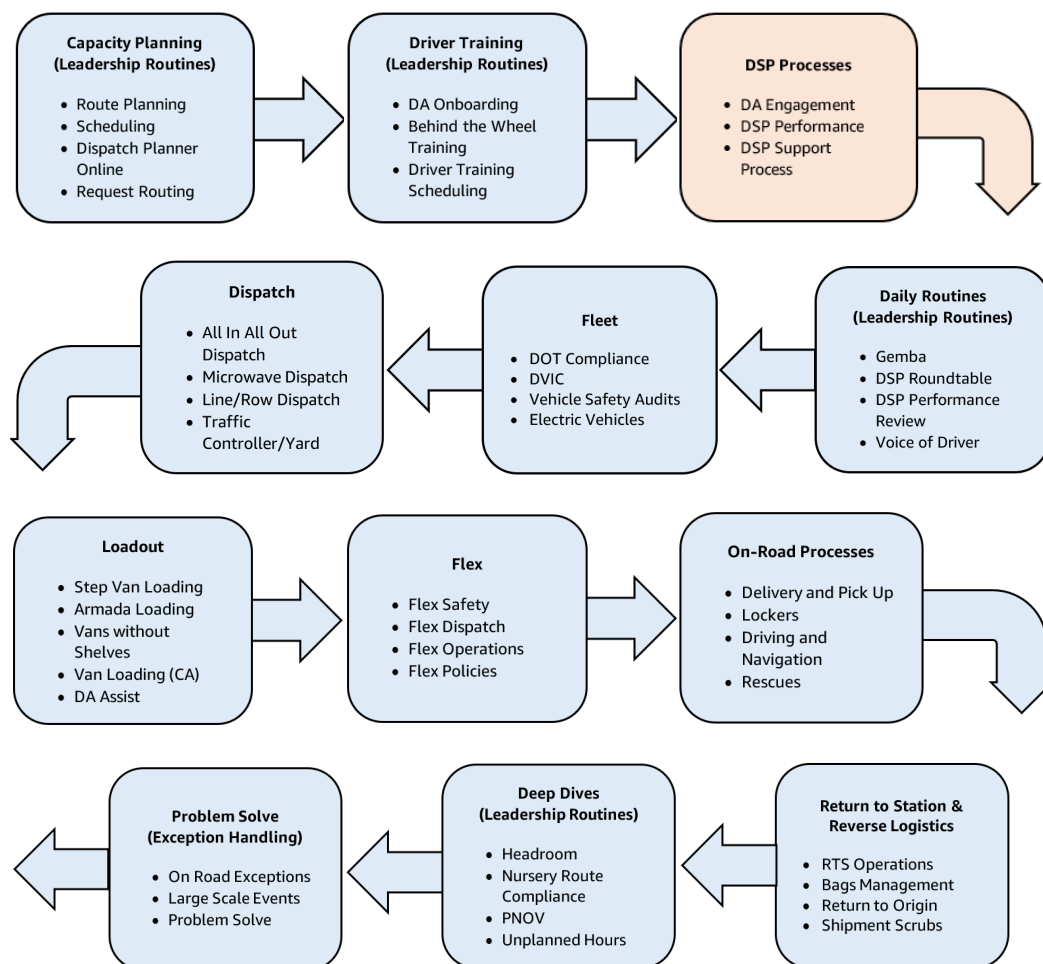


On-Road Process Flow



Delivery Associate (DA) Engagement Process

Overview

Delivery Associates are the final mile, the last and most important link to our customers. We can't deliver smiles without them. AMZL delivery stations use Delivery Associate Engagement as a key pillar of a successful delivery operation. To ensure station leaders, associates, and support partners are leading through engagement, we execute various in-station Delivery Associate Engagement programs to foster teamwork, collaboration, appreciation, and recognition for Delivery Associates and the work they do with Amazon.

