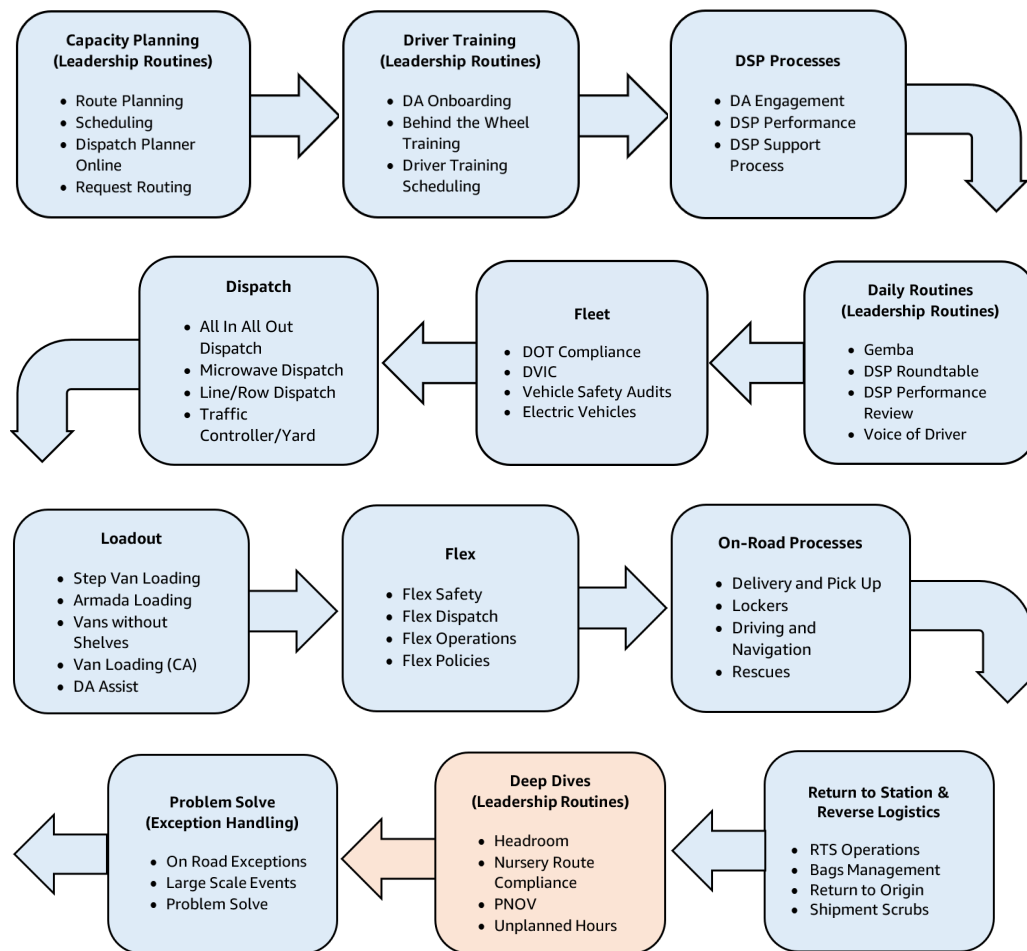# On-Road Process Flow

Note: *Upon reviewing this document as part of the Policy 2.0 migration by the document owner, the WW SME, this document has either been consolidated with another document or is no longer the source of truth. Please contact the GBSA WW SME, markreut, with questions or to request more information.*

AMZL's Landing Page for Policy 2.0 can be located at https://policy.a2z.com/org/AMZLOperations.

Capacity Planning (Leadership Routines)
- Route Planning
- Scheduling
- Dispatch Planner Online
- Request Routing

Driver Training (Leadership Routines)
- DA Onboarding
- Behind the Wheel Training
- Driver Training Scheduling

DSP Processes
- DA Engagement
- DSP Performance
- DSP Support Process

Dispatch
- All In All Out Dispatch
- Microwave Dispatch
- Line/Row Dispatch
- Traffic Controller/Yard

Fleet
- DOT Compliance
- DVIC
- Vehicle Safety Audits
- Electric Vehicles

Daily Routines (Leadership Routines)
- Gemba
- DSP Roundtable
- DSP Performance Review
- Voice of Driver

Loadout
- Step Van Loading
- Armada Loading
- Vans without Shelves
- Van Loading (CA)
- DA Assist

Flex
- Flex Safety
- Flex Dispatch
- Flex Operations
- Flex Policies

On-Road Processes
- Delivery and Pick Up
- Lockers
- Driving and Navigation
- Rescues

Problem Solve (Exception Handling)
- On Road Exceptions
- Large Scale Events
- Problem Solve

Deep Dives (Leadership Routines)
- Headroom
- Nursery Route Compliance
- PNOV
- Unplanned Hours

Return to Station & Reverse Logistics
- RTS Operations
- Bags Management
- Return to Origin
- Shipment Scrubs

On-Road Deep Dives & Metrics

Overview

Delivery station leadership teams are responsible for the performance of their station. Station performance is tracked across a broad set of success metrics. These KPIs include safety, quality, productivity, people experience, and fleet metrics that help a station track and drive positive daily and weekly performance outcomes. When a station fails to achieve the Benchmark goal across these KPIs, Operations leaders perform a root cause data analysis to determine what variable(s) caused a miss and what actions will be implemented to prevent this variance to goal in the future.

