
Operations Manual

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CHAPTER ONE

INTRODUCTION

1.1 Using This Manual

1.1.1 Operations Manual Overview

Welcome to the Delivery Service Partner (DSP) Program!

This manual will answer many of your questions and help you better understand the requirements of a DSP. We'll also give you helpful tips for teaching your delivery associates to delight each customer.

What's ahead:

- General info
- Operating procedures
- Best practices to consider
- Links to policies
- Other suggestions from our team

We strive to be comprehensive but realize we may not have included ALL the answers to your inquiries.

Don't hesitate to reach out to your business coach, or the Amazon operations team in your delivery station for further assistance.

1.1.2 Refining the Rules Together

Each DSP is independently owned and operated. This means you'll be responsible for ensuring that your company and each of its employees complies with federal, state, provincial, and local laws and regulations. Amazon is NOT responsible for the operation of individual DSPs.

This manual references Program Policies and other contractual requirements to which you agreed when entering into the Program Agreement for the DSP Program. We may audit your company from time to time to ensure your company is in compliance with the Program Agreement, the related Program Policies, and applicable law and regulations.

Any information in this guide that is not a policy is written as a suggestion, not a requirement.

1.1.3 Periodic Manual Updates

This Manual is Evolving

We expect to make regular updates to this manual, and Amazon will inform you of any changes by email or through the DSP Portal. The most recent version will always be available to you in the portal. An Amazon representative will give you instructions for logging in. *Please be sure to check the electronic version for the most current information. Please also keep in mind that this manual contains Amazon confidential information and that you are prohibited from disclosing Amazon confidential information to any third parties.*

1.1.4 Release Notes

This section directs to the changes made to the manual since last update released in July 2021.

Chapter 2 – Business Setup (US Only) – Step 23 Setting Up Amazon Chime (Chime Pro account information)

Chapter 2 – Business Setup (Canada) – Step 22 Setting Up Amazon Chime (Chime Pro account information)

Chapter 2 – Business Setup (Canada) – Step 8 Insurance (Updated insurance provider)

Chapter 3 – Delivery Associates – 3.6, 3.3.6, 3.6.2 (Updated third day of training information)

Chapter 3 – Delivery Associates – 3.3.1 Onboarding Process SOP (Updated DOT compliance contact information)

Chapter 6 – Scheduling Delivery Associates – 6.1.4 What are Nursery Routes? (Updated nursery route information)

Chapter 7 – Daily Operational Tasks – 7.1.1.4, 7.4.1 (Updated nursery routes information)

Chapter 7 – Daily Operational Tasks – 7.2.7.2 DOT Reportable Roadside Inspections (Updated DOT compliance contact information))

Chapter 10 – Performance – 10.3 Understanding your Weekly Performance (updated information on scorecard metrics)

Chapter 10 – Performance – 10.4 Metric Definitions (Updated information on scorecard metrics)

Chapter 11 – Post-Launch Audits (removed audit checklists, and referred to downloadable checklist on the DSP Portal)

Chapter 13 – Resources – 13.2.4 Other Third-Party Services (Updated insurance provider information)

CONTACT US

The DSP community is one of the best sources of information for this ever-changing manual. As you start operating, if you want to give us feedback or submit additional best practices to be considered for inclusion in the next manual update, we'd love to hear from you at dsp-operations-manual@amazon.com.

1.2 Understanding Amazon

1.2.1 Amazon Logistics Overview

At Amazon Logistics, our goal is to provide customers with an incredible package delivery experience through the last mile of the order.

To achieve this goal, we partner with a network of small, independent delivery businesses (DSPs) and our independent contractor community (Amazon Flex) to deliver customer orders.

1.2.2 Amazon Mission Statement

Our vision is to be Earth's most customer centric-company; to build a place where people can come to find and discover anything they might want to buy online.

1.2.3 Amazon Culture (Leadership Principles)

Amazon employees use the Amazon Leadership Principles every day, whether we're discussing ideas for new projects or deciding on the best approach to solving a problem. It is just one of the things that makes Amazon peculiar.

Since you will be interacting on a daily basis with Amazon employees, understanding these principles can help you appreciate our daily operating practices.

Refer to this inspiration as you manage your business:

Customer Obsession

Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

Ownership

Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "That's not my job."

Invent and Simplify

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here." As we do new things, we accept that we may be misunderstood for long periods of time.

Are Right, A Lot

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

Learn and Be Curious

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

Hire and Develop the Best

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

Insist on the Highest Standards

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.

Think Big

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

Bias for Action

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

Frugality

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.

Earn Trust

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

Dive Deep

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

Have Backbone; Disagree and Commit

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

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.

