No Package Left Behind Decision Trees

For the most up-to-date version of this SOP navigate to the document's new location in Policy 2.0: https://policy.a2z.com/docs/663100/publication. *This document is no longer managed in START as it has transitioned across to Policy 2.0 and as a result, its feedback is no longer reviewed and it is no longer considered the source of truth. Should you wish to add feedback to the new document follow this link.*

Purpose

The purpose of this document is to outline the procedure on how and when to use the five No Package Left Behind Decision Trees to mitigate unplanned hours/volume.

Scope

This supporting document applies to all WW regions (NA, EU, JP) and the On-Road and RTS leaders responsible for monitoring On-Road performance.

Introduction

No Package Left Behind Decision Trees are tools designed to support On-Road/RTS leaders mitigate and address unplanned situations related to driver hours or delivery volume. Operations should use the decision trees to identify routes that are at-risk of OODT. There are five different decision trees:

1. AMZL Error
2. Geo-Code/Injected Shipments
3. Vehicle Breakdowns/Left Behinds
4. Flex Returns/Customer Escalations
5. Routes Behind Plan

Operators should follow the decision trees from top to bottom, following along with each decision point and action. Pre-planning or sequencing additional standard parcel (sweeper)/rescue routes by Operators (D-1) as a preemptive action against the risk of routes running OODT is prohibited with the exception of an Approvals request signed off by L8 Operations Director, L8 DSP Management, L7+ Senior Finance Management, and L7+ Senior OTR ACES Management in advance of OFD requirement.

For **EU only**, the DPPH Unplanned Tracker is used to assist in decision making as well as monitoring unplanned routes.

Key Definitions

- *Launchpad* – group of load spaces designated to carry out the load out procedure for delivery vehicles. Drive lanes inside legacy buildings are considered launchpads.

Measurement Methodologies

Metric	Standard	Definition	Formula	Link
Out of Delivery Time (OODT)	0	Count of packages that are not attempted due to Delivery Associate not being able to complete route within paid hours.	Count of Packages that are marked out of delivery time by the Delivery Associate.	See PerfectMile
Deliveries per Paid Hour (DPPH)	-	The number of completed deliveries over the hours paid for the provider (DSP/AmFlex) for a single day.	Total Delivered Packages/Total Completed Paid Hours	DPPH-DSP Tab: NA PerfectMile EU PerfectMile JP PerfectMile
Optimal DPPH	-	The number of completed deliveries compared to total paid hours per provider for a single day predicted from the volume gained from reduction in misses in Headroom, Attainment, Offsite Parking, and Nursery Compliance.	Optimal DPPH = Planned Dispatched DPPH + Attainment Leakage + Offsite Parking Leakage + Overstaffing Leakage + Time Out Leakage + Cube Out Leakage + Nursery Compliance Leakage	DPPH-DSP Tab: NA PerfectMile EU PerfectMile JP PerfectMile
DPPH% to Benchmark	-	Deliveries per Paid Hour compared to Benchmark standard.	(Planned Hours – Total Hour Opportunity)/Planned Hours	NA Perfectmile EU Perfectmile JP Perfectmile

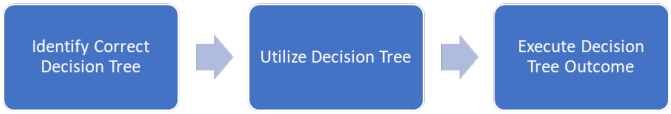
Roles and Responsibilities

Role	RACI	Responsibility
ORAM/RTS AM (NA) SMDO/AMDO (EU)	R	Amazon leadership responsible for managing and mitigating unplanned hours situations to avoid OODT, utilizing No Package Left Behind Decision Trees.
Delivery Associate	I	Delivery driver responsible for executing delivery route.
DSP Owner/Leadership	C	Leader of DSP business responsible for Delivery Associate performance on road and avoiding OODT.

