# AMAZON INVESTIGATION ROLE GUIDELINE



This guideline contains content that may be out of date.

Older guidelines are still useful. They contain general expectations and some contain promotion criteria that is still valid. However, older guidelines may be missing expectations that reflect how the job is done now. For current expectation examples, look for a similar role with a more recently updated guideline (less than two years old).

This guideline contains the general expectations of the Investigation role. It describes

the most common responsibilities, however given the wide variety of businesses and technologies at Amazon, it cannot capture all expectations. It’s also conceivable that some responsibilities do not pertain to some employees. No two Amazon teams are alike and each is encouraged to develop their own approach to delighting their customers. These realities alter the way Investigation is expected to operate and what

constitutes success.

Guideline Last Updated: March 2016

Contains Expectations for: Individual Contributor and Managers

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Guideline Notes: Level 7 expectations need inspection

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**Job Family: INVEST**

The investigation job family focuses on investigating buyer or seller transactions and taking action. Investigators assess risky or fraudulent situations and make recommendations using data, applicable procedures, and sound judgement.

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| **Level 3** | | **Level 4** | | | **Level 5 Level 6 Level 7** | | |
| **Job Family Title** | Investigation Specialist I | Sr. Investigation Specialist |  | Manager I, Investigation | Manager II, Investigation | Manager III, Investigation | Sr. Manager, Investigation |
| **Business Title** | **Investigation Specialist** | **Sr. Investigation Specialist** |  | **Investigation Manager** | **Investigation Manager** | **Operations Manager** | **Sr. Manager, Operations** |
| **General Scope Progression** | Production investigations | Production, Workflow Management;  Training; Mentoring; QA; Fraud Squad, Specialty Teams |  | Manages Investigators; Focuses on single domain area in the site | Manager of Managers; Focuses on multiple domain areas; Some global ownership of functional area | Site level ownership for functional areas; May have vertical ownership | Key global owner for functional areas. High level of input and engagement on strategy. |
| **Core Responsibilities** | [The content below describes how the core responsibilities differentiate across the levels. It assumes responsibility builds, so only expectations that are different at the next level are described ] | | | | | | |
| **OPERATE**   Drive results in production | 1. Meets predetermined and assigned productivity targets and quality standards | 1. Demonstrates flexibility to work in different queues, with increased complexity based on current business |  | 1.Regularly reports out team’s performance against goals and action plans taken to ensure that all team members are aligned to key | 1.Executes TRMS Operations strategy with directs and external teams | 1.Leads planning and execution of SLAs, capacity, and workflow plans for single /multiple functional areas in one | 1.Owns establishing and meeting department functional targets 2.Determines and delivers cross- |
| environment |
| * Dive deep in investigations * Drive projects * Develop strategy * Analyze and detect | 2. Leverages appropriate operational tools and applications to dive deep into investigation issues using data 3. Demonstrates flexibility to transition in queues (i.e. Failed to email to digital) | needs   1. Analyzes data through the use of data-mining to drive decision of dive deep issues 2. Works on specialized queues. 3. Will provide support as and when required for deep dives, mentoring new |  | metrics and goals  2.Conducts daily/weekly individual feedbacks with investigator to coach on performance on metrics as well as understand aspirations and challenges and coach on developing for the future  3. Accountable for performance management, | 1. Manages business- and executive- level escalations, including reporting to senior-level leadership; accountable for SLA and quality of response 2. Identifies and actively drives team changes, training, and hiring needed | or more sites  2. Able to define metrics, goals, and strategic direction across functional area(s) in support of overall group vision.  3.Leads initiatives and champions projects in and outside of | departmental goals in support of organizational strategy and business direction  3.Demonstrates A-Z business understanding and departmental knowledge when interacting with business teams and senior |
| investigations |
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|  | 4. Understands and adheres to workflow directions | batches, Kaizens, escalations and cross training |  | increased availability and adherence, and retention strategies | to support capacity needs in partnership with relevant support | organization or region; influences all participants when driving projects to | management  4.Drives OP1 and three-year |
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|  |  |  |  | 4. Acts as primary point of contact for on-the- floor issues related to investigations | teams.  4. Interprets metrics, diagnoses | ensure success  4.Drives strategy and communicates | planning efforts for the respective functions/sites |
