

Barrier: Implemented this in 2018 and 2019 on process paths but both in outbound.

1. **FHN Pick:** 29 hours in the red in 2018. 2 injuries per week. Lowest morale with all managers on write up due to morale. Lowest performing shift at 291 units per hour average.
2. **RT Pack:** Injury almost every night. 120 hours in indirect labor with a lower headcount than other shifts. Morale was also low with previous manager taking out the same 12 people to breakfast on last day of work week twice per month.

One of the main complaints on the associates board is the same associates are chosen for indirect roles. This is also creating a moral issue since most associates don't think that they will be given an opportunity. There is also no clear path on how can one become an indirect.

Research:

1. **FHN:** We were using the same associates for indirect labor which contributed to morale and injuries. We were not adjusting the amount of indirect based on rates for the night, definitely using 40 hours extra.
2. **RT Pack:** Used the same indirect labor with no bench trained. The 12 being taken out to breakfast received the indirect roles which were used as rest roles.

Observation: Deep dived using information from complaints board, exit interview and productivity sheets. In pick, we had associates that have not picked in over 6 months. Associates were not on tasks and usually using the laptop provided to them to do work to listen to music and facebook. In pack pretty much the same with some associates disappearing for extended time. The injuries on both areas came from repetitive tasks.

Discussion with OB Leadership: Discuss the matter with other managers and suggested a solution. After a while discussed with senior managers regarding the hours being spent and propose a solution. Ensured senior leadership if we tackled this rates will go up.

Result: With the clear defining requirements the following occurred:

1. No injuries for 2018 in pick and only 1 in pack.
2. Increase in rates in FHN pick by 20% from 291 to 376.
3. There was a reduction in pick head from a plan of 80 pickers to a consistent 40 for 10 months.
4. Indirect labor we continually finished at 168% (excess of 30+ hours) during regular months and 210% (excess of 80 hours) during peak season. This carried

Pick Indirect Sign up Sheet

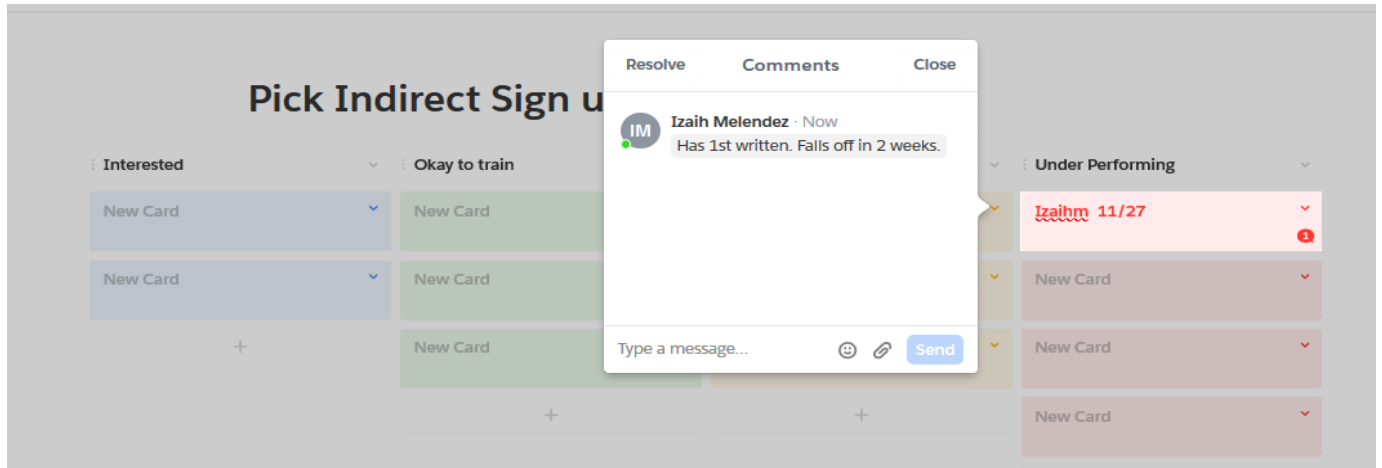
Interested	Okay to train	Trained AAs	Under Performing
Izaihm 11/27	New Card	New Card	New Card
New Card	New Card	New Card	New Card
New Card	New Card	New Card	New Card

Once the AA is on the Interested List, an AM can check the status of each associate to see if they qualify to be trained as an Indirect. If so they will be moved to the Okay to Train list.