Tools, Equipment, Software, Permissions Needed

- NA Station Command Center (SCC)
- EU Station Command Center (SCC)
- Cortex
  - NA
  - EU
  - JP
- Scheduling User Interface (SUI)
- NA: Input Minute Reduction SIM (Select: Routing ➞ Input Minute Reduction Request)
- EU: C0 Minutes reduction is not allowed in EU (see: wiki)
- EU Scheduling SIM WIKI
- EU Routing SIM WIKI

Process Map



Process Map

Process Description

1. Identify Correct Decision Tree to Utilize

Operators must first identify the root cause of their potential OODT risk and determine which decision tree will best mitigate the issue. There are five No Package Left Behind Decision Trees to identify routes that are at risk of OODT:

1. **AMZL Error** is a scenario in which shipment volume did not dispatch with its intended sort cycle, either missed, lost, or blocked. AMZL Error can be due to staging or tech related errors.
2. **Geo-Code/Injected Shipments** occurs in which packages are found on a driver's vehicle that are intended for another driver or another geo-code. This may occur during the sortation, picking, and load out process.
3. **Vehicle Breakdowns/Left Behinds** is a situation where either (a) a delivery vehicle breaks down on road or (b) packages were left behind at the station during load out. In either scenario, the first priority is to see if the packages can be recovered through a rescue.
4. **Flex Returns/Customer Escalations** occurs when volume either is returned from Flex capacity, or has been prioritized by customer escalation with an EAD of same day.
5. **Routes Behind Plan** have two main root causes: (a) potential commercial risk to meeting delivery commitment or (b) DSP raises a request that a route is behind plan, calling for a potential rescue if the correct conditions exist.

2. Utilize the Decision Tree

Once the operator has identified the correct decision tree to utilize, operators are to follow the decision tree from **top to bottom**, following the flow of the tree based on answers to each decision point. Each decision tree uses the following icons to communicate the decision tree.

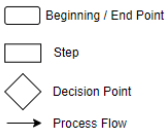


Figure 1: Decision Tree Legend

Each of the No Package Left Behind Decision Trees is shown below.