1.3 External Interactions

1.3.1 Confidentiality; Media/Social Media

You and your employees may be exposed to Amazon customer names, addresses, purchase/order history, and other personal information. Your employees can only use this information for the purpose of delivering Amazon packages.

You and your employees may be given access to proprietary Amazon information and property such as prototypes, tools, policies, and contact information. Amazon considers all of this information and property to be confidential.

If you or your employees are asked to participate in pilots or testing for new programs and products, these are to be kept confidential. All details must be kept secret from anyone not taking part in the pilot or testing. This includes coworkers, family, friends, and other household members.

Your employees who are active on social media may encounter questions about Amazon's processes and business. Amazon's social media channels are run by Amazon employees trained to handle customer questions. Please communicate to your employees that they should not attempt to answer questions on behalf of Amazon on their personal social media channels. This will help avoid the mistaken impression that they work for Amazon or speak officially on behalf of Amazon.

DSP owners and their employees must not share Amazon confidential information with anyone unaffiliated with the Amazon contract. Confidential information should only be shared on a need-to-know basis within your company. Please do not post any customer information on social media or share passwords or log-in information related to your Amazon contract.



Policy

To be eligible to perform services, you and your company's employees must sign and agree to a confidentiality and non-disclosure agreement to protect customer and Amazon confidential information and data.

1.4 Operations Calendar

1.4.1 Operational Hours

Our Amazon Logistics (AMZL) delivery stations are open 24/7 with the exception of certain holidays described below. There are always Amazon employees available to provide assistance as needed. Some Amazon Extra Large (AMXL) deliver stations may currently only operate 6 days each week; however, we plan to operate them 24/7 in the near future.

You should be able to access the station during its operating hours if you have a reason to be there. Always have your badge visible when in the delivery station.

1.4.2 Holidays

Amazon delivery stations are closed four days in US per year (subject to change):

- New Year’s Day
- 4th of July
- Thanksgiving Day
- Christmas Day

Check with the AMZL or AMXL operations manager at your station to confirm whether or not they have additional closed days each calendar year.

Amazon delivery stations are closed in Canada on the following days (subject to change):

- New Year’s Day
- Christmas Day
- In Québec, most Amazon operations (including fulfillment center, sort centers, delivery stations and customer service center employees) will be closed on the June 24, Fête nationale du Québec.

In addition, the following statutory holidays are observed in Canada:

Alberta	BC	Ontario	Québec
<ul style="list-style-type: none">• New Year’s Day• Family Day• Good Friday	<ul style="list-style-type: none">• New Year’s Day• Family Day• Good Friday	<ul style="list-style-type: none">• New Year’s Day• Family Day• Good Friday	<ul style="list-style-type: none">• New Year’s Day• Good Friday• Journée nationale des patriotes (National Patriot’s Day)
<ul style="list-style-type: none">• Victoria Day	<ul style="list-style-type: none">• Victoria Day	<ul style="list-style-type: none">• Victoria Day	<ul style="list-style-type: none">• Fête nationale du Québec (Québec National Holiday)
<ul style="list-style-type: none">• Canada Day• Heritage Day• Labour Day• Thanksgiving• Remembrance Day• Christmas Day• Boxing Day	<ul style="list-style-type: none">• Canada Day• BC Day• Labour Day• Thanksgiving• Remembrance Day• Christmas Day• Boxing Day	<ul style="list-style-type: none">• Canada Day• Civic Day• Labour Day• Thanksgiving• Remembrance Day• Christmas Day• Boxing Day	<ul style="list-style-type: none">• Canada Day• Labour Day• Thanksgiving• Remembrance Day• Christmas Day• Boxing Day

1.4.3 Peak and Prime Days

There are several times per year when Amazon’s delivery volume spikes, including the holidays at the end of the year and Amazon Prime Day. These days are very important to our business, and we expect you and your team to be extra vigilant to complete deliveries.

Prime Day is Amazon's largest global shopping event designed exclusively for Prime Members. On this day, we offer exceptional deals, events, and Prime-exclusive content. The peak season gets rolling by mid-November and is in full swing through December 25.

We know that these periods can get fast-paced, and we are committed to providing clear expectations, proactive communication, and additional support to make sure these are successful times for your business and Amazon. We want you to succeed.

During Peak and Prime Day periods, or other high-volume days when volume may spike, you may be asked to take on additional delivery routes or to have your employees complete extended delivery routes (11-12 hours). Typically, you can expect to scale by at least 50% of your normal off-peak route capacity.

We will proactively share our business expectations prior to periods of high volume and provide the support needed to help get your operations ready.

We appreciate your accountability.