This process, known as deep diving, helps stations identify the true root cause to a miss, pursue action items to address the variance, and meet and exceed the Benchmark goal. Root cause(s), details, and action plans are recorded and shared with operations and field leaders so that all shifts benefit from lessons learned and action underway. These details are entered into PerfectMile for regional and support team visibility. They then feed into Daily/Weekly Business Review (DBR/WBR) meetings for discussion with central teams and regional leaders.

On-Road leadership teams are responsible for deep diving metrics that inform the success of in-station Ops processes (Dispatch, Same Day, and RTS) and the on-road success of DSPs. Most metrics will require strong partnership with a stations DSPs, as their

execution is a direct input to station output success metrics. This document outlines the success metrics for which On-Road leaders are responsible and guides a leader through the process and general framework of completing a metric deep dive.

Another key aspect to this Process is the WW Station Scorecard. This tool aims to align the Organization on the same set of metrics globally and across UTR, OTR, Central Operations, support, and DSP teams and partnerships. The balanced scorecard framework derives its power by providing a holistic view of business value through its three different perspectives that capture both In-Station and On-Road. Within these three perspectives you can distinguish the underlying metrics as follows:

1. **Safety & People** perspectives that places emphasis on a safe work environment for Amazon associates and business partners and provides a voice for Amazon employees and partners.
2. **Quality & Customer Experience** perspectives that encompasses quality of in-station productivity and packages delivered to customers as per EAD and measures critical KPIs that impact a customers' Experience through AMZL.
3. **Cost** perspective that indicates how Operations contribute to improving the Organization's financial health driven by productivity metrics.

Note: Where regions still require social distancing measures to be implemented into their operation as a result of COVID-19, directions and rates have been adjusted to accommodate this and are detailed within specific COVID-19 SOPs located within START. To see the latest social distancing restrictions applicable to your region, please review the COVID Requirements Matrix.

Success Criteria

- On-Road leaders are aware of all metrics they are responsible for and use the provided START SOPs and resources to complete a full deep dive process when metrics are below goal.
- On-Road leaders partner with DSPs, when needed, to complete a thorough deep dive process. Collecting DSP- or Delivery Associate-level details is often a piece to identifying true root cause, partnering with DSPs on action plans, and ensuring overall station success.
- Stations follow use the WW AMZL Scorecard Dashboard SOP to review metric tiers and perform ranking deep dive.
- Metrics like OTD and Parcel Not on Van (PNOV) are impacted by UTR controllable variables. When necessary, On-Road leaders partner with their UTR counterpart teams to identify root cause and complete the deep dive process.
- The deep dive process leads to action plans that address the true root cause of a metric miss and solve the variance to Benchmark target.
- All daily and weekly metric bridges and deep dive details are entered into PerfectMile by 9:00 a.m. station-local time.
- On-Road leaders attend the DBR/WBR to review metric misses and field support requests from support partner and senior leaders.
- The senior station On-Road leader ensures bridging is occurring, is at standard, and is completed on-time. Daily and weekly bridges feed into other network level DBRs/WBRs and are referenced to drive actions among senior leaders, directors and support teams.

Deep Dive Process Map
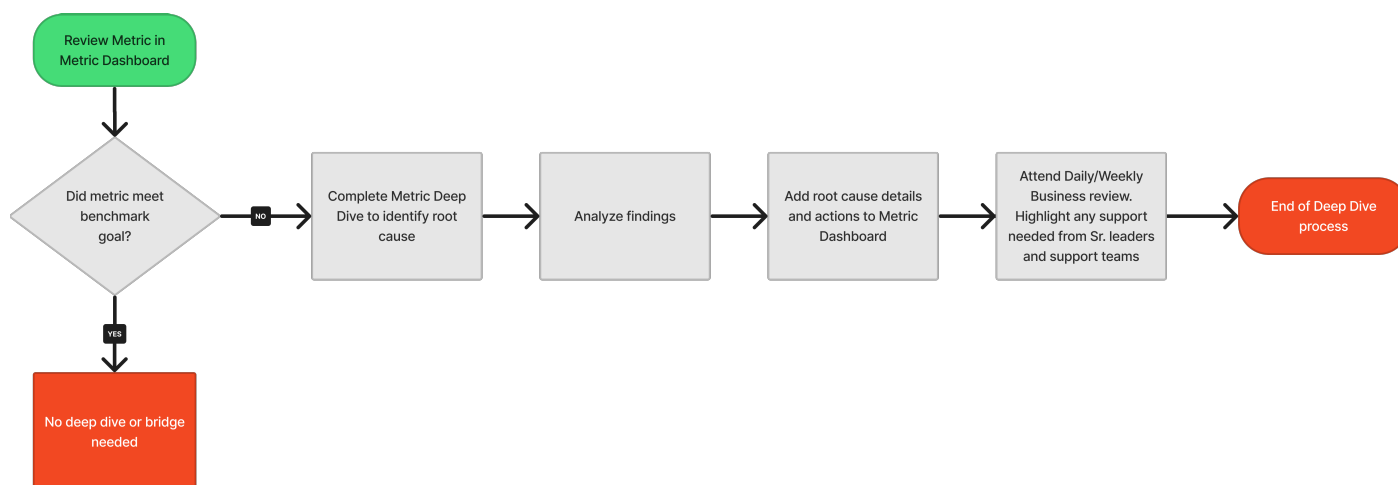
Process Map

For additional details on On-Road process flows, refer to the Loadout & Dispatch Process Map, On-Road and Flex Process Map, and RTS Process Map.

