRMENTS

Re-imagining staffing to support both the needs of our people and the business



## THE “AND” STATEMENT FOR THE FULL-TIME MODEL

**CORRECT  
NUMBER OF  
PEOPLE  
(STORE ROSTER)**

### PRESERVE AND STRENGTHEN

- **Inspire** people to want to join Discount Tire as full-time employee
- **Understand** the target and meet the staffing target number
- **Interview** and give feedback

**Car Builder: Chris Bodlovic – People Care**

# PROJECT IMAGINE – PROGRAM REQUIREMENTS

Re-imagining staffing to support both the needs of our people and the business



## THE “AND” STATEMENT FOR THE FULL-TIME MODEL

**CORRECT  
COMPOSITION  
(SKILL LEVEL)**

### TRAINING & MENTORSHIP

- **Leverage** mentorship
- **Maintain** the skill composition to support scheduling
- **Embrace** the new training model to engage our people

**Car Builder: Chris Bodlovic**

# PROJECT IMAGINE – PROGRAM REQUIREMENTS

Re-imagining staffing to support both the needs of our people and the business



## THE “AND” STATEMENT FOR THE FULL-TIME MODEL

**Right People, At  
The Right Time,  
And Scheduling  
to Expectations**

### SCHEDULING EXPECTATIONS

#### FT Management:

- 49-hour minimum work week (can flex up to 50-hour during busy seasons)
- 5-day work week
- Up to 10-hour shift length if not exclusive to service bays

#### FT Service Professional:

- 35-hour targeted work week (can flex up to 40-hour during busy season)
- 5-day work week
- 7-8 hours shift length max

**Part-time is Supplemental** and should **only be used to fill the gaps** FT can not cover

**Car Builder: Allissa Winship**





# COMMITTED HOURS – BUILDING YOUR “A” TEAM

## Requirements and AORs for Committed Hours

### Assistant Managers

Regional Staff will provide the base number of Assistant Managers for Stores for Planning.

Commitment: **49 (min) to 50 (max) hrs**

**Requirements:**

- Accountable for execution of AORs
- Responsible for People Development
- Shift coverage
- Opening and Closing Responsibilities
- Build Leaders for Succession Planning
- The overall execution of Best Practices and Standards

### Service Professional

SrvPro is preferred to achieve the Committed Target Hours after filling the Assistant Manager requirements.

Commitment: **35 (min) to 40 (max) hrs**

**Requirements:**

- More flexible availability (especially AM)
- Career Minded
- Trained to Apprentice Tech Level
- Trained to perform essential AOR responsibilities
- Required to become Certified Trainer

### Optional

### Committed Part-Time

Used only when to fill the Committed Target Gap. **Reserved** for PT to **eligible** part time employees.

Commitment: **25 (min) to 35 (max) hrs**

**Requirements:**

- Available min 25 hrs a week, with availability that aligns to the needs of the business
- Can commit to one year of service
- To be trained to a Service Coordinator
- Looking for a Career and can meet the FT criteria in the near future.

## SCHEDULING – EXPECTATIONS

## Hours to be scheduled, regardless of Demand

### FT-Management:

- 49-hour min work week (can flex up to 50-hour during busy seasons)
- 5-day work week
- Up to 10-hour shift length if not exclusive to service bays