1.4.4 Multicycle Operation

Many stations in Amazon are being transformed in to Multicycle operations. In these stations Drivers are dispatched in two waves, cycle 1 operations begin 6:30 - 11:30 am and cycle 2 begins 11:00 a.m. – 1:00 p.m. Due to the varying dispatch times throughout the day, routes in cycle 2 will fluctuate from 7 to 10 hour durations.

These departing cycles are needed long-term in order to deliver an exceptional customer experience for lasting success.

Multicycle Operation offers opportunities for your business by widening the driver talent pool, adding a new selling point for recruitment and providing additional options for drivers who seek more flexible schedules. Many of your existing drivers might also be interested in this opportunity.

CHAPTER TWO

BUSINESS SETUP (US ONLY)

This chapter is not applicable to DSPs launching in Canada. A separate supplemental chapter is provided to the DSPs launching in Canada.

This chapter will take you through many of the required steps to launch your business in US. **This chapter is not applicable to DSPs launching in Canada. A separate supplemental chapter is provided to the DSPs launching in Canada.**

We recommend you establish relationships with all vendors prior to the Amazon DSP Training in Seattle.

DSP owners with multiple weeks prior to training should be able to make many of the decisions needed to move forward with the vendors. If you want to get quotes from vendors not mentioned in this document, it is recommended that you get them as soon as possible to ensure that your company launches on schedule. If you have any questions please reach out to your Business Coach.

Do not contact these vendors directly:

- Fleet management company (vans) and Voyager (fuel cards) will contact you to start the process
- Accurate (criminal background and motor vehicle record checks) setup can only be initiated through the Amazon DSP Portal
- For DSPs operating vehicles with Gross Vehicle Weight Rating (GVWR) of between 10,001 pounds and 26,000 pounds under Amazon’s operating authority, JJ Keller will contact you to start the process of onboarding to their DOT compliance solution.

Step 1 – Create your business entity ASAP

Every Amazon DSP must be established as a legal business entity in the United States prior to signing the Amazon DSP Program Agreement. If you have not already created a business entity, you must complete this step as soon as possible so you can finish your DSP onboarding process on time. Note: Once you provide your Business Entity to Amazon in Step 2, you will be unable to change it. Please ensure that the Business Entity you set up in this step is final, otherwise, it can lead to launch delays.

Amazon-Negotiated Business Set up with Legal Zoom

Amazon negotiated a deal with Legal Zoom to provide you with exclusive pricing to set up your company as a legal business entity. This deal includes everything you need to legally create your company. To get started, visit: dsp.legalzoom.com

Amazon does not require you to use Legal Zoom to create your business entity. This is an option we negotiated to help simplify your process.

As you go through the steps to create your business entity, the following section contains topics that may be helpful when decision steps are presented.

1.1 – Choose Your Business Entity Type

All Amazon DSPs must be established as a legal business entity in the United States. Amazon requires you to establish your company as 1) an S-Corporation, 2) a C-Corporation, or 3) a Limited Liability Company (LLC). We do not recommend one option over another, as each owner’s situation is unique.

Please consult your legal, accounting, or tax advisor for more information on selecting the appropriate legal entity classification for your business needs.

If you'd like additional information about selecting the business entity type to create (LLC, C-Corp, or S-Corp), you can reference the help content on Legal Zoom or visit the following third-party websites:

<https://www.sba.gov/starting-business/choose-your-business-structure>
<http://www.bizfilings.com/starting-business.aspx>
<https://www.entrepreneur.com/article/38822>
<http://www.businessnewsdaily.com/8163-choose-legal-business-structure.html>

1.2 –Selecting Your Company Name

You will be associated with the company name you select. We recommend selecting a name that makes you proud, since it will appear throughout Amazon's systems and in other areas of your business (on employee paychecks, for example). Many owners select a name that connects them with last-mile delivery, while others select a name that highlights their uniqueness. Great examples: Downtown Routes, Inc., Tiger Delivery LLC, We Deliver LLC. When choosing your entity's name, remember that you cannot violate any criteria listed below. If you select a name that violates one of the following criteria, Amazon may require you to change your entity's name. Changing the company name during onboarding process may cause launch delays and additional costs, such as filing fee to your state's office and IRS.

- Criteria #1 – Do not use names that are same or confusingly similar to any Amazon trademarks. For example don't use ALEXA, AMAZON, AMZN, A-Z, ECHO, GLOBAL LOGISTICS, HALO, PRIME, SCOUT, SMILE or the Smile Logo, or any similar variations or combinations of these marks.
- Criteria #2 – Do not use names that are same or confusingly similar to any Amazon programs or services, such as "Delivery Service Partners" or "DSP".
- Criteria #3 – Do not use names that is inconsistent with DSP program requirements or values.
- Criteria #4 – Do not use company names that may be inappropriate or offensive to other people.