Our engagement drives overall performance. To be successful, On-Road leaders make Delivery Associate Engagement part of their daily leadership routines, deploying a holistic Delivery Associate engagement plan, using a calendar of events, and all central programs as a foundation to expand on, get creative, and have fun! Leaders aim for five daily positive engagements or genuine appreciations with Delivery Associates. A simple "hello, how are you?" can go a long way. On-Road leaders collaborate with DSPs and take time to attend and participate in Delivery Associate Stand-Up Meetings, using this forum as a critical touchpoint to communicate changes and announcements, celebrate Delivery Associate success stories, listen, and answer questions. DSPs handle Delivery Associate feedback and coaching. Instead, we take the lead with achievements—partnering with them to recognize their Delivery Associates successes.

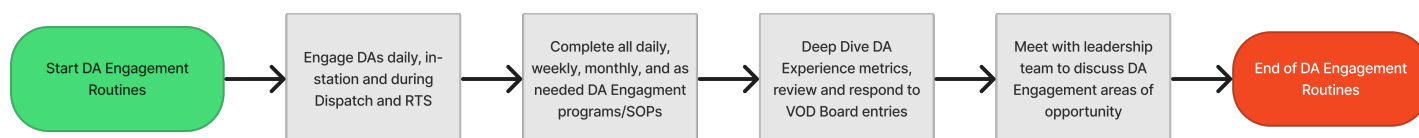
We take time to learn about the Delivery Associate experience, understand the challenges they face, and support and partner on solutions to be constantly improving their experience with Amazon. We share these insights as tribal knowledge with our own teams and associates and collectively operationalize routines and behaviors across the network that build better connection to the Delivery Associate.

On-Road Leadership teams are responsible for executing core Delivery Associate Engagement programs in station. They work alongside DSPs and their UTR counterparts to ensure these programs are executed at the highest standards. This document outlines the Delivery Associate Engagement Programs and processes in AMZL, guiding a leader through a framework of core engagement strategy, and understanding key Delivery Associate experience success metrics to gauge program impact and continue to raise the bar.

Success Criteria

- Station leaders engage and interact with Delivery Associates every day. A simple “hello” and “how can I help you” goes a long way in fostering connection to Delivery Associates.
- Station leaders adopt and uphold the “Together, We Deliver” (TWD) Core Values in their daily work with Delivery Associates. They advocate for the Delivery Associate, lead by example, and take every opportunity to coach team members on applying TWD in daily work.
- On-Road leaders attend DSP Stand-Up Meetings (SUM) and engage Delivery Associates on critical topics like Delivery Associate safety, success stories and recognition, the daily volume plan, standard work, site announcements, and talking points.
- On-Road leaders use the Delivery Associate listening mechanisms, like the Voice of the Driver (VOD) Board, as a key channel for Delivery Associate feedback, reviewing the VOD Board daily and responding to each request within 24 hours.
- On-Road leaders use focused sessions (like Delivery Associate Roundtable Meetings) to get feedback from Delivery Associates, share need-to-know information, and close the loop on actions being taken to resolve Delivery Associate concerns.
- On-Road leaders partner with DSPs, their counterpart UTR leaders, and in-station associates to ensure Delivery Associate engagement programs are executed at the highest standards.
- On-Road leaders review key Delivery Associate experience metrics daily and weekly to get a gauge on Delivery Associate sentiment and how the Delivery Associate engagement efforts are being received. They use data and anecdote as a continuous improvement measure, ensuring Delivery Associate Engagement programs are delivered at the highest quality level.
- On-Road leaders utilize all Standard Operating Procedures and process documents to ensure adequate completion of Delivery Associate Engagement programs and routines.
- Delivery Associate Engagement is pivotal to overall station success. Station leaders recognize this and relentlessly prioritize Delivery Associate Engagement, even when things get busy.

DA Engagement Process Map



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 for On-Road Daily Routines. To see a full list of Amazon acronyms and their descriptions, please refer to [Acronym Central](#) and [Amazon Logistics \(AMZL\) Acronym](#).