### Service Professionals:

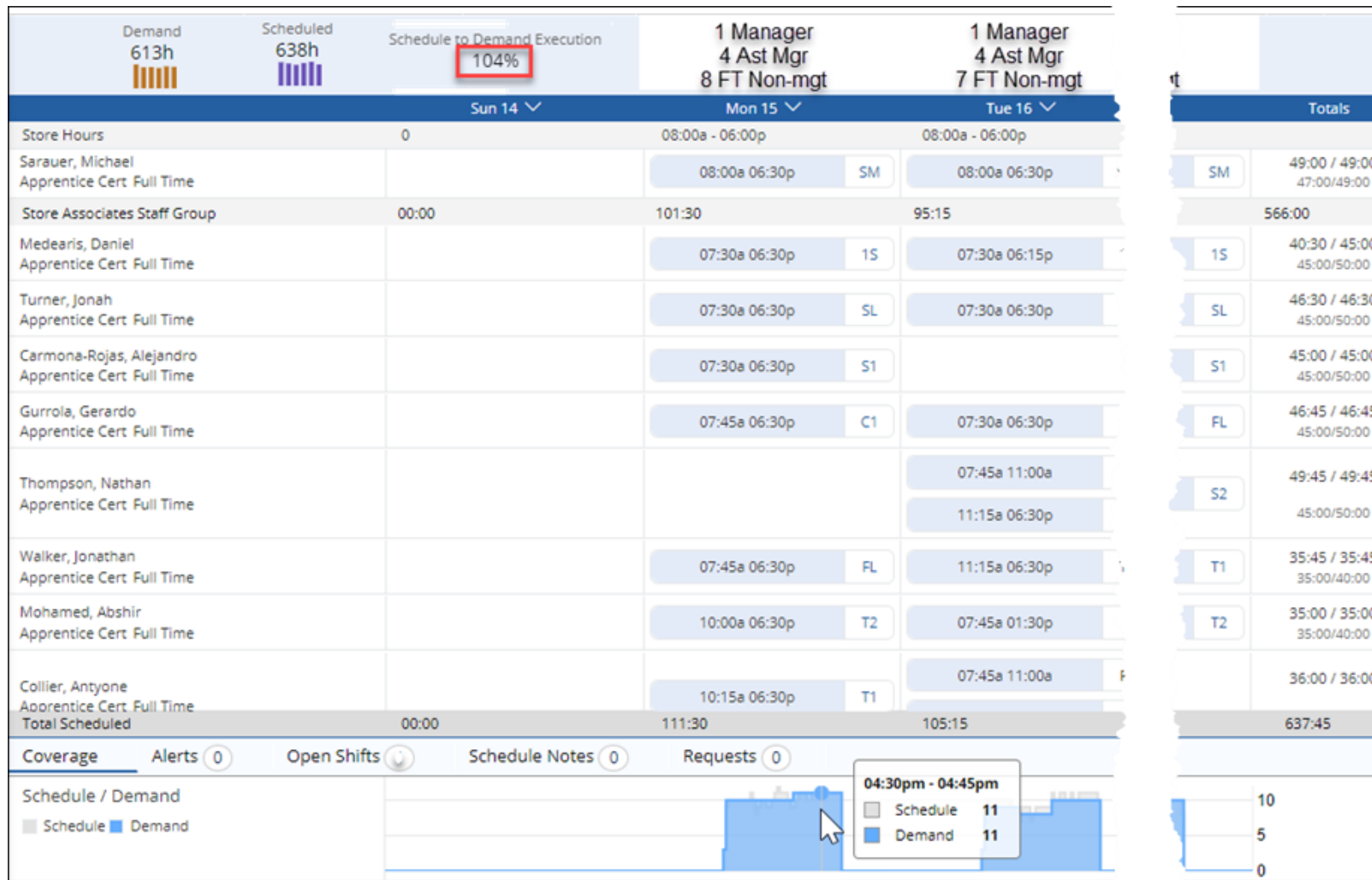
- 35-hour targeted work week (can flex up to 40-hour during busy season)
- 5-day work week
- 7-8 hours shift length max

### Committed Part-Time:

- 25-hour targeted work week (can flex up to 40-hour during busy season)
- 7-8 hours shift length max

### Traditional Part-time

- **Is Supplemental** and should **only be used to fill the gaps** Committed Staff can not cover
- 7-8 hours shift length max