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|  |  |  |  | 5. Leads employee engagement initiatives, | underlying issues, and defines | TRMS vision with internal and external | 5.Reviews opportunities and risks |
|  |  |  |  | including all-hands meetings and employee survey results | solutions with peer managers and direct reports in order to solve problems or improve performance; | teams  5. Identifies opportunities and risks, dives deep, and works with internal | to identify root causes and drive business-level solutions |
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|  |  |  |  |  | owns effective implementation of solutions | and external teams to implement solutions |  |
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| **CONTINUOUS IMPROVEMENT**   Invent and simplify by finding | 1. Participate in performance improvement plans for self- development 2. May provide inputs on new metrics and tools 3. May be involved in improvement (Kaizen) work outs | 1. Participates in deep dives and/or escalations 2. Works on projects that design/improve tools or processes by testing and/or develops recommendations for management 3. Will provide inputs to Improve the   quality for new batch hires and existing team |  | 1. Proposes ideas for new metrics and tools. 2. Owns data collection and reporting for deep dives and escalations as and when required | 1. Defines and drives project deliverables either personally or through direct reports for functional area(s) 2. Identifies process or operational efficiencies and partners with other teams outside operations to drive quantifiable benefits 3. Scopes out the requirements for new metrics and tools | 1.Innovates by driving continuous enhancements and operational efficiencies across all process areas   1. Identifies and drives opportunities for cross-functional projects working across teams 2. Identifies the new metrics and tools that are needed   4.Influences key stakeholders to ensure that resources needed are | 1.Delivers operational excellence and process improvement in all processing activities in site or organization  2. Sets organization- or site-level vision on future metrics on organizational assessments 3. Provides the direction for support needs across organization or site based on evaluation of |
| ways to improve processes, |
| automate tasks, and develop new solutions   * Develop new metrics and tools * Manage workflow |
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|  |  |  |  |  |  | prioritized to achieve quantifiable results, monitoring the effectiveness after project delivery  5.Organizes team structure for multiple functional areas to ensure scalability for present and future volume needs | current organization and future projections |
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| **Level 3** | | **Level 4** | | | **Level 5 Level 6 Level 7** | | |
| **COMMUNICATE**   Interact with others to deliver | 1.Interacts with manager to support priorities | 1.Communicates effectively both in verbal and written form on all |  | 1. Interacts with peer managers across the same functional areas to deliver against | 1. Communicates effectively with peer managers across the same | 1.Communicates effectively with senior management and leaders | 1.Sets the organizational priorities and direction, delivery through |
| against priorities | 2.Communicates effectively both in verbal and written form on all investigative matters  3.Communicate investigations | investigative matters  2. Executes on key team priorities and assists teammates with execution 3. Participates in the development internal communication on key process |  | priorities.  2. Presents teams performance in Leadership  Meetings at required frequency | functional areas and across teams to drive priorities  2. Supports the development of internal and external  communication across teams with | across the organization to determine priorities and direction  2. Creates the development of internal and external communication across organization locally and globally | teams, and functional managers globally  2.Sets the requirements of and develops internal and external communication for organization |
| * Develop internal and external communication * Influence others |
|  | decision to customers | changes for easy percolation to teammates |  |  | peer managers on areas such as strategic planning for the function | 3.Influences peers, senior management, and external | globally |
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|  |  |  |  |  | (e.g., site-level OP1, three-year plans, roadmap, etc.) across business teams locally and globally 3.Understands and communicates  the department’s vision to team  members | stakeholders on the organizational vision for their functional area(s) |  |
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| **PEOPLE/TEAM MANAGEMENT**   Identify and interview | NOT APPLICABLE | 1.Supports new hires or focus group investigators in the team to help them meet require performance standards |  | 1.Manages a single team of investigators and/or lead investigators  2. Mentors and/or coaches investigators, helping them improve their skills, knowledge of our systems, and ability to investigate with expertise.  3.Measures self and team on the ability to | 1. Manages multiple Investigations   Managers   1. Drives the end-to-end recruiting process for potential new managers. 3. Creates and supports effective development plans, Career pathing to prepare employees for their next | 1.Supports development of the hiring strategy for teams; leads hiring plans and execution in partnership with HR for L6 and below positions  2. Manages multiple teams, including managers, sites, or cross-location teams. | 1. Develops and evolves the hiring strategy for the site to support organizational objectives. DR 2. Manages organization or site- level teams 3. Develops employees and their skill sets to expand team |