Key Definitions

Glossary terms are mentioned throughout this document to support in understanding key terms and can be reviewed by hovering over an underlined word. The below are some of the key terms used during Deep Dives. To see a full list of Amazon acronyms and their descriptions, please refer to [Acronym Central](#) and [Amazon Logistics (AMZL) Acronym](#).

- **Perfect Mile (PM) Standard DBR Metrics Dashboard:** The operator-facing reporting dashboard that houses and reports most station success metrics. Metrics are flagged in this dashboard and Ops leaders input deep dive (bridge) details that will then be visible to regional leaders and support teams.
- **QuickSight (QS) Dashboard:** This metric dashboard is used to help facilitate the deep dive Process across a wide range of station metrics. Most station metrics have a dedicated QS dashboard.
- **WW AMZL Scorecard:** The Scorecard is a tool that provides a holistic view of the business, including risks and opportunities. It balances KPIs from safety and people, quality and Customer Experience, and cost categories to produce a network rank for each station, sub-Region, and Region, preventing teams from over-indexing in one area.
- **WW AMZL Scorecard QuickSight:** Deep deep WW AMZL Scorecard results using the QS Dashboard. The dashboard is updated on the 10th of each month. All L4+ leaders in AMZL have access to the Scorecard.
- **Daily/Weekly Business Review (DBR/WBR):** Business reviews are conducted throughout AMZL and across numerous business sectors. These meetings are used by delivery stations to review previous day/week station performance. Regional Ops leaders and support partners in safety, quality, and productivity attend business reviews to address performance gaps and support stations as needed.
- **VORR** is our primary measurement across all service types for tracking the percent of our deployed branded fleet that is operational and available to run a route. It is calculated as Total Available Fleet/Total Deployed for Routes. (Excludes vehicles in redeployment, training vehicles and vehicles that have passed an inspection for retirement)
  For a vehicle to be tracked as inoperable (or out of service) it must fall into one or more of these categories:
  1. Grounded for warranty defects and VNU7+
  2. Grounded for complex/major defects such as body & mechanical defects
  3. Grounded for 1 or more minor defects, but does not have any complex/major defects
  4. Grounded for overdue recall/retrofit

NA Peak Vital Few Metrics

Please refer to the [NA AMZL Bridging 101 Wiki](#) for Peak critical metrics. These are the NA key metrics deemed most critical to track and bridge during times of forecasted High Volume so that Ops Leaders are provided additional time to focus on Amazon Associates and Operations. The wiki resource provides details for each key metric as well as bridging templates, best practices, recommended actions, and resources to support metric deep dives for Peak.

Metrics and Deep Dive Resources

Fleet Standard Work – Station OTR (VORR KPIs - NA only)

OTR leaders should partner with DSPs on a weekly cadence to drive VORR improvements by performing the following tasks:
A) Minor Repairs: Drive down the four Minor Repair buckets to zero:
Grounded Quick Win – Accuracy?
Overdue PM
Overdue DOT Inspection
Administrative Defects
B) Major Repairs: Reduce number of Inoperable vehicles undergoing complex repairs unblocking DSP barriers:
Body Defects
Mechanical Defects
Warranty Defects
C) Ensure vehicles are dispositioned correctly for appropriate defects:
(e.g., vehicle was DVIC grounded for tires, but is actually non-roadworthy due to body damage)

Steps	Action
Know your inoperable vehicles	View all inoperable vehicles in the VORR QuickSight Dashboard daily (Link: [VORR Quicksight Dashboard](#))

Track	Enter details on each inoperable vehicle in the sites Vehicle Repair Tracker. (Link: [Vehicle Repair Tracker](#))
Walk the lot (onsite and offsite)	1) Walk the DSP van parking area post-dispatch to identify unactioned vehicle repairs, and idle vehicles (VNU >14 days).
DSP Fleet Reviews	1) Use inoperable vehicle list and outcome from lot inspection above to conduct VIN-by-VIN discussions with each applicable DSP 2) Partner with DSP to bring inoperable vehicles back to operable status within the SLAs 3) Ensure each vehicle that requires repair is scheduled for service within the 14 SLA
Ensure high quality DVIC/VSA execution	Conduct VSA calibration audits on at least 98% of fleet every two weeks
Escalate	Barriers that cannot be resolved locally should be escalated through one of the following channels
Bridging in PerfectMile	1) Ensure stations below 95% VORR are bridging in Perfect Mile weekly. 2) Regional POCs to update bridges for bottom 3 sites in the Quip provided by their VORR STLs
VORR Tracker Updates (w/ RFM partner)	1. Update VORR Inoperable VIN level tracker for each station at the beginning of each week to gather Vin level updates from station OTR leaders. 2. Follow up with OTR leaders for stations with no updates in the VIN tracker by EOD Tuesday.
Hold OTR - VORR training & education sessions	1. OTR VORR Champions to conduct training sessions with all the station OTR teams in their region 2. Conduct weekly deep-dive with bottom 3 sites*
Facilitate DBR/WBR VORR Discussions (w/ RFM Partner)	Flag all stations below 95% in Perfect Mile for bridging and identify the bottom stations that will be discussed on DBR.
Inspect Bridges (Compliance and Quality)	Inspect bridges submitted in Perfect Mile to ensure completion/compliance, and quality