# DEMAND AND COMMITTED HOURS

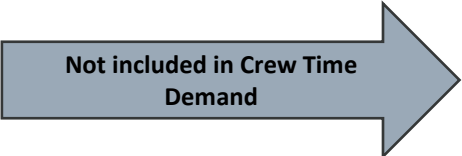
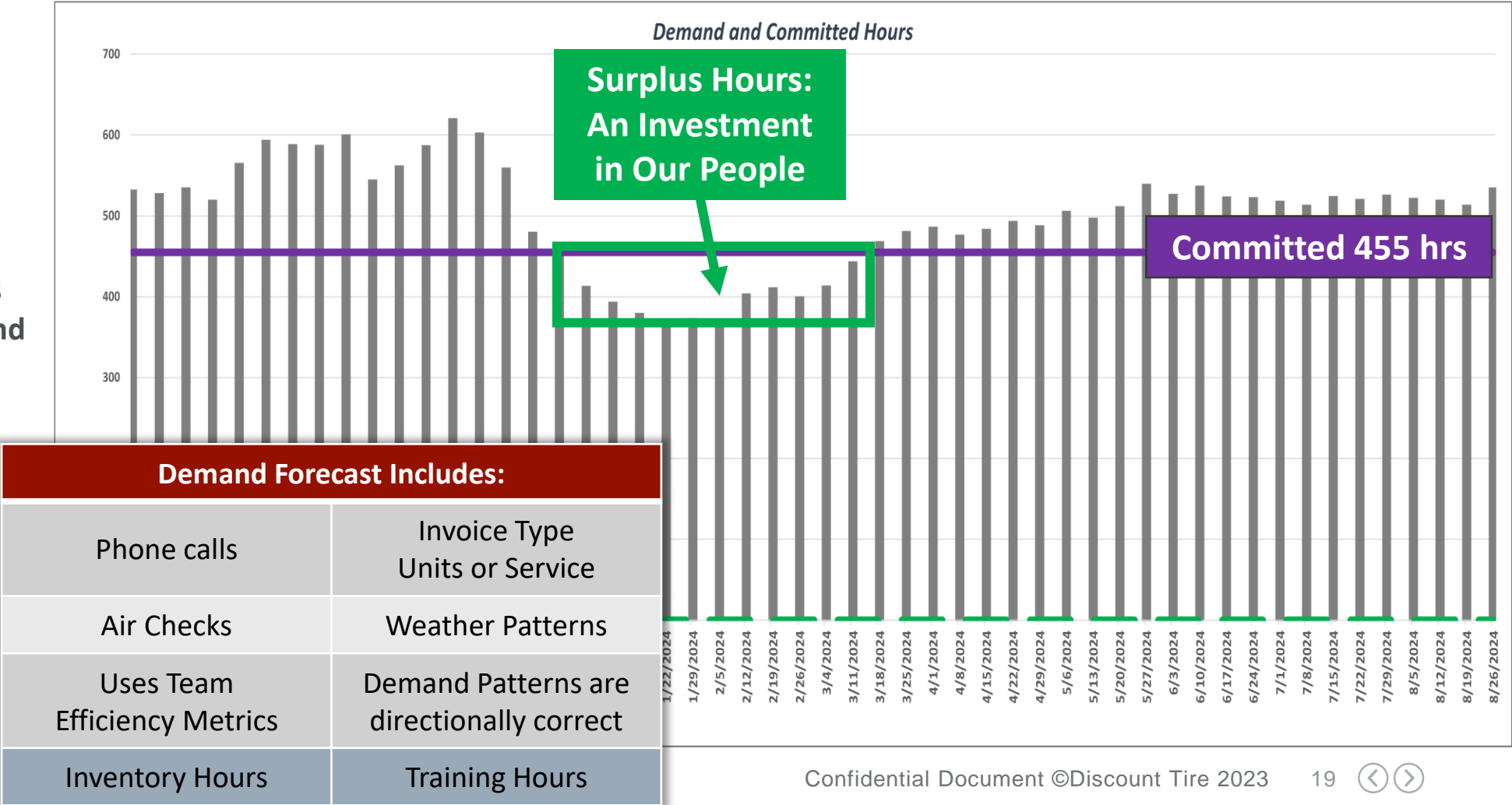
You will build the composition of your store to meet Committed Hours



Committed Hours Covers  
70% to 80% of your Demand

### Professionalize Full-Time

- 1. Invest & Commit
- 2. Improve Skills
- 3. Retain ALL Full-Time Employees



# TAB #1 - ASSISTANT MANAGER COUNT

After entering their store number, the Manager will enter the Assistant Manager count they feel they need.

- Users will notice the Gap Plan number change.
- Additionally, the Green Dashed Line moves up on the chart.
- Both changes represent the hours the Assistant Managers provide.

**Critical Note:** If the Manager feels the Asst MGR (AVP count) is too high or too low, they must discuss this with the Regional Staff before proceeding.

Without alignment on the assistant manager count, the remaining Planning activities will not be accurate.