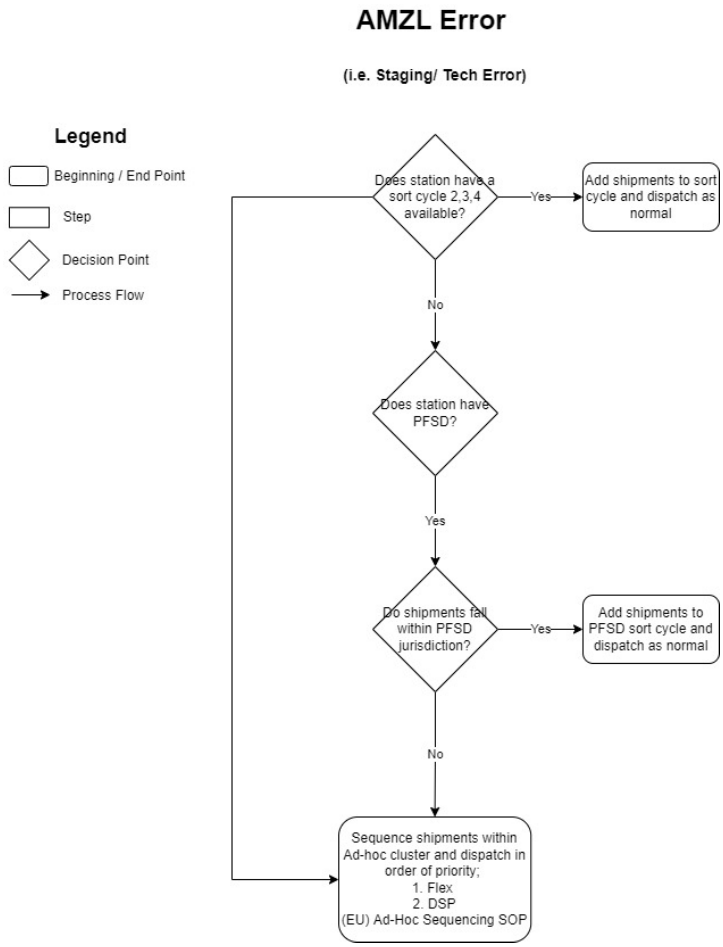


Figure 2: AMZL Error Decision Tree

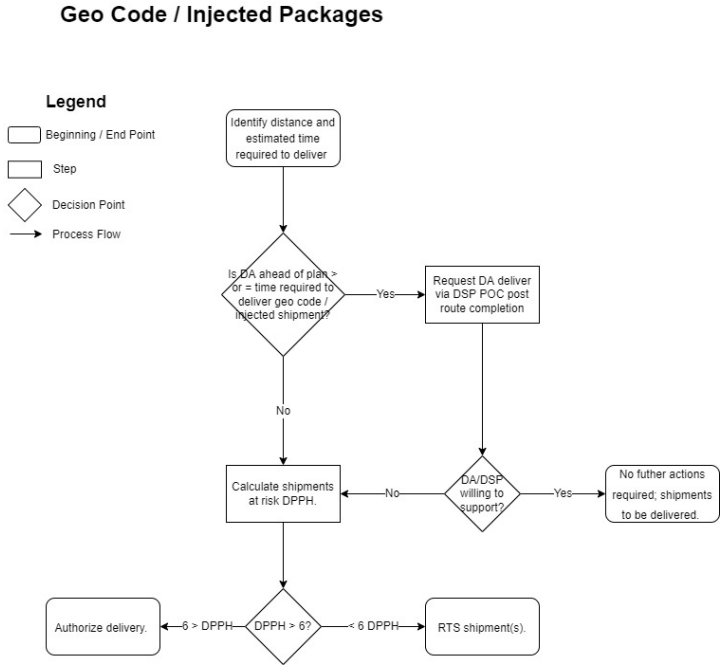


Figure 3: Geo Code/Injected Packages Decision Tree

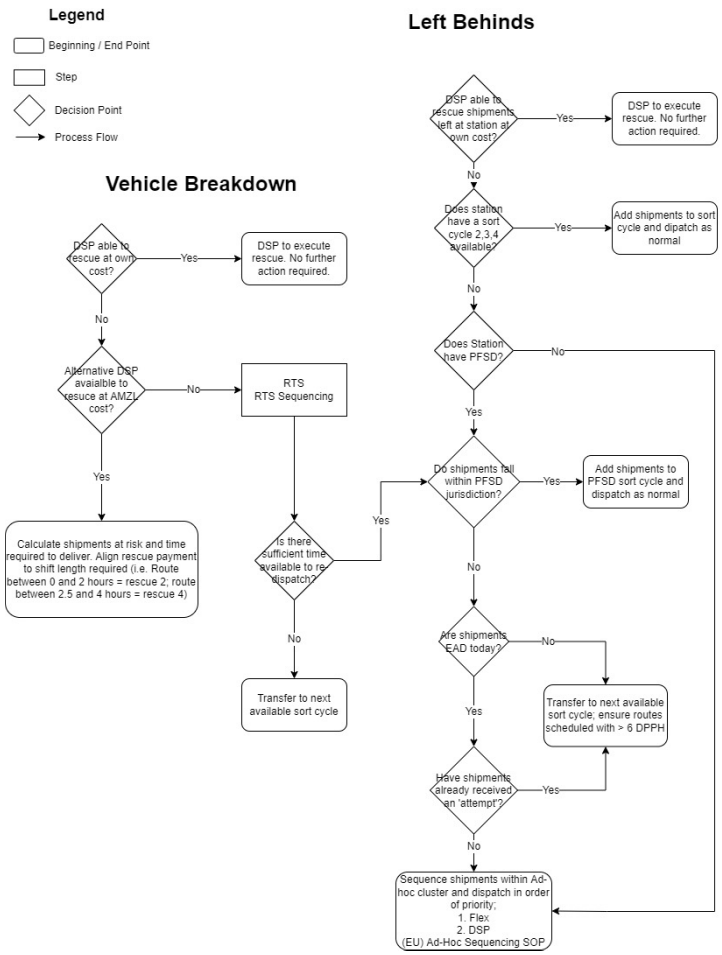


Figure 4: Vehicle Breakdowns/Left Behinds Decision Tree

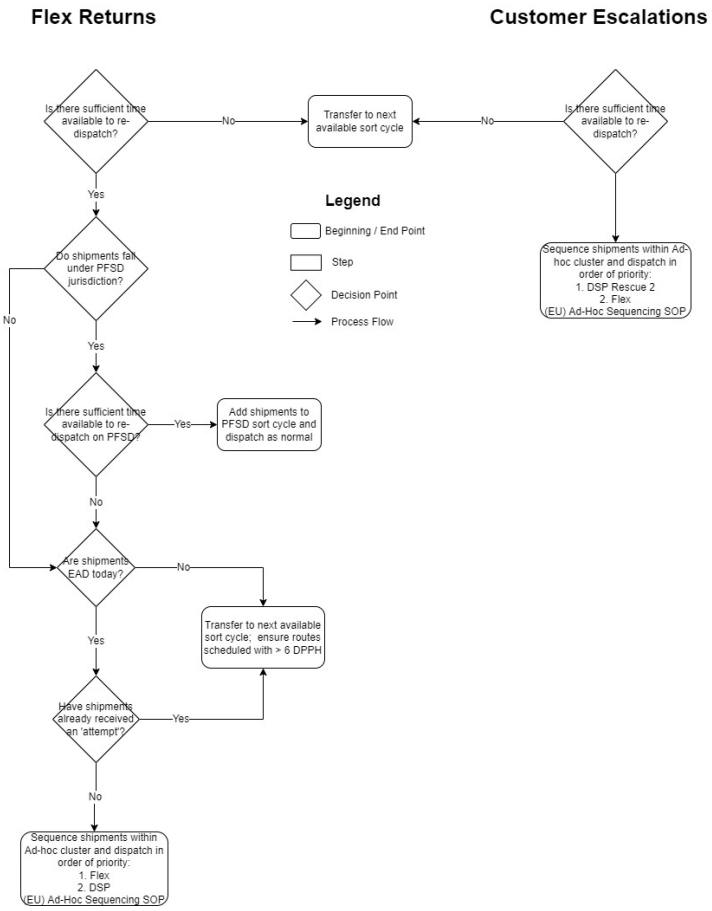


Figure 5: Flex Returns/Customer Escalations Decision Tree

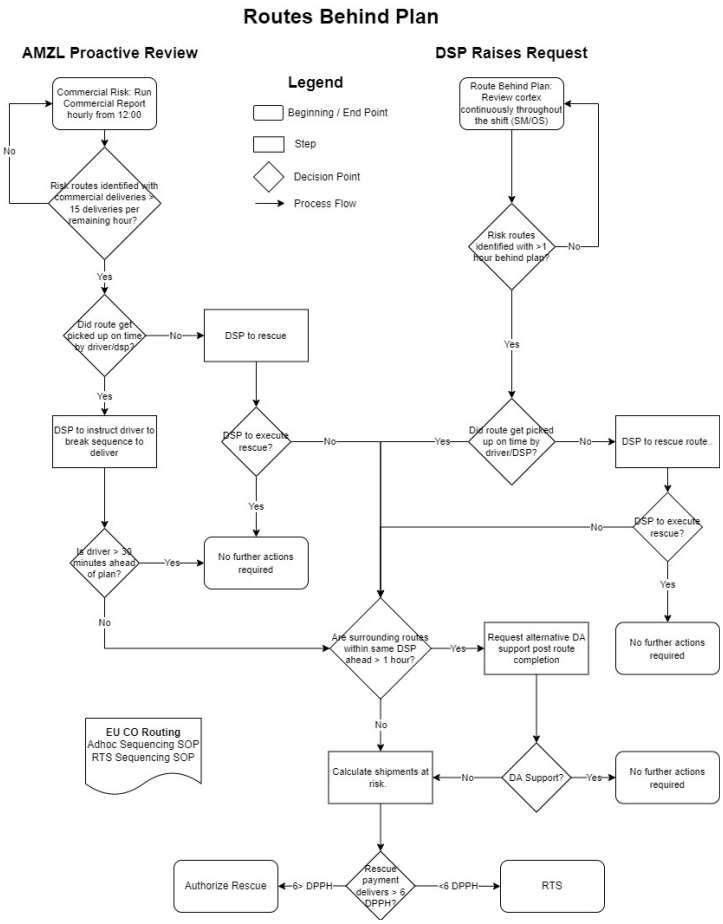


Figure 6: Routes Behind Plan Decision Tree

Note: For **EU only**, review AdHoc Sequencing SOP – EU CO Routing and RTS Sequencing SOP – EU CO Routing for additional information.

To calculate Deliveries per Paid Hour (DPPH), which is the number of completed deliveries over the hours paid for the provider (DSP/AMFlex) for a single day, use the following formula:

DPPH = Delivered Shipments/Completed Paid Hours

Leakage, in OTR terms, is the difference between the planned and the actual considering route planning, forecasting, and hours paid. *Leakage causes deviations from our DPPH goals.*

For leakage definitions, see the table below and the On-Road Cost Tool Box. For additional information, see the WW DPPH Dashboard and WW DPPH Wiki.

Attainment	Station Cap Leakage	DPPH impact of packages that were available to AMZL within a given jurisdiction, but there was insufficient AMZL Capacity to deliver them (could be due to mech capacity or station tactical caps.)
	Service Miss Leakage	DPPH Impact of packages that were pushed to 3P where an upstream network connection exists, but not in time for the package to be delivered to the station in time to meet customer promise