- **DA In-App Questions (IAQ):** IAQ scores are used to indicate the performance of the station and the DSP with respect to the Delivery Associate experience and drive corrective action to improve their experience. Daily questions are designed to uncover directional insight to identify new issues, deep dive known issues, quantify anecdotal feedback, and proactively identify anomalies. IAQ responses help stations and central teams resolve local and systemic issues impacting Delivery Associates.
- **Voice of the Driver Board (VOD):** An internal communication mechanism that allows Delivery Associates the opportunity to escalate to Amazon Logistics managers ideas and suggestions that Delivery Associate believe can improve the Delivery Associate Experience. The VOD Board captures those ideas, and the AMZL manager team will review and respond, including specific actions to address the concerns that can be addressed.
- **DA Stand-Up Meeting (Delivery Associate SUM):** Like Amazon, DSPs are highly encouraged to complete a stand-up meeting with their teams of Delivery Associates. OTR Leadership attends and presents at Delivery Associate SUMs to engage with Delivery Associates and reinforce the Amazon and DSP/Delivery Associate partnership. DSP/Delivery

Associate SUMs should focus on driver safety, standard work, quality, and Delivery Associate recognition.

Metrics

Metric	Standard	Definition	Formula	Historical Performance Links
IAQ Score	4.25	The average of all scores is used to derive the metric IAQ Score. Specifically, this is calculated by taking the sum of scores divided by the number of responses.	Avg score across IAQ category questions	NA IAQ Dashboard (amzlbquicklight) DAX Dashboard (amazonbi) EU IAQ Dashboard JP (Pending)
Delivery Associate SUM Compliance	>=97%	The proportion of Delivery Associate SUMs completed by station as a compliance %	Actual Delivery Associate SUM completion / Planned Delivery Associate SUM completion	NA: DSP SUM Weekly Compliance Dashboard EU (Pending) JP (Pending)

Physical Setup

Materials

Materials may vary based on the specific Delivery Associate Engagement Program and by region (NA/EU/JP). The following materials are generally required to effectively complete Delivery Associate Engagement processes:

- **Laptop** – Used to access and complete START Standard Operating Procedures/resources, log survey entries, and review success metrics
- **START** – The one-stop-shop for all Delivery Associate Engagement Standard Operating Procedures
- **QuickSight** – Deep Dive Delivery Associate Engagement success metrics
- **Tables/Chairs** – Used to set up for Delivery Associate Engagement events and facilitate Delivery Associate Roundtable meetings
- **Snacks/Drinks** – Distributed to Delivery Associates as part of the Snack Shack program
- **Award Packages/Swag Items** – Distributed to Delivery Associates as part of the Delivery Associate Recognition Programs

System Setup

The following system tools, software, and permissions are needed to complete Delivery Associate Engagement Processes:

- [QuickSight Permissions Setup](#)
- [Simple Issue Manager \(SIM\)](#)
- [Coupa Procurement System](#)
- [Quip](#)
- [Apollo](#)

Process

The station OTR Leadership teams will execute Delivery Associate Engagement programs and mechanisms on a set cadence (daily, weekly, monthly, as needed) and based on the frequency defined in the supporting Delivery Associate Engagement Standard Operating Procedures. Leaders should make it a daily routine to engage with Delivery Associates whenever possible – greeting,

thanking, and offering support and assistance during in-station processes like Load Out, Dispatch, RTS, and Debrief.