Vehicle is grounded for a quick win defect
(Quick Win = tires, breaks, wipers, lights, OD PM, or OD Inspection with no other defects present)
➢ Partner with the DSP to understand whether the vehicle is grounded for the correct defect
• If it is grounded for the correct defect encourage DSP to repair and unground vehicle within 24 hours
➢ If it is not grounded for the correct defect, partner with the DSP to unground for the defect listed and have
the DSP ground again for the correct issue in the DSPs Fleet Portal
• If the vehicle is out of service due to a Warranty covered defect instruct the DSP to submit a case number through Support Central
• If the vehicle is out of service for a defect not covered under warranty and your station is a Mobile Maintenance site, instruct the DSP to submit a
case through Amerit or Repairsmith as the preferred vendors

Vehicle is grounded for an overdue PM
➢ Partner with the DSP to understand whether the PM has been completed:

• If the PM has been completed, direct the DSP to submit the invoice to the DSPs Fleet Portal within 24 hours
• If the PM is not complete, direct the DSP to complete the PM within 24 hours and upload the paperwork to the Fleet Portal
• If your station is a Mobile Maintenance site instruct the DSP to submit a case through Amerit or Repairsmith as the preferred vendors

➢ If the PM is not complete due to the vehicle having other defects being repaired:
• If the vehicle is out of service due to a Warranty covered defect instruct the DSP to submit a case number through Support Central
• If the vehicle is out of service for a defect not covered under warranty and your station is a Mobile Maintenance site instruct the DSP to
submit a case through Amerit or Repairsmith as the preferred vendors for repair

Vehicle is grounded for an overdue DOT or BIT Inspection
➢ Partner with the DSP to understand whether the inspection has been completed
• If the inspection has been completed direct the DSP to submit the inspection report to the DSP fleet portal within 24 hours.
• If the inspection is not complete direct the DSP to schedule an inspection within 24 hours and upload the paperwork to the DSP fleet portal.
• Amazon approved vendors Amerit, RepairSmith and Goodyear will submit the required documentation to JJ Keller. DSPs should not submit
any documentation to JJ Keller.

➢ If the inspection is not complete due to the vehicle having other defects being repaired:
• If the vehicle is out of service due to a Warranty covered defect instruct the DSP to submit a case number through Support Central
• If the vehicle is out of service for a defect not covered under warranty and your station is a Mobile Maintenance site instruct the DSP to
submit a case through Amerit or RepairSmith as the preferred vendors for repair

Vehicle is grounded for an administrative defect
➢ License Plate
• DSP needs to send an email to the FMC (Element or Wheels) and request an expedited/overnight shipment of a new license plate: Wheels:
dsptags@wheels.com; Element: dspsupport.fleet@elementcorp.com
• If DSP believes the license plate was stolen they need to file a police report as well

➢ Registration
• DSP needs to send an email to the FMC (Element or Wheels) and request an expedited/overnight shipment of a new registration: Wheels:
dsptags@wheels.com; Element: dspsupport.fleet@elementcorp.com

➢ Missing Short Haul Exemption Letter
• Short Haul Exemption Letter can be found in the DSP Resources Portal in the DOT Resource Guide - DOT Resource Guide

➢ Missing Lease Agreement
• Lease Agreement can be found in the DSP Resources Portal - Certification of Lease

➢ Missing Medical Card
• DSP has DOT certified DA operate the DOT regulated vehicle on route
• DA that is missing the medical card can go to an FMCSA approved doctor and get medical test completed and instantly receive a medical card

➢ Repair Doc Audit Failure
• Assist the DSP in correcting and submitting the Repair Certification Form found in the DSP Resources Portal or Repair Invoice and escalate to
RFM if issue persists - Repair Certification Form for DOT-Regulated Vehicles ; Non-DOT Repair Certification Form

Vehicle is grounded for a Recall or Mechanical defects
➢ If the vehicle is grounded for a Recall:
• If the Recall has been completed direct the DSP to submit the invoice to Fleet Solutions Reporting - fleetsolutionsreporting@amazon.com
• If the Recall has not been completed direct the DSP to complete the recall within communicated SLA using the approved repair options (OEM
dealerships, onsite vendors, etc)
• If the recall is a DO NOT DRIVE (DND) recall, direct DSPs to submit an AFS increase request through Support Central if needed.