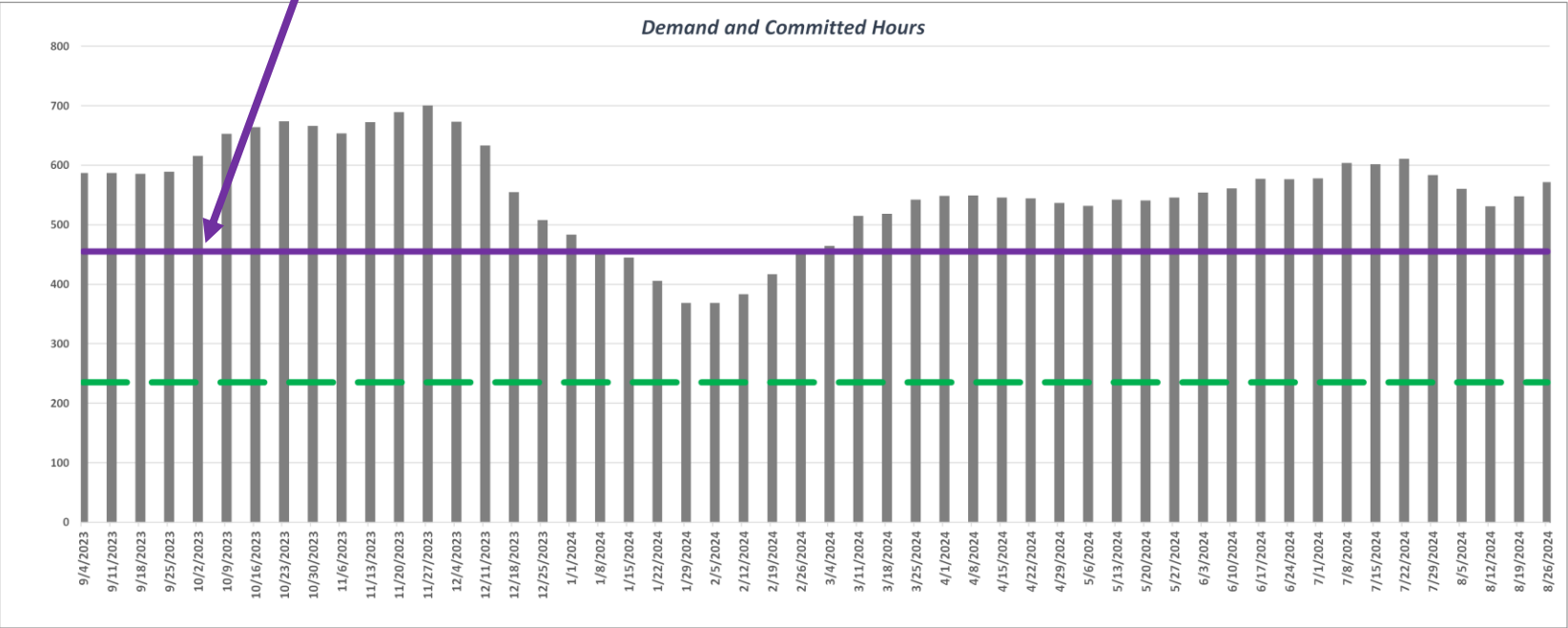
## Workforce Planning

Store	IDB 05
Committed Hours to Fill	455
Asst MGR (AVP count)	5

Managers Plan	
Role	Count
Assistant Managers	5
Service Professionals	
Committed PT	
Training Capacity	
Manager Plan Total	5

Covered Hours	
Min Hrs	Total @ Min
47	235
35	0
25	0

	235	
Plan Gap	-220 hrs	-48.4%



# TAB #1 - SERVICE PROFESSIONAL COUNT – OPTION #1

Now, the Manager begins to add in the count of Service Professionals needed to bring the Plan Gap within the allowed Threshold.

Allowed Threshold  
Plus or Minus (+/-) 25 hours

In this example, the Manager is 10 hours under the Threshold.