Roles & Responsibilities

Role	To be effective in this role	Resources
On-Road Area Manager (ORAM)/Area Manager Delivery Ops (AMDO)	Area Managers are responsible for completing all Delivery Associate Engagement Standard Operating Procedures and coordinating each program/activity with DSPs and Delivery Associates. These leaders take time to interact and an engage with Delivery Associates each day during core Delivery Associate station processes. Responsible for reviewing, tracking, and deep diving Delivery Associate Engagement success metrics and feedback.	<p>North America (NA) SOPs:</p> <p>Delivery Associate Recognition Program: Extra Mile Awards</p> <p>Delivery Associate Recognition Program: Frontrunner Awards</p> <p>Delivery Champions Recognition Program: Milestone Awards</p> <p>Delivery Associate Roundtables SOP</p> <p>Delivery Associate Snack Program SOP</p> <p>DSP DA Start Up Meeting (SUM) Engagement SOP</p> <p>Interim Virtual Voice of Driver SOP</p> <p>OTR Engagement Program</p> <p>Together, We Deliver (TWD) - US and CA 2.0 Sites</p> <p>Voice of the Driver Board SOP</p> <p>Europe (EU) SOPs:</p> <p>DSP DA Standup Engagement</p>

		Voice of the Driver Board SOP
On-Road Process Assistant	Process Assistants are responsible for supporting AMs with Delivery Associate Engagement Standard Operating Procedures execution—assisting with coordination of programs and activities. These leaders take time to interact and engage with Delivery Associates each day during core Delivery Associate station processes.	
On-Road Ops/Senior Manager	On-Road Ops/Senior Managers are accountable to ensure all Delivery Associate Engagement programs/activities are being executed to standard and at defined frequency. These leaders take time to interact and engage with Delivery Associates each day during core Delivery Associate station processes. They are accountable to Delivery Associate Engagement Processes, metrics, and feedback. They ensure the On-Road leadership team is set up for success.	
Delivery Service Partner	DSPs are informed of Delivery Associate Engagement programs, when they occur, and what to expect. In some cases, they are responsible for submitting nominations and presenting awards, with station OTR leadership, to Delivery Associates. They participate in Delivery Associate Engagement activities, conduct company level engagement activities, and provide feedback to their station OTR leadership team to drive continuous process improvements.	
Delivery Associate	Delivery Associates participate in Delivery Associate Engagement Programs and activities. They are responsible for receiving recognition for the hard work, feeling proud, fulfilled, cracking a smile, and thanking the On-Road leadership team and their DSP for such an awesome experience and partnership. They share their feedback with their DSP, through VOD, IAQ, and during Delivery Associate SUMs.	

Process Operations

1. Engage Delivery Associates Daily In-Station and During Dispatch and RTS

Delivery Associate Engagement is a daily leadership routine. On-Road leaders set time aside to interact with Delivery Associates, becoming a familiar face during key in-station Delivery Associate processes, and building trust with Delivery Associates as a reliable source of support and resolution when a Delivery Associate has an issue.

2. Complete All Daily, Weekly, Monthly, and As-Needed Delivery Associate Engagement Programs/Standard Operating Procedures

Referring to the Standard Operating Procedures listed as Resources in the “Roles and Responsibilities” section above, Area Managers complete all Delivery Associate Engagement Standard Operating Procedures with support from Process Assistants and DSPs when needed. The frequency of each program/activity will differ, so leaders should build a cadence to ensure all Standard Operating Procedures are being executed on-time and at the highest standards.

3. Deep Dive Delivery Associate Experience Metrics, Review and Respond to VOD Board Entries

On-Road leaders relentlessly seek out the voice of the Delivery Associate and create meaningful mechanisms to communicate, listen, and respond. We capture Delivery Associate pain points through Voice of the Driver (VOD), Delivery Associate/DSP roundtables, In-App Question (IAQ) feedback, Delivery Associate pulse checks and DSP SUMs. Then, we remove any barriers and communicate what’s being done to resolve their concerns. We communicate early and often to build trust and use these instruments and methods to drive improvement to the Delivery Associate experience.

4. Meet with Leadership Team to Discuss Delivery Associate Engagement Areas of Opportunity

On-Road leaders prioritize Delivery Associate Engagement, even when things get busy. We come together for a leadership sync to discuss the next Delivery Associate Engagement event, ongoing programs, success measures, areas of opportunity, and bridging any gaps to make sure we’re on track. Include your DSPs in the conversation, or make it a topic during a DSP Roundtable meeting. Their support is critical to Delivery Associate Engagement success.