➢ If the vehicle is grounded for other mechanical issues:
• Confirm the vehicle is at a repair vendor or has a scheduled repair date with Amerit or RepairSmith as the preferred vendors for repair

➢ If the DSP escalates any barriers:
• Warranty Issue
• Warranty Resource Guide can be found in Support Central

• Direct DSP to submit a Warranty Case through Support Central
• Back Ordered Parts
• Direct DSP to find Back Ordered Parts guide and Parts Catalog for Amazon's recommended suppliers can be found in Support Central
• Dealership/Body Shop Constraints
• Direct DSP to reach out to all vendor options (FMC network, FSC, ASCN, Amerit/Repair Smith, Rivian SC, local vendors)
• Cost Constraints
• Partner with BC and RFM team for DSP financial business review/analysis
• OTR educates DSPs on Aging Fleet Rebate Program and shares resource guide. W&T is not covered under AFR
• BC/RFM educates DSP on Program Agreement. FSR states repairs have to be completed within 14-days.
• Insurance Constraints
• Escalate to RFM with DSPs insurance provider information
• If vehicle has been deemed a total loss direct DSPs to follow Totaled Vehicle Instruction Guide found in the DSP Resources Portal

Safety Metrics - Global Road Safety (GRS) Terms & Definitions

More information regarding goals, OTR metadata, and metric technical definitions are available at GRS Wiki (https://w.amazon.com/bin/view/Whs/GRS/BI/definitions)

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
Vehicle Crash Rate (VCR)	*N/A*	Any vehicle collision event involving a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon that results in a Level A, B, C, or D vehicle event impact as defined in Amazon Surface Transportation Severity Definition, regardless of avoidability or cost.	VCR is measured as the number of vehicle collision (Level A, B, C and D) events per 1M vehicle miles travelled.	*N/A*	*N/A*
Serious Vehicle Crash Rate (VSCR)	*N/A*	Any vehicle collision event involving a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon regardless of avoidability or cost, and is considered "serious" if it results in a Level A (human fatality) or B (suspected or confirmed injuries including: severe	VSCR is measured as the number of serious (Level A or B) vehicle collision events per 1M vehicle miles travelled.	*N/A*	*N/A*

		laceration resulting in exposure of underlying tissues/ muscle/organs or resulting in significant loss of blood, Broken or distorted extremity, Crush injuries, suspected skull, chest, or abdominal injury other than bruises or minor lacerations, significant burns *second- and third-degree burns over 10% or more of the body*, unconsciousness when taken from the crash scene, and/or Paralysis) vehicle event impact as defined in Amazon Surface Transportation Severity Definitions (see Appendix 1)			
Critical Vehicle Crash Rate (VCCR)	*N/A*	Any vehicle collision event involving a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon regardless of avoidability or cost, and is considered "critical" if it results in a Level A (human fatality).	VCCR is measured as the number of critical (Level A) vehicle collision events per 100M vehicle miles travelled. 100M miles is used to bring parity with external Benchmarks.	*N/A*	*N/A*

Transporter Incident Rate (TIR)	*N/A*	Any injury/illness or other harm event to a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon, that results in a Level A, B, C, or D human impact as defined in Amazon Surface Transportation Severity Definition.	TIR is measured as the number of injury/illness or other harm event to a transporter (Level A,B, C, D) per 200K hours worked.	*N/A*	*N/A*
Serious Transporter Incident Rate (TSIR)	*N/A*	Any injury/illness or other harm event to a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon and is considered "serious" if it results in a Level A or B human impact as defined in Amazon Surface Transportation Severity Definition. Prior to 2023 known as Driver Serious Incident Rate (DSIR) and changed to reflect all transporters.	TSIR is measured as the number of serious injury/ illness or other harm event to a transporter (Level A and B) per 200K hours worked.	*N/A*	*N/A*
Critical Transporter Incident Rate (TCIR)	*N/A*	Any injury/illness or other harm event to a transporter providing Last Mile delivery or Middle Mile transportation services for Amazon and is considered "critical" if it results in a Level A human impact as defined in Amazon Surface Transportation Severity Definition. Prior to 2023 known as Driver Serious Incident Rate (DSIR) and changed to reflect	TIR is measured as the number of injury/illness or other harm event to a transporter (Level A) per 200K hours worked.	*N/A*	*N/A*

		all transporters.			
Community Member Injury Rate (CIR)	*N/A*	Any injury/illness or other harm event to a Community Member as a result of Last Mile delivery or Middle Mile transportation services for Amazon, that results in a Level A, B, C, or D human impact as defined in Amazon Surface Transportation Severity Definition.	CIR is measured as the number of injury/illness or other harm event to a Community Member (Level A,B, C, D) per 200K hours worked.	*N/A*	*N/A*
Community Member Serious Incident Rate (CSIR)	*N/A*	Any injury/illness or other harm event to a Community Member as a result of Last Mile delivery or Middle Mile transportation services for Amazon and is considered "serious" if it results in a Level A or B human impact as defined in Amazon Surface Transportation Severity Definition. Prior to 2023 known as Driver Serious Incident Rate (DSIR) and changed to reflect all transporters.	CSIR is measured as the number of serious injury/ illness or other harm event to a Community Member (Level A and B) per 200K hours worked.	*N/A*	*N/A*
Community Member Critical Incident Rate (CCIR)	*N/A*	Any injury/illness or other harm event to a Community Member as a result of Last Mile delivery or Middle Mile transportation services for Amazon and is considered "critical" if it results in a Level A	CCIR is measured as the number of injury/illness or other harm event to	*N/A*	*N/A*