Please note that following the 'Naming Requirements: Company Names' will reduce the need of company name change but does not guarantee your company name will be accepted by Amazon. Please use common sense when selecting your company name. If you need help or have any questions, please feel free to contact your Business Development Manager.

Naming Requirements: Company Names

A DSP cannot use names that are the same as, or confusingly similar, to any Amazon trademarks. For example, a DSP cannot use ALEXA, AMAZON, AMZN, A-Z, ECHO, FLEX, GLOBAL LOGISTICS, HALO, PRIME, SCOUT, SMILE or the Smile Logo, or any similar variations or combinations of these marks. Other marks that cannot be used in DSP names are listed at [Non-Exhaustive List of Amazon Trademarks](#).

If your company name is the same or similar to any Amazon trademarks, please select a different one. Note that this is a non-exhaustive list of Amazon trademarks, meaning that Amazon has additional trademarks that may further restrict your company name selection.

At Amazon, we emphasize customer experience and quality of work over speed and quantity. When selecting names of your company, please also familiar yourself with Amazon and DSP program values, such as our Leadership Principles.

When selecting names for your company, please consider the following questions:

- Is my proposed company name the same as or similar to any Amazon trademarks or program name?
- Is my proposed name inconsistent with Amazon and DSP program requirements and values?
- Would my proposed company name be reasonably likely to offend anybody or would a reasonable person think that the name is inappropriate?

If the answer to any above questions is yes, you must select a different company name.

Many states allow you to perform a name search before you start the process to verify that your preferred name is available.

Legal Zoom will use the first available name from the options you provide, so make sure to check back a day or two after submitting your order to determine the actual name that was registered for your company.

Please reach out to your Business Coach with any requested changes or concerns related to your Company's name or EIN.

1.3 – Register For An Employer Identification Number (EIN)

You're required to obtain an EIN from the IRS before you can continue the Amazon onboarding process, open a corporate bank account, or be paid by Amazon. During the creation of your business entity, Legal Zoom will offer to file for your EIN for an additional fee. This makes the process simple and ensures completion. You can choose to apply for an EIN by yourself through the IRS website. If you decide to apply yourself for the EIN, you should wait for state confirmation of your company before submitting the application.

<https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employeridentification-number-ein-online>

1.4 – Designate A Registered Agent

During the creation of your business entity, you will be required to designate a registered agent to receive official mail, including service of process. Official mail needs to be sent to a physical address (not a PO Box) in the state of incorporation or formation. There are a few options when selecting an agent:

1. You can be your own agent if you have a physical address in the state of incorporation or formation. The state of incorporation does not have to be the same as the state where you will operate. [Please note: The registered agent's physical address cannot be the address of the Amazon Delivery Station where you will operate.]
2. For a fee, you can have your attorney or other individual act as your agent.
3. For a fee, you can have Legal Zoom or another third party provide this service.

If your registered agent changes its address or you change your agent, you will need to update this change with the Secretary of State or other applicable governmental body in the state where your company is formed. If you do not have a permanent address to receive notifications, you might consider paying for an agent. Also, be cautious about using your home address as this is info will likely be public on the state registration website.

1.5 – State And Federal Business Licenses

During the creation of your business entity, you may be offered a report detailing the state, city, village, and town licenses that may be required based on your company location. Legal Zoom offers a service (for a fee) that provides a comprehensive list for your specific geographic region. Should you choose to research these licensing requirements on your own, visit your state, county, village, city, and town websites to learn more about licensing requirements specific to small businesses in your area.

1.6 – Expedited Processing

Legal Zoom offers expedited delivery as an option (for a fee), so you can receive your documents swiftly. Many states are slow to process LLC and corporation requests. If you are incorporating in any of the states listed below, we

recommend you choose expedited processing so onboarding is not delayed. During the business entity creation process, Legal Zoom will show you the estimated completion times for standard and expedited delivery.

AL, AZ, AK, AR, CA, DE, GA, HI, ID, IL, ME, MD, MI, MN, MT, NC, NM, UT, WA, WV

1.7 – Create A Business Email Address

Once setup of your legal business entity is complete, create an email address for your business. This will help keep your business correspondence separate from your personal email. The recommended best practice is to incorporate your business name into your email address. For example, a DSP named Appaloosa Delivery, LLC that operates in Texas may use AppaloosaTX@outlook.com.