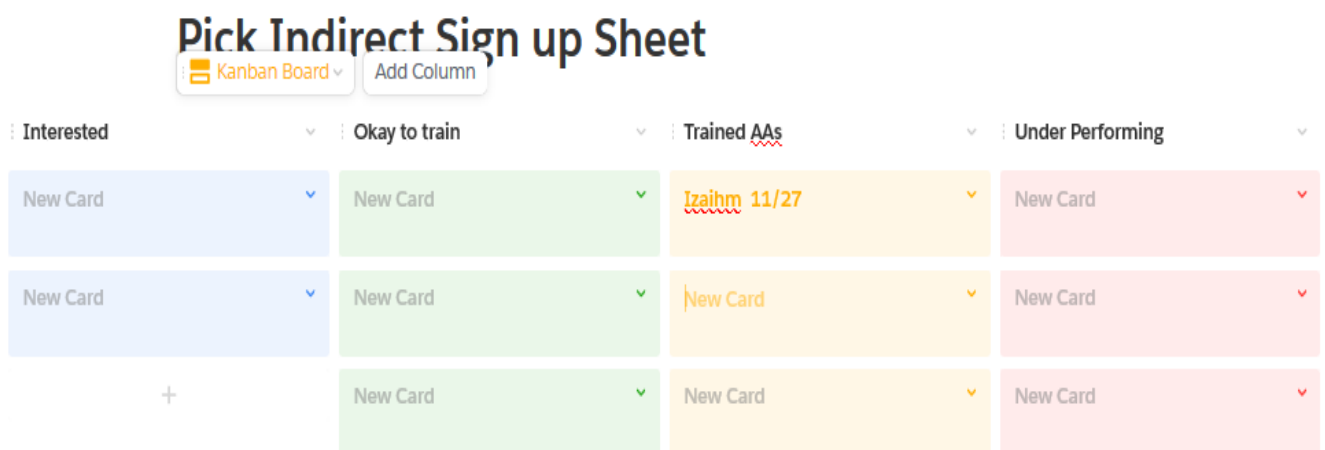
Pick Indirect Sign up Sheet

Interested	Okay to train	Trained AAs	Under Performing
New Card	Izaihm 11/27	New Card	New Card
New Card	New Card	New Card	New Card
+	New Card	New Card	New Card

If not, the associate will be moved to the Under Performing List along with a note of what they need to improve.



Once associates are trained they will be moved to the Trained List. The AM will monitor each AA in the Trained List to ensure everyone is up to par with the requirements. If an AA falls under they will be moved to Under Performing until improved.



The same concept will be applied to the ICQA Indirects Signup Sheet. The only difference will be the more diversity of indirects as followed; Damage Land, CDC and Problem solve. Aside from that next to the name and date will also be the indirect role the associate is interested in to help clarify their interest.

ICQA Indirect Sign up Sheet

Interested	Okay to train	Damage Land	CDC/ PS	Under Performing
Izaihm 11/27 DL	New Card	New Card	New Card	New Card
New Card	New Card	New Card	New Card	New Card
+	+	+	+	+

An ICQA PA will monitor this along with the ICQA AM. Remember, Amnesty and being an Ambassador as you know is considered an indirect for PCF but due to having to apply through Learning this role is not added in the Quip.



INDIRECT ROLES

WATER SPIDER

TOTE MASTER (TOTE STACK)

REQUIREMENTS

- **Good standing.** No active write ups (productivity, quality ,behavioral)
- **Dependable.** At least 10 hours of UPT, good attendance history.
- **Ability to work independently.** Follows standard work guidelines

Customer Obsession. Leaders always start with the customer, then work backwards. They strive to earn and maintain the customers trust. Although leaders pay attention to competitors, they obsess over the customers.

Our customers are our pick team. It is our priority that to identify our customer's needs, find a solution, and deliver it efficiently.

Insist On The Highest Standard Leaders have relentlessly high standards — many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

We lead with integrity. Our water spider and tote stack team adhere to the highest safety, quality, and productivity standards.

Bias for Action. Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

In an indirect role speed matters, being able make quick decisions and respond quickly to area readiness barriers is crucial to the success to our team.

Deliver Results. Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

Having the first 3 requirements will produce the 4th. Our water spider and tote stack team will deliver result by providing an area readiness score of 96% and above.