Quality Metrics

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
On-Time Dispatch %	NA >95% Metric Bridging Threshold <95% (DSP) <85% (Flex) EU >97%	The proportion of routes that depart within the scheduled wave interval of scheduled wave start	Routes dispatched within scheduled wave interval/ Total routes	NA PerfectMile > On-Time Dispatch Dashboard > Line 1.1 EU PerfectMile > On-Time Dispatch Dashboard > Line 1.1 JP PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Lines 3.2 (DSP) and 3.3 (Flex)	%OTD Deep Dive
DEA BPS	<58 BPS Metric Bridging Threshold >58 BPS	Measures the frequency of units that are delivered (or have a clock-stop event) on or before PDD	AMZL Controllable Misses (Units) DEA Volume Units × DEA Scan Rate (%) × 10,000	NA: PerfectMile > Delivery Estimated Accuracy > AMZL Tab > Line 1.4 EU: PerfectMile > Delivery Estimated Accuracy > AMZL Tab > Line 1.4 JP: N/A	DEA BPS Deep Dive
Parcel not on Van (PNOV) DPMO	<400 DPMO Metric Bridging Threshold >400 DPMO	A package that is virtually included in a Delivery Associate's itinerary and is marked as missing	Total number of PNOV defects/ Total number of defect opportunities × 1,000,000	NA: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 5.1 EU: PerfectMile Line > AMZL OTR Dashboard > Quality Experience Tab > Line 5.1 JP: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 5.1	PNOV DPMO Deep Dive
RTS DPMO	<5,000 DPMO Metric Bridging Threshold >5,000 DPMO	Count of shipments per million opportunities that are returned to the station after a failed delivery attempt	Return to station packages × 1,000,000/ Dispatched Packages	NA: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 4.1 EU: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 4.1 JP: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 4.1	RTS Bridge TMH

DNR DPMO	<1,300 DPMO Metric Bridging Threshold >1,500 DPMO (Weekly Only)	Virtually marked delivered but not received per customer escalation (not received until at least 48 hours post marked as delivered)	Total DNR Count/ Delivered Packages for Concession Reporting Day × 1,000,000	NA: PerfectMile > AMZL OTR Dashboard > Concession Tab > Line 3.3 EU: PerfectMile > AMZL OTR Dashboard > Concession Tab > Line 3.3 JP: PerfectMile > AMZL OTR Dashboard > Concession Tab > Line 3.3	DNR QS Deep Dive & Bridge
Out of Delivery Time Packages DPMO	<1,700 Metric Bridging Threshold >1,700 DPMO	Packages that have been marked as out of delivery time, either on road by the Delivery Associate or in station by a station operator due to Delivery Associate not being able to complete route within paid hours	Total packages marked OODT/ Total packages marked delivered or attempted × 1,000,000	NA: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 6.1 EU: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 6.1 JP: PerfectMile > AMZL OTR Dashboard > Quality Experience Tab > Line 6.1	OODT QuickSight Dashboard
COSMOS % Controllable Misses	<4% Metric Bridging Threshold >4%	COSMOS, also known as Amazon Key, is a premium service in which Delivery Associate deliver inside customer's garages (for those that sign up for the service and install the hardware). % of Delivery Associate-generated CSRs options in which tech or environmental factors were not present during garage delivery (i.e., User Can't Access AP, Pets May Escape, etc.)	[Controllable Misses]/[Total Delivery Attempts]	NA: PerfectMile > AMZL OTR Dashboard > Secure Access Delivery Programs Tab > Line 1.4 EU: PerfectMile > AMZL OTR Dashboard > Secure Access Delivery Programs Tab > Line 1.4 JP: PerfectMile > AMZL OTR Dashboard > Secure Access Delivery Programs Tab > Line 1.4	N/A
Nursery Route Compliance (NRC) Combined	100% Metric Bridging Threshold <60%	Total number of Delivery Associate who are eligible to be in the training window: EU - first 10 days of their experience, NA - first 8 days of their experience, JP - first 10 days only	Number of Delivery Associate that have been correctly assigned and executed L1 and L2 and L3 nursery routes/ Total number of Delivery Associate that are in the	NA: PerfectMile > AMZL OTR Dashboard > Routing/DA Tab > Line 4.1 EU: PerfectMile > AMZL OTR Dashboard > Routing/DA Tab > Line 4.1 JP: PerfectMile > AMZL OTR Dashboard >	N/A