Input Minute	UTR Time Leakage	DPPH Impact of input minute reduction for Van loading time in excess of 20 minutes (i.e. a station with 30 min UTR time will have leakages of 10 min) This time could be directly added to On Zone time if recovered
	Mobile Fueling Leakage	DPPH Impact of 10 minutes of on zone time that can be added back to routes at stations that have mobile fueling
	Weather Reduction Leakage	DPPH Impact of input minute reduction for stations that have winter or heat related routing adjustments as defined by the central ops tiering process. This time could be directly added to On Zone time if recovered
	Offsite Parking Leakage	DPPH Impact of input minute reduced by central ops routing to account for transit time to and from offsite parking lots (by offsite parking lot address for each DSP/Station pair)
Headroom	RGU Leakage	DPPH Impact of unutilized minutes on routes where neither 95% time, nor 95% cube thresholds are met in a cluster that does produce flex routes.
	Time Out Leakage	unutilized minutes on routes where 95% or greater of input minutes are met, but adding an additional zone would push the route above the available remaining shift time
	Cube Out Leakage	Unutilized minutes on vans where 95% or greater of routing virtual/planned cubic capacity is met
	Overstaffing Leakage	Unutilized minutes on routes where neither 95% time, nor 95% cube thresholds are met in a cluster that produces no flex
	Nursery Compliance	The impact of veteran drivers taking a nursery route instead of a full route.