1.8 – Send Amazon Your Company Information

Your company is typically established by the state within 1-10 days. Legal Zoom will send you an email when confirmation of your company registration is received. Once Legal Zoom confirms your company name and registration status, send an email to your business development manager with the following information.

1. Registered company name
2. State in which your company was formed or incorporated
3. Your new business email (if applicable)

Your business development manager will verify your company’s setup as a legal business entity within 1-2 days.

Best Practices

If you have Legal Zoom process your incorporation log in regularly to their website to view the status of your order. This is the fastest way to determine if there is a delay in processing your order. You may need to call them to resolve any delays.

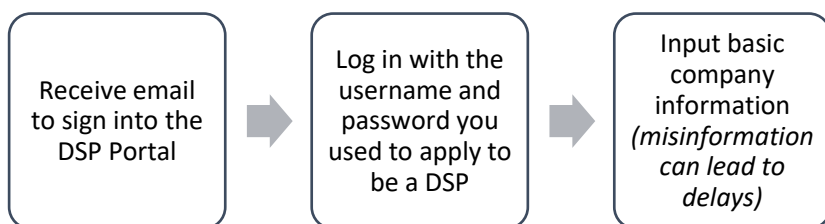
1.9 – Review And Sign Your Delivery Service Partner Program Agreement

After your business development manager has verified your business entity, you will be provided instructions to sign your DSP Program Agreement through the DSP Portal. The Program Agreement is the primary legal document that governs your business relationship with Amazon. You will sign the document as a representative and authorized signatory of your company. Please review Step 2 for more details on accessing the DSP Portal.

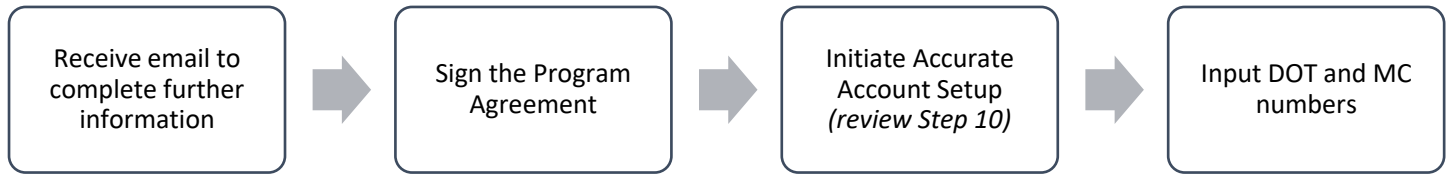
Step 2 – Amazon DSP Portal

The DSP Portal (logistics.amazon.com) is the hub of your business operations and allows you to manage your Amazon DSP account, onboard and schedule your drivers, and view your completed work and payments.

First time signing in to the DSP Portal:



Later, you will be prompted to add additional information:




Continue to the next step even if you have not completed all steps in this section.

Step 3 – Payroll & Time Tracking Service

Unless otherwise specified in writing by Amazon, your company must adopt payroll and time-tracking software from ADP or Paycom and allow Amazon to access your company’s payroll and other data. Amazon will not disclose your Company’s identifiable, non-aggregated payroll data to another delivery service partner.

Implementation can take up to 4 weeks. Make sure to contact ADP or Paycom using only the methods dictated below immediately to begin the implementation process.



Amazon-Negotiated Payroll Deal

Amazon negotiated deals with ADP and Paycom to provide great rates on payroll processing, employee scheduling, time tracking, and more. These packages include required modules per the DSP Program Policies. Please contact them to learn more, using only the methods stated below. Independent representatives for these companies do not have knowledge of the Amazon requirements.

We recommend reaching out to both payroll providers to learn about their systems and decide on which is right for your company.

ADP Contact Information
Sign up for ADP at: <http://majoraccounts.solutions.adpinfo.com/AmazonLastMile>

Paycom Contact Information
Sign up for Paycom at: <https://www.paycom.com/alliances/lastmile/>

For more details on common business owner payroll tasks, please review Step 14.

Step 4 - Business Bank Account

Your company should open a commercial checking account at the bank of your choice to keep your business revenues and expenses in an account separate from your personal finances. This account will be used to track your start-up and operating expenses and can be linked to your accounting software, such as QuickBooks. The details of the account must be provided during onboarding to set up automated payments from Amazon for your delivery services.

After opening a business bank account and receiving a link to Payee Central, you will be able to input your bank account information. You’ll be asked to enable two-factor authentication for additional account security and provide your bank account information.

Best Practices

When reviewing banking options, make sure your business checking account offers online banking. This feature will allow you to connect your account with your accounting system to automatically track revenues and expenses.

Your fleet management company will require a voided check to setup the direct pay account for your van leases. Make sure you get a few checks when opening your account.