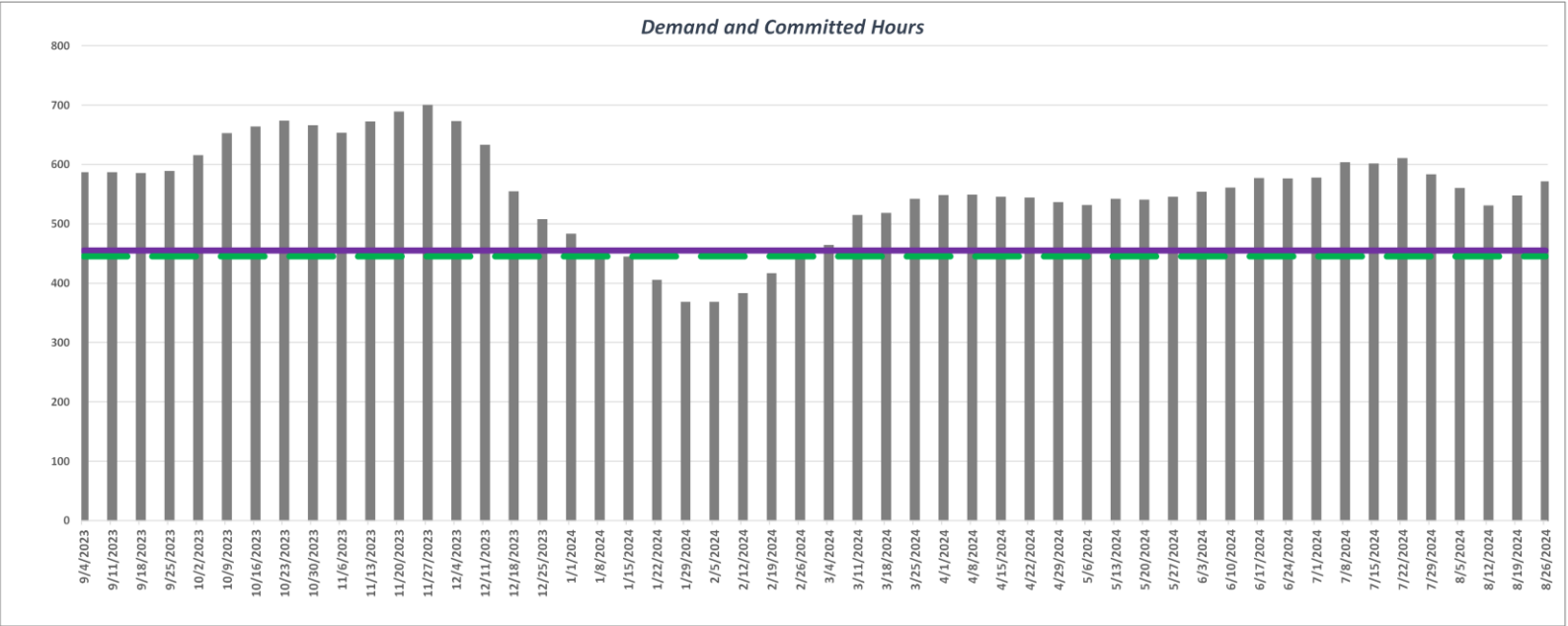
### Workforce Planning

Store	IDB 05
Committed Hours to Fill	455
Asst MGR (AVP count)	5

Managers Plan	
Role	Count
Assistant Managers	5
Service Professionals	6
Committed PT	
Training Capacity	
Manager Plan Total	11

Covered Hours	
Min Hrs	Total @ Min
47	235
35	210
25	0

	445	
Plan Gap	-10 hrs	-2.2%



# TAB #1 - SERVICE PROFESSIONAL COUNT – OPTION #2

## Workforce Planning

Store	IDB 05
Committed Hours to Fill	455
Asst MGR (AVP count)	5

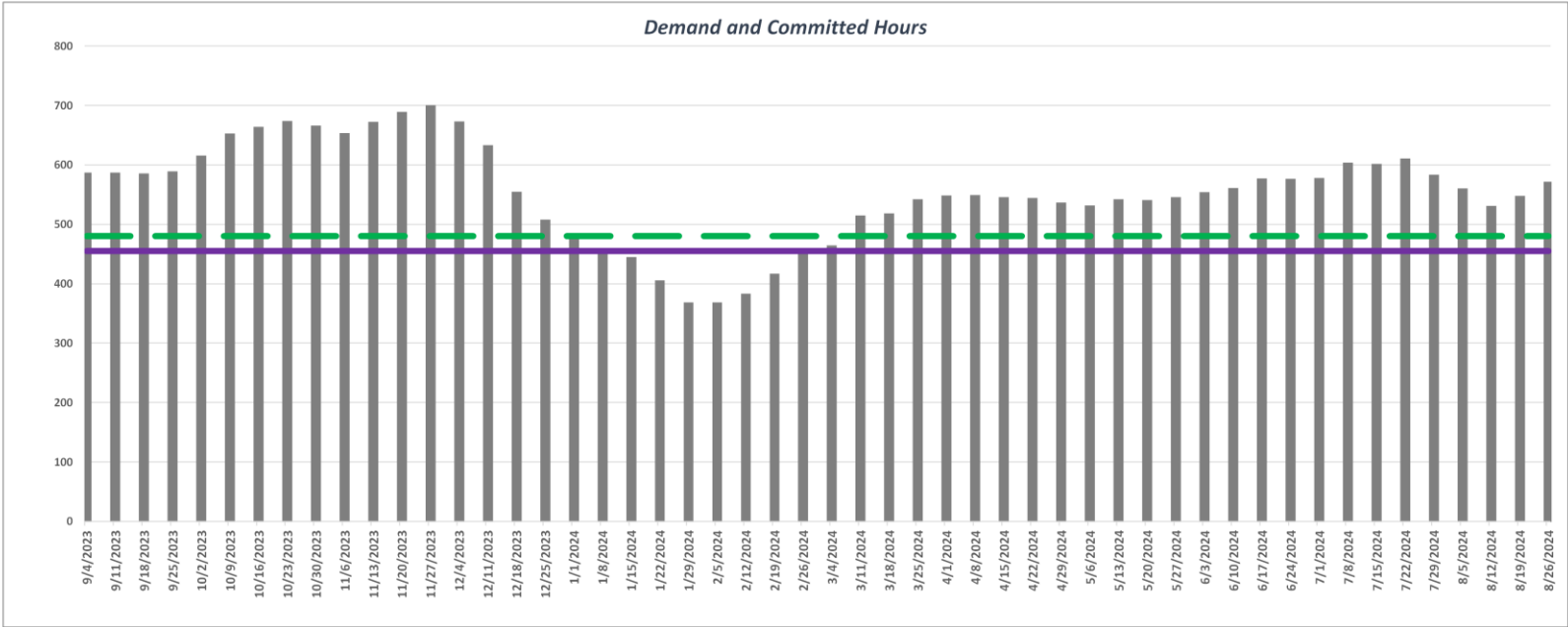
Managers Plan	
Role	Count
Assistant Managers	5
Service Professionals	7
Committed PT	
Training Capacity	
Manager Plan Total	12

Covered Hours	
Min Hrs	Total @ Min
47	235
35	245
25	0

	480	
Plan Gap	25 hrs	5.5%

In this example, the Manager chooses 7 Service Professionals instead of 6. This choice is within the +25 hours Threshold.