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
		given the driver delivered or attempted more than one package	training window and delivered or attempted 1 or more packages	Routing/DA Tab > Line 4.1	
Rostering Compliance	100% Metric Bridging Threshold <60%	The percentage is a measure of level of compliance of DSPs to the number of routes committed by them for execution. This is tracked by counting the number of routes that the DSPs assigned a driver to against the number of routes that they initially accepted.	# Routes rostered/ # Routes accepted	NA: PerfectMile > Routing Dashboard > Line 2.1 EU: PerfectMile > Routing Dashboard > Line 2.1 JP: N/A	N/A
Service Type Compliance	>95% Metric Bridging Threshold <95%	DSP Planned route service type vs Actual route executed vehicle type.	# actual route executed vehicle type/# of planed route service type	NA: Service Type Compliance Dashboard EU: N/A JP: N/A	N/A

Productivity Metrics

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
DPPH % to Benchmark	100%	DPPH % to BM will be focused on key areas for OTR cost opportunities: Headroom Overpayment Unplanned Hours Spend (excl. Training, MFN Pickups, Address Validation, 1 Miss sort route) Nursery Compliance	DPPH % to Benchmark - DSP = (DSP Planned Paid Hours - Sum of DSP Hour Opportunities)/ DSP Planned Paid Hours	NA: PerfectMile > WW DPPH Dashboard > Benchmark Target > Line 4.9 EU: N/A JP: N/A	DPPH Performance - % to BM Standardization & Bridging Cadence Headroom Deep Dive

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
Workload Over Block Length (WoBL30 Driver %)	<10% Metric Bridging Threshold >10%	Measures the total percentage of Delivery Associate—Delivery Associate or Delivery Partner —that worked 30 minutes longer than their scheduled block length.	WoBL Minutes = WorkDay Minutes - Paid Minutes	NA: PerfectMile > Driver Dashboard > WoBL Bridge Tab > Line 3.3 EU: PerfectMile > Driver Dashboard > WoBL Bridge Tab > Line 3.3 JP: N/A	WoBl30 Driver % Deep Dive

People Experience Metrics

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
Delivery Associate/ Delivery Partner In-App Questions (IAQ)	4.25	Using a 5-point Likert scale, IAQ measures Delivery Associate/ Delivery Partner sentiment across core experience categories: Engagement, Station, Safety, Workload, and Leadership	The average of all question rating responses	NA: IAQ Dashboard EU: IAQ Dashboard JP: N/A	IAQ Metric Deep Dive

Fleet Metrics

Metric	Standard	Definition	Formula	Historical Performance Links	Deep Dive Resource
Overdue Preventative Maintenance (PM)	<4 Metric Bridging Threshold >4	Preventative Maintenance refers to the OEM and Element provided maintenance scheduled for required service. AMZL requires that DSPs completes the required maintenance schedule on time.	Any vehicle that exceeds 500 miles past the due PM mileage	-	-
Grounded Vehicles on Road (GVOR)	0 Metric Bridging Threshold >0	Vehicles that have been grounded using the grounding Audit and have been driven more than 30 miles while still in the grounded status	# of GVOR	-	-
Driver Vehicle Inspection Checklist	>98% Metric Bridging	Measures compliance of completion of the DVIC. Every driver is required to complete a	Actual Pre/Post trip DVICs completed / Planned Pre/Post trip DVICs	-	-

(DVIC)	Threshold <98%	pre-trip, and post-trip, inspection on any vehicle they are using to deliver packages.	completed		

Physical Setup

Materials

The following materials are required to effectively complete the Deep Dive process:

- **Table and Chair** – Workspace to complete Deep Dive
- **Laptop** – Used to access metric dashboards, Deep Dive reports, virtual tools, and resources
- **PerfectMile** – Ops metric dashboard for bridge details and entry
- **QuickSight** – Metric Deep Dive dashboards
- **START** – Deep Dive documents
- **START** - [Deep Dives & Metrics Bridging Best-in-Class Examples](#)

System Setup

The following system tool permissions are needed to complete the Deep Dive Process:

- [QuickSight Permissions Setup](#)
- AMZL VPN Access

Process

Following every shift, and if a metric has variance to Benchmark goal, the Area Manager should complete applicable deep dives, data analysis, and bridge details in PerfectMile. The Ops or Senior On-Road Manager should review all bridges, ensuring a proper deep dive was completed and true root cause has been identified with appropriate action items in place. The Ops/Senior On-Road Manager attends the DBR/WBR with L8 Director, L7 Senior Manager, and support teams where metrics are flagged for review if additional follow-up or deep dive clarification is needed.

Roles & Responsibilities

Role	To be effective in this role
NA: ORAM (On-Road Area Manager) EU: AMDOs/SMDOs (Area Manager/Senior Manager Delivery Ops)	The ORAM deep dives and bridges success metrics in their process area (e.g., Dispatch, Same Day, RTS, etc.) Data analysis is completed and bridges are added to PerfectMile in time for the DBR/WBR.
NA, Delivery Ops Manager (L6)	Ops managers ensure all On-Road metrics and deep dives are completed effectively and on-time and speak to metric misses during DBR/WBR. Ops managers may have specific metrics they are required to deep dive and bridge when Benchmark goal is not met.
On-Road Process Assistant (ORPA, T3)	Process Assistants support in the data analysis and deep dive process. Some metrics like OTD% and PNOV require conversations with Delivery Associates/DSPs to collect root cause information. During operations, PAs should gather these details