Step 5- Payee Central and Tax Interview

Payee Central Overview

Payee Central is a self-service, online portal designed to assist you with setting up your payment method with Amazon. Search “Payee Central” on the resources tab of the DSP Portal for more information.

Important

Please complete Payee Central account setup and Tax Interview **4 weeks prior to your launch date** to ensure that Amazon can issue your first Fixed Monthly Payment on time. Refer to section 9.2 for additional details.

Within a week after providing your Business Development Manager with your company name, you will receive an email with a link to Payee Central (email will be sent to the same email used in the interview process). Note, the email for Payee Central often gets automatically moved to your “spam” folder. Please check regularly if you have not received an invitation email in your inbox. To access Payee Central, follow the link provided in the email.

Important

Whether you are creating a new account or just signing-in, make sure you use the same email address that received the Payee Central email invitation.

- If you already have an Amazon.com account with the email address that received the Payee Central invitation, continue by using that email and your password to sign in to your account.
- If you are creating a new account, you will need to use the same email that received the Payee Central invitation email.

After opening the Payee Central link from the invitation email, you will be asked to enter the same email address where you received the Payee Central invitation. Once entered, you will move to a new page asking you to sign-in. If you already have an Amazon.com account under the email address that received the Payee Central invitation, you can use the same password to sign in. If you **haven't** created an Amazon.com account with the email address, select ‘Create your Amazon account.’ You will then need to enter your name, email (enter the same email that received the Payee Central invitation email), and a password of your choice to create your Amazon.com account.

Once you have successfully logged in, you will be asked to provide an activation code that was included on the Payee Central invitation email you received. Enter the activation code, read through the Payee Central terms, then select Accept and it will bring you to the Payee Central account summary page.

Information Required for Payee Central Account Set-Up

To proceed with account set-up, please make sure you have the following information ready:

- Address affiliated with your business.
- Banking information.

- Tax details.

If you run into any questions throughout the Payee Central or Tax Interview process, please work with your assigned Business Coach.

Payee Central Account Set-Up Process

1. Start by clicking on the **'Start Setup'** button.
2. You will be prompted to provide a **One Time Password** (OTP) for verification purposes. Check your email that received the Payee Central invitation and you should have recently received a new email with the OTP. After selecting **'Start Setup,'** enter the OTP and click on **'Verify.'** The OTP will be valid for 20 minutes. If you exceed the 20 minutes a new OTP will need to be requested.
3. You will be asked to enter your **Contact Information**.
 - **Address Line:** enter the address that you used when setting up your business.
 - **Contact Email Address(es):** list the preferred email(s) that the Payee Central team can use to reach you. You may enter multiple email address by separating them with a comma. If you use multiple email addresses, all email addresses will receive Payee Central communications.
4. Next, you will complete your **Payment Information**.
 - **Pay Term:** this field will remain as **'7 NET'** per the DSP program agreement terms when completing your Payee Central account set-up. For the Initial Term of your company's Program Agreement, the payments described above will be paid to your company 7 days from the invoice date. Thereafter, these components will be paid to your company no more than 14 days after the invoice date.
 - **Account Nickname:** if you would like to assign a nickname to the bank account to help in recalling the banking information associated with the information you provide below, use this field to update the name. **Note:** Do not include your bank account information in this field.
 - **Bank Location:** please select United States.
 - **Preferred Currency:** This is the currency in which you will be paid and as noted in the DSP program agreement payments will be made in USD. Please select USD.
 - **Payment Method:** this field will remain as **'Electronic.'**
 - **Bank Account Type:** define whether your bank account type is **'Checking'** or **'Savings.'**
 - **Account Holder Name:** this will be the same name that is associated with your bank account. If this information does not exactly match the name associated with the bank account, we may not be able to deposit payments to your account.
 - **Routing Number:** Please refer to the **'United States Banking Information FAQ'** below for help on locating your ACH routing number.
 - **Account Number:** Please refer to the **'United States Banking Information FAQ'** below for help on locating your routing number. You will be requested to enter your bank account information again to confirm the data provided.
 - **Remittance Email:** list your preferred email(s) where you would like your payment remittance information to be sent. You may enter multiple email addresses by using a comma as the separator. If you use multiple email addresses, all email addresses will receive Payee Central communications. You will be requested to enter your remittance email again to confirm the data provided.
5. Once complete, click on **'Save'** and proceed to the Tax Interview by selecting **"Take Interview"** located towards the bottom of the page.

Completing the Tax Interview Process

After you select **“Take Interview,”** you will first be asked to provide your tax classification. Select whether your tax classification is ‘Individual’ or ‘Business’ after reviewing the steps below. You will also be asked to confirm whether you are a US person. Select ‘Save and continue’ once complete.