Being over can be helpful for stores that are trending up or have other strategic initiatives that require additional staff.

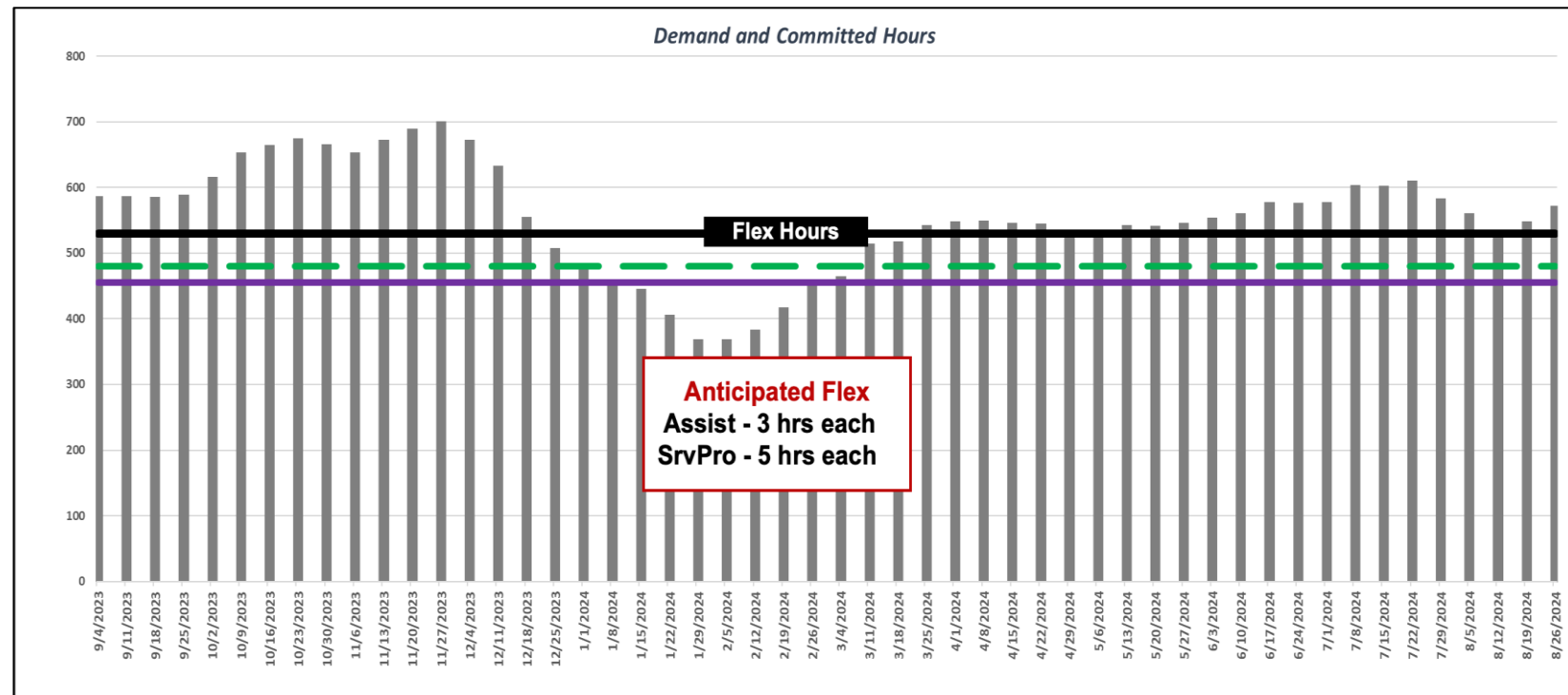


# FLEX HOURS – YOUR OPERATIONAL BEST FRIEND

Flex Hours are the sum of hours between the Minimum and Maximum hours each employee can work within the threshold for their role.

Flex hours provide you with a bank of hours for planned and unplanned situations, including callouts, walkouts, LOA, PTO, family emergencies, unplanned meetings, etc.

You will have conversations with each employee and learn the Minimum hours they need. Ideally, the hours needed should match the lower threshold of each role.