	and provide to AM for inclusion in deep dive and bridge details.
Business Owner (L7 Sr. Managers & Support teams	The Business Owners (L7 Sr Managers and Support Teams) in Safety, Quality, Cost, Capacity, and Fleet must have a system of collecting facts, data, and actions on their own business area to support the DBR/WBR. They should allot the required time to ensure deep dives and action plans for metrics are complete within the cadence prior to the call so that participants are able to review and digest prior to the call. Business owners cannot be everywhere so they must train and develop their own team on understanding which metrics are a priority, identifying problems immediately, taking appropriate action after Root Cause Analysis, and rolling this information up appropriately.
Regional Director	Regional Directors (RD) come prepared and should spend adequate time prior to the meeting reviewing the metrics deck, highlighting areas of concern, and identifying trends/troubled areas. RDs are typically the DBR/WBR call Leader (L8/L7), but may delegate the meeting to a Regional leader. They should be prepared and open to gather additional insights for new issues and process improvement discussions.

Process Operations

Cadence

Stations performance is tracked daily and weekly. The AM of each shift will complete metric reviews, deep dives, and bridges within their process area each day and at the end of each week. The business week in AMZL begins Sunday at midnight and ends Saturday at midnight. Weekly bridges are to be input on Sunday and no later than Monday morning. Daily bridges are to be input at EOS each day. It is critical that deep dives and bridges are entered into PerfectMile at least one hour before the region weekly/daily business review.

Day of Week	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Bridge Frequency	Previous Week & Day	Previous Day	Previous Day	Previous Day	Previous Day	Previous Day	Previous Day
Business Review	No Business Review	WBR	DBR	DBR	DBR	DBR	No Business Review

Root Cause & Action Plan Composition

Leaders will deep dive metrics and provide sufficient data to validate the root cause and convey enough detail for readers to understand the driver of the miss. Leaders translate lessons learned from root causes into actions that will prevent the miss in the future. Action plans need to follow SMART structure, define who will perform the action, and explain when the action plan will be complete. Include incremental improvements if a miss cannot be corrected in a single day to explain when the target metric will be achieved consistently. A well written bridge with true root cause and corrective actions signals that a proper deep dive was completed.

Why do we do it?

- To better understand what occurred in the operation to drive the miss
- To understand any impact to our customers
- To ensure we have a plan in place that addresses the metric or process that caused the miss
- To provide visibility of the issues if any additional support is needed to correct

Root cause analysis that identifies the barriers:

- Plain and simple: Why was the metric missed? (e.g., four Delivery Associates returned with OODT packages, station had a delayed loadout due to low HC, consider why there was a low Headcount, etc.)
- The true miss of the metric, not a side effect (Ask '5 Whys' until you arrive at the root cause)
- Be specific on the root causes driving the miss. Brief data and narrative describe the issue(s). More in-depth data and narrative is added to the bridge Details section.
- Order list from most impactful to least impactful

Details that paint the picture:

- Start with high-level data of the miss
- The numbers, data sliced and diced

- Clearly paint the picture. Does it make more sense to group by date, show a Flex/DSP breakdown, zip code, RTS reason, etc.?
- Include as much data as you'd like. Feel free to add in various data points that help explain the root cause previously called out.

Actions that prevent recurrence:

- Attack the root cause. Each bullet of the root cause should align with action item(s), and none of the root causes should be unaddressed.
- Make it measurable and specific.

- Assign owners and Estimated Completion Dates (ECD) for each. If the action is ongoing, state 'ongoing.'

- If partnering with another team, which one? What specifically are you hoping to solve?
- If TTs were filed, include them (i.e., SLS team TT for a specific Flex Delivery Partner)

Deep Dives & Metrics: Pro Tips

Use the [ACES Quality Bridging Wiki](#) for access to core quality metric bridging templates and resources.

On-Road Quality Metric Bridging Template
[On-Time Dispatch %](#)
[DEA BPS](#)
[DNR DPMO](#)
[Parcel not on Van (PNOV) DPMO](#)
[Return to Station (RTS) DPMO](#)
[Out of Delivery Time Pkgs (OODT) DPMO](#)
[Cosmos % Controllable Misses](#)
[Nursery Route Compliance (NRC) Combined](#)
[Rostering Compliance](#)
[Service Type Compliance](#)

Refer to the [Deep Dives & Metrics Bridging Best-in-Class Examples](#) supporting Document for bar-raising bridge examples for key on-road metrics. Leaders should refer to and use the structure and information provided and aim to achieve metric bridges at this caliber and quality.

Daily/Weekly Business Review (DBR/WBR)

The business review is a call to action held at the Regional Director level by an L8. The purpose of the review is to discuss the previous day performance in the five key metric areas of Safety, Quality, Cost, Capacity, and Fleet. There is a focus placed on outliers

in any given key metric, where L8 leaders will scrutinize root causes and action plans, ensure previous action plans were carried out to completion with the intended effects, and share learnings across Regions. The key stakeholders that participate are Operations, Safety, HR, LP, ACES, Volume Planning, RME, and Finance. Both On-Road and In-Station leaders fall within scope and should attend the DBR.