Important

When selecting your tax classification, keep in mind the information below:

- **Individual** – use this field if you are a Single-Member LLC where the owner (you) is an individual.
- **Business** – use this field if you classify as a Multi-Member LLC.

For clarification on this and other distinctions, hover over the “i” icon to the right of each questions.

If you select ‘Individual’ Tax Classification (Single-Member LLC), follow the steps below.

1. If you selected **‘Individual’** as your tax classification, you will be asked for your **Tax Identity Information**.
 - a. Enter your **‘Name’** as shown on your income tax return.
 - If you are a Single-Member LLC, enter your first and last name (in the ‘Name’ field) with your Social Security number in the ‘TIN’ field
 - b. You will have the option to enter your **‘Business or trade name.’**
 - c. Enter your **‘Address’** information in the appropriate fields. This address will be used if we ever need to mail you information. Select **‘Done’** to confirm the information.
 - d. Enter your Social Security number in the **Tax Identification Number (TIN)**. Please do **NOT** add spaces or dashes when you enter your Social Security number.
 - **Reminder:** Single-Member LLCs should enter their first and last name in the ‘Name’ field, and their social security number in the ‘TIN’ field.
 - Select the appropriate option from the drop-down based on your inputs above (SSN or ITIN).
 - e. Click **‘Continue’** to advance to the final step where you will be prompted to **sign and submit** your tax profile.
2. On the next page, you will be prompted to **sign and submit** the Tax Interview on the following page.
3. At the bottom of the page, type your full name in the **Signature** box. Finally, click **Save and Preview**.
4. The final page will be a summary of your inputs which you can save for your records. In case there are any errors, you will be alerted on the final page.

If you select ‘Business’ Tax Classification (Multi-Member LLC), follow the steps below.

1. If you selected **‘Business’** as your tax classification, you will be asked to confirm your **Federal Tax Classification**.
 - a. Select your **Federal Tax Classification** type from the dropdown.
 - If you don’t know your Federal Tax Classification, call the IRS Business Assistance Line (800-829-4933) to confirm your corporation type.
 - b. Enter your **‘Name’** as shown on your income tax return. The same name should appear on the top line of the address on your CP575A notice from the IRS. This is typically your business entity name.
 - c. You will have the option to enter your **‘Business or trade name.’**
 - d. Enter your **‘Address’** information in the appropriate fields. This address will be used if we ever need to mail you information. Select **‘Done’** to confirm the information.
 - e. Enter your **Tax Identification Number (TIN)**.
 - **Multi-Member LLCs registered as a Corporation (C or S Corp)** – enter your name and EIN found on your CP575 notice from the IRS.
 - f. Select **‘Continue’** to advance to the next page.

2. On the next page, you will be prompted to **sign and submit** the Tax Interview on the following page.
3. At the bottom of the page, type your full name in the **Signature** box. Finally, click **Save and Preview**.
4. The final page will be a summary of your inputs which you can save for your records. In case there are any errors, you should be alerted immediately.

Confirming Tax Account Status

If you've provided an electronic signature, in most instances, your tax profile will be validated immediately. If your tax identity information came back as invalid, here are some things to consider:

- If you are completing the tax identity information as an individual (if you have a Single-Member LLC), use the information exactly as it appears on your Social Security card.
- If you are completing the information as a business (Multi-Member LLCs), use the name that appears on the top line of the address on your CP575A notice from the IRS.
- If your tax identity information comes back as invalid, try taking it one more time. Go back through the Tax Interview process and confirm you entered the correct information based on your business type. If you continue to run into issues with completing the process, reach out to your Business Coach who can provide assistance.

Tax Interview Best Practices

- During the Tax Interview, you can hover over the 'i' icon to assist in answering general questions while you're taking the interview.
- When completing the Tax Interview, make sure you enter the correct information in the 'Name' field as well as the correct EIN or SSN (based on the criteria below).
 - **Single-Member LLCs** - enter your first and last name in the 'Name' field; enter your social security number in the 'TIN' field.
 - **Multi-member LLCs** – refer to your CP575 notice from the IRS to understand what to enter in the 'Name' and 'TIN' field.
- If you ever have questions or run into issues with Payee Central or the Tax Interview, please reach out to your Business Coach who can help guide you through the set-up process.