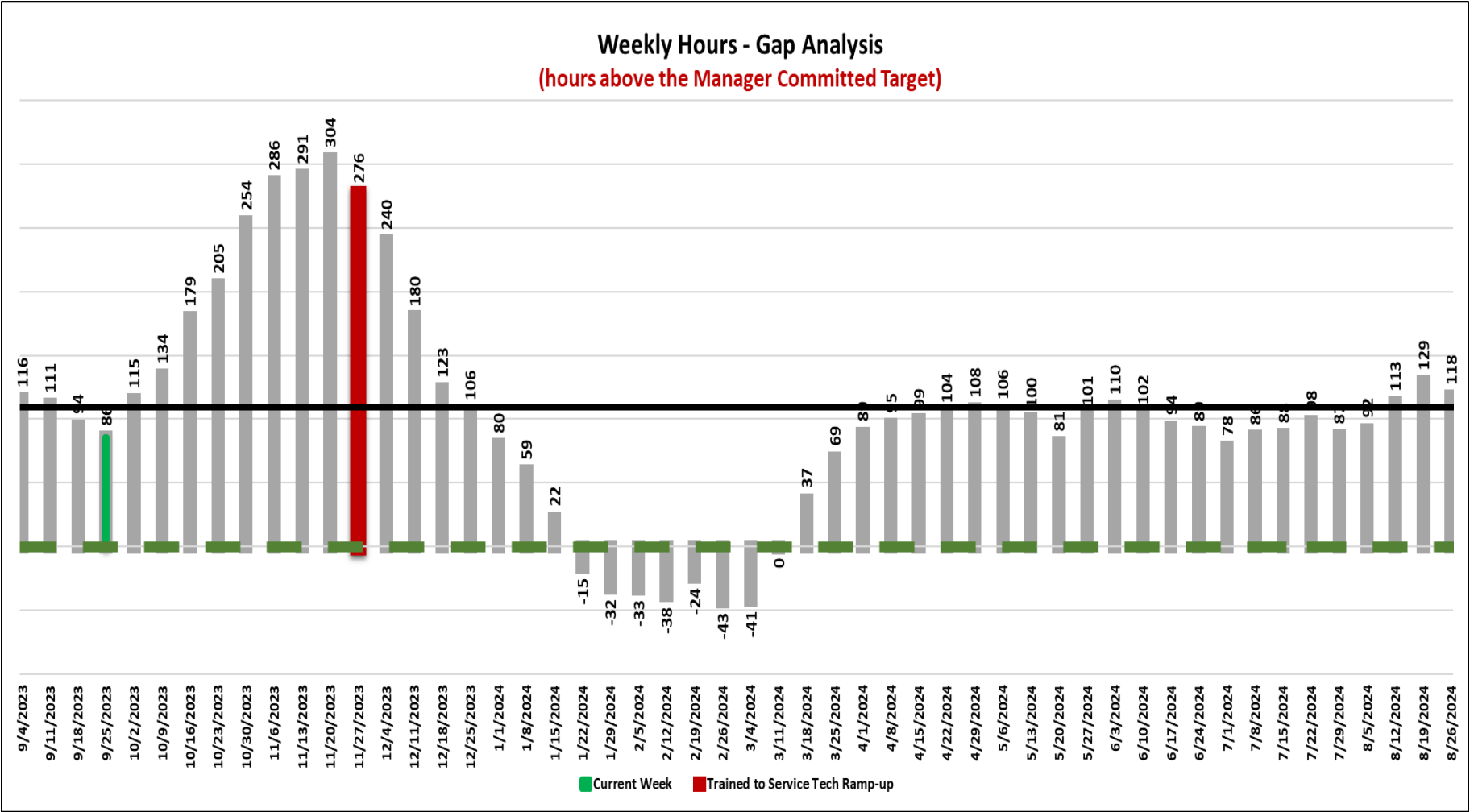
# PROJECT IMAGINE – GAP ANALYSIS

Re-imagining staffing to support both the needs of Our People and the business



## Part-Time

Requires an organization to analyze, forecast, and plan out its future staffing needs while determining whether existing employees or outside talent can fill the Gaps.







# Project Imagine Overview 10 min Break

**October 2023**

PUTTING PROJECT IMAGINE INTO **MOTION**

**Manager**



**AVP**



**C.R.E.W. Time Team**



# PROJECT IMAGINE – HOW WE SUPPORT

Tool that support our Store Managers



## KC Page

PROJECT IMAGINE

Feedback

### Process Overview

[MNM/UTS Manager Orientation Presentation >](#)

[TXH Manager ORIENTATION Presentation >](#)

### Crew Time Training & Scheduling

Follow these guidelines when scheduling employees.

For these employees	Schedule at least
Full-time Management (Manager, Senior, Asst Mgrs)	47 hours each week
Full-time Service Professionals	35 hours each week
Part-time Employees	No minimum requirement

In order to meet the minimum scheduling requirements for your full-time employees:

- Unassigned to Role may be present on your schedule.
- There will be weeks throughout the year where the 100-102% Demand Coverage Best Practice will not be the expected outcome.