Post Plan Defects	Unplanned Standard Leakage	Standard routes the get paid for but do not take out a route and were not a part of the plan ex. A route that shows N/A in WST yet did not deliver any packages – This use to typically be rescue routes which have since been parsed out and can be added to siphon
	Rescue Leakage	Planned rescue route in siphon
	Unplanned Non-Standard Leakage	Non-standard routes that get paid for and are not a part of the plan ex. Milk run which as since been parsed out and can be added to siphon
	Milk Run Leakage	Planned milk run route in siphon
	DA's Operating Flex Routes	Miss with plan causing DAs to take flex routes
	Cancellation Costs	$200 fee paid to DSPs each time AMZL cancels a route with less than 24 hours notice prior to dispatch.
	Unplanned Delays	an hourly rate paid to DSPs when Amazon causes a delay that results in the DSP's taking longer than the paid route duration to complete their work.
	Flex BWND Cost	Flex Blocks with No Delivery (a flex cancelled route)
	Flex Surge Costs	Hourly rate increases to increase flex capacity when needed.
	FDDS Leakage	DPPH impact of dispatched packages not being successfully delivered on first day
	RTW Planned DPPH	The output of the final Central Ops. Routing Plan
	On Road DPPH	Perfect Mile delivered shipments divided by all DSP paid hours excluding training hours
	Classroom Training Leakage	DPPH Impact of classroom training for new DAs being onboarded
	All in DPPH	PerfectMile delivered shipments divided by all DSP paid hours inclusive of classroom training hours