| potential team members |
| * Coach team members * Train and develop new and existing team members |
|  |  |  |  | exceed Decision Quality and productivity | role, including identifying potential | 3.Acts as a mentor to managers at the | capabilities and provide growth |
|  |  |  |  | metrics  4. Liaises with workflow management to ensure | successors.  4.Drives goal-setting, performance | 4 and 5 levels  4.Coaches and develops managers to | opportunities for future Amazon leaders |
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|  |  |  |  | adherence to schedules, monitor investigator’s | management, and retention | effectively develop their employee; | 4.Sets goals, performance |
|  |  |  |  | time on shift, garner overtime as per guidance | strategies across single or multiple | .develops team to meet the scalability | management, and retention |
|  |  |  |  | from workflow  5.Conducts weekly individual feedbacks with investigator to coach on performance metrics; understand aspirations and challenges to coach on developing for the future | teams  6. Provides regular coaching and feedback to direct reports to help grow functional skills and leadership capability, with support from senior | needs of present and future organizations; maintains succession plans for teams  5.Responsible for investigators OLR ratings and subsequent promotions, | strategies across multiple teams and globally  5.Sets the strategy for employee engagement and development 6. Responsible for building a site |
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|  |  |  |  | 6.Leads employee engagement initiatives, | managers | PIP’s, IDP’s as guided by HR policies | level culture that promotes |
|  |  |  |  | including all-hands meetings and employee | 7. Sets objectives with team | 6.Creates goal-setting, performance | employee engagement and |
|  |  |  |  | survey results | managers that enable achievement | management, and retention strategies | success. |
|  |  |  |  |  | of department and functional goals | across multiple teams  7.Leads and drives development and execution of various employee development initiatives at a site level and globally  8.Supports global functions with hiring for key management positions |  |
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| **FOR MANAGERS ONLY – AMAZON WIDE JOB LEVELING Level 5 Level 6 Level 7** | | | | | | | |
| **PEOPLE MANAGEMENT**   * Attract talent and make right hire decisions * On-board and continuously develop team * Set goals and hold team members accountable for performance * Resource planning | | | | | * Establishes network across organization; begins to build internal and external networks * Demonstrates understanding of performance and leadership bar and effectively applies to hiring decisions * Effectively sets expectations and builds robust launch plans for new team members * Provides regular coaching and feedback to direct reports to help grow individual functional skills and leadership capability, with support from senior managers * Sets goals for individuals to achieve department- or function- level goals * Is learning performance improvement management and holds team members accountable for performance * Provides input into resource planning discussions | * Continuously builds network of talent inside and outside of company * Demonstrates and differentiates performance and leadership bar across multiple levels and applies to hiring decisions * Creates mechanisms to help onboard all new talent to organization; mentors others * Effectively coaches and gives feedback to direct reports to help develop talent and support career development * Sets and balances goals across team to optimize performance against department goals and employee development * Applies performance standards to team * Identifies resource needs for team | * Demonstrates ability to attract senior talent and multiple functions from inside and outside of company * Teaches others how to determine performance and leadership bar * Facilitates understanding of broader organizational tenets   and strategic goals for  department   * Recognizes trends for larger- scale development needs in and across teams and builds plans to develop skills * Shares talent development best practices across organization * Audits department goals to ensure alignment with broader organizational goals; is accountable for department performance against goals * Sets high performance standards for department * Plans and advocates for department resources |
| **PEOPLE STRATEGY**   * Create and communicate inspiring vision for team(s) * Establish team culture that aligns with leadership principles | | | | | * Understands and communicates vision for team members * Assesses behaviors and coaches direct reports to demonstrate leadership principles in their role | Describes strategic importance of vision inside and outside of team Sets and articulates expectations around leadership behavior for team; models behavior that exemplifies the leadership principles | * Develops and communicates department vision that supports the broader organizational vision * Ensures team culture consistently demonstrates alignment with leadership principles; visibly ties department decisions to leadership principles and tenets |

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