[Scheduling QRG](#)

### Filling Open Positions

[iCIMS Hiring Tool Guide](#)

[Interviewing Guide - Manager](#)

[Interviewing Guide - Recruiting](#)

[Job Posting](#)

[Paid Time Off Policy \(Stores\)](#)

## Our Commitment

- **Dedicated Project Team Support**
- **Clear Communication on Expectations**
- **Continuous Feedback**
- **Timely Communication and Training Support**

# PROJECT IMAGINE – ASSESSING OUR GAUGES!

Monitor the  
Manager Dashboard

Store Manager Metrics

Utah

[View Dashboard](#)

Imagine Stores			Recruiting	Staffing	Training	Scheduling	Terminations
Store	Store Manager	AVP	Recruiting Status	Staffing Status	Training Status	Scheduling Status	Termination Status
IDB 07	Elijah Roberts	Meredith, Brian	🟡	🔴	🟡	🟡	🔴
UTS 05	Justin Hartman	Meredith, Brian	🟢	🟢	🟡	🔴	🟡
UTS 21	Curt Davis	Cutler, Timothy	🟡	🔴	🟡	🟡	🔴
UTS 24	Lance Hicks	Meredith, Brian	🟢	🟡	🟡	🔴	🟢

Minnesota

[View Dashboard](#)

Imagine Stores			Recruiting	Staffing	Training	Scheduling	Terminations
Store	Store Manager	AVP	Recruiting Status	Staffing Status	Training Status	Scheduling Status	Termination Status
MNM 03	Ryan Manzke	Kaats, Dustin	🟢	🟡	🟡	🔴	🔴
MNM 05	Daniel Woods	Kaats, Dustin	🟡	🔴	🟡	🟡	🔴
MNM 06	Michael Sarauer	Turner, Michael	🟢	🟡	🟡	🔴	🟢
MNM 07	Joshua Stubbe	Turner, Michael	🟡	🔴	🔴	🔴	🟡
MNM 15	Marc Leddy	Kaats, Dustin	🟡	🔴	🟢	🔴	🟡
MNM 18	Christopher Deziel	Kaats, Dustin	🟡	🔴	🟢	🔴	🟢
MNM 23	Tyler Michaelson	Turner, Michael	🟡	🔴	🟡	🟡	🔴
MNM 29	Jeremy Westerman	Turner, Michael	🟡	🔴	🟡	🔴	🔴

Houston

[View Dashboard](#)

Imagine Stores			Recruiting	Staffing	Training	Scheduling	Terminations
Store	Store Manager	AVP	Recruiting Status	Staffing Status	Training Status	Scheduling Status	Termination Status
TXH 05	Phillip Pedraza	Bruner, Jason	🟢	🟡	🔴	🔴	🟢
TXH 34	Ryan Griffith	Bruner, Jason	🟢	🟡	🔴	🔴	🔴
TXH 46	Jason Hayes	Perry, Joe	🟢	🟡	🔴	🔴	🔴
TXH 52	Adrianne Williams	Richardson, Derek	🟢	🟡	🔴	🔴	🟢
TXH 56	Brian Symcox	Loban, Ryan	🟢	🟡	🔴	🔴	🔴

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## ***Servant Leaders Keep Employees Engaged***

- Are you happy with the hours you are working?
- What life events do you have coming up that will change your availability?
- Does your Mentor support your Development and your Dreams?
- How can I support you better?
- What can I do to make this store the Best place to work?

## Discussion Point

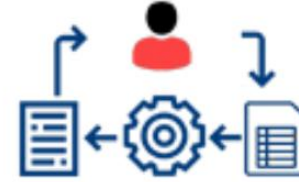
- Ask – What if all your Assistant Managers want the maximum hours?

# ROLE OF A MANAGER



## *Servant Leader Mindset Expectations*

- Be a Change Champion by embracing the change.
- Use the DTMS Activation exercise in preparation for discussions with your team.
- Review the self-reflection questions within Who We Are to engage your heart and mindset as a Servant Leader.
- Before engaging with your team, think about the actions and behaviors of a Servant Leader



## **When you get back to your Store**

- ☐ Announce the availability of the Service Professional role to your team (Hang QR code).
- ☐ Begin 1-1 discussions with all FT and PT employees to understand their needs (hours, schedule, etc).
  - ☐ Ideally, this step is completed before the next step.
- ☐ Participate in the Planning Tool Training and align on the composition of your Committed Team.
- ☐ Discuss and agree on PT to Service Professional promotions with your AVP.
- ☐ Add approved SrvPro and CPTs to the rosters on Tab #2.
  - ☐ Transfer your data using the Tab #4 process.
- ☐ Begin scheduling SrvPros and CPTs once they are listed in CrewTime.



THANK YOU