Figure 7: Leakage Definitions

3. Execute Decision Tree Outcome

After working through the decision tree, operators are responsible for executing the recommended decision tree action to mitigate OODT.

Note: The decision trees are designed to provide a basic framework for common situations while on road and may not offer every scenario or situation a delivery station may face.

Rescue Route Use Cases (NA Only)

Site Provided Bridge	Standard Processes in Place	Resources
RGU changes	If DSP is transitioning to new RGUs where affinity will be low and RTS high, site should request input min reduction from CO instead of rescues	**NA**: Input Minute Reduction SIM (Select; Routing ➞ Input Minute Reduction Request) **EU**: C0 Minutes reduction is not allowed in EU (see: wiki) **EU**: Scheduling SIM WIKI **EU**: Routing SIM WIKI Project Labrador
High OODT / RTS	DSPs unable to deliver complete routes. OTR Gemba process needs to be followed. Station can also partner with routing team to deep dive ROBL	OTR Gemba SOP Engage driver workload team

Weather (rain, snow storms, heat index)	If your site is capturing increased weather risk based on alternative forecasts/ordinances not captured in the flash please submit SIM to the CRS Team to have minute reductions implemented or adjusted to appropriate policy level by 6:00 PM local time D-1	SIM Link Weather Index Wiki Weather Index Flash Email
DA attrition	File SIM with ECP for max capacity triggers after discussing with workload concern leaders	SIM Link
Performance driven; ops did not follow standard work and/or ops clock. UPD should be used in this case	UPD Wiki	
High crime areas	LP has added a red button in Rabbit to allow for DAs to report unsafe areas to LMET. From there, the ticket gets created, the right partners are looped in and the issue is actioned automatically.	LMET Wiki
SEV Events	Plan these proactively routing SME team or CO for reduced mins. If delays are minimal, impact can be addressed with UPD	Holiday/Event Planning Wiki LSE SOP
High SPR	Station experiencing higher than forecasted SPRs can contact routing team for adjustment or can submit SIM with S&OP team	S&OP SIM Link S&OP Wiki Routing SIM Link Routing Wiki **EU**: Scheduling SIM WIKI **EU**: Routing SIM WIKI

Frequently Asked Questions (FAQs)

FAQ 1: What is OODT and how is it measured?

A: OODT stands for Out of Delivery Time. It is the count of packages that are not attempted due to Delivery Associate not being able to complete the route within paid hours.

FAQ 2: Are operators allowed to pre-plan or sequence additional standard parcel (sweeper)/rescue routes?

A: Pre-planning or sequencing additional standard parcel (sweeper)/rescue routes by Operators (D-1) as a preemptive action against the risk of routes running OODT is **prohibited**, with some exceptions requiring high-level approval.

FAQ 3: What should operators do when they identify a potential OODT risk?

A: Operators should first identify the root cause of the potential OODT risk, determine which decision tree is most appropriate, and then follow the decision tree from top to bottom.

FAQ 4: How should weather-related issues be addressed?

A: If a site is capturing increased weather risk based on alternative forecasts/ordinances not captured in the flash, they should submit a SIM to the CRS Team to have minute reductions implemented or adjusted to appropriate policy level by 6:00 PM local time D-1. See the Rescue Route Use Cases (NA Only) section above.