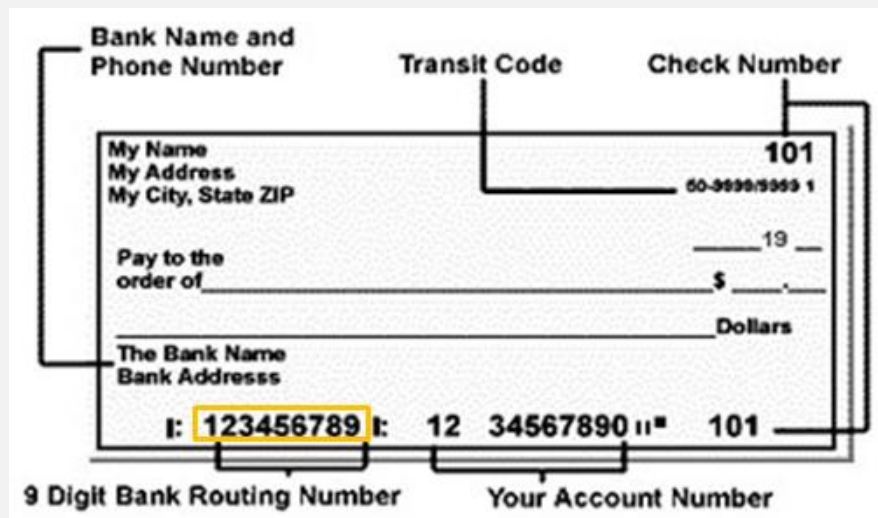
Finalizing Your Account Information

Once you have saved your address, banking and remittance email, and submitted your tax information, please check the box confirming the following 'I hereby confirm that the submitted information is correct and agree that Amazon will not be liable for any missed or erroneous payments resulting from submitting incorrect information.' and click the **'Submit'** button. Once valid, your account will be set up on Amazon's Accounts Payable system. Please work with your assigned Business Coach on any questions or issues when completing this process.

United States Banking Information FAQs

- What is a Routing Number?
 - A United States Routing Number, or Routing Transit Number (RTN), is a 9-digit bank code that identifies the specific financial institution with which an account is held. In addition to being nine digits in length, the first two digits of all US routing numbers must be in the range of 01-12, 21-32, or 61-72. If the first two digits fall outside of those three ranges, the routing number is invalid.

- Where can I locate my Routing Number?
 - Your US Routing Number can be found at the bottom of a check (usually located to the left of the account number; see example below). Routing Number details can also be obtained by contacting your local bank.
- What does **EIN** stand for?
 - Employer Identification Number
- What does **ITIN** stand for?
 - Individual Taxpayer Identification Number
- What does **SSN** stand for?
 - Social Security Number
- What does **TIN** stand for?
 - Taxpayer Identification Number



Step 6 - Delivery Vehicles

Do not reach out to your fleet management company until you have received their welcome email.

If you are a branded DSP and not launching with rentals or eBikes, you will acquire your exclusive Amazon branded vehicles from your fleet management company. After you sign your Delivery Service Partner Program Agreement, an Amazon representative will submit your information to your fleet management company within a few days, including the total number of vehicles your company requires and the required delivery dates to achieve your ramp plan. A typical AMZL ramp plan specifies that you must have five vehicles ready one week prior to the launch of your business, and add five more vehicles to your fleet every few weeks until you achieve your final daily route count. A typical AMXL ramp plan specifies that you must have five vehicles ready one week prior to the launch of your business, and add five more vehicles a few weeks later, allowing you to achieve your final daily route count in your second month of operation. Ramp plans may vary by DSP or station. For details on your company's specific ramp plan, please consult your Amazon representative.

You will receive a welcome email from your fleet management company starting the creation of your account. Your fleet management company will also provide an agreement for your vehicles and related services following the welcome email.

You will need to sign your vehicle and related services agreement within two calendar days of receipt. The signing of the agreement must be completed as soon as possible because of the lead time to procure the vehicles. Vehicles from your fleet management company are estimated to take 2-4 weeks to arrive (including up-fit and transportation), and any delay in entering into the agreement may delay your company's start date. Search "Quick Start" on the resources tab of the DSP Portal for the AMXL or AMZL Branded Vehicle and DOT-regulated vehicles quick start guides. Search "DSP Guide" on the resources tab of the DSP Portal for more information on step vans.



Exclusive Access to Amazon Branded Vehicles

DSPs have exclusive access to Amazon branded vehicles through our fleet management companies. This deal is customized for DSPs and offers no down payment (security deposit required). Please review the vehicle and related services agreement for full details of the costs and obligations of the program.

Note: Each vehicle is subject to a refundable deposit due to the fleet management company and an early termination fee. See the vehicle and related services agreement for full details.

Program Highlights

- Vehicles
 - Amazon-branded high roof vans
 - Amazon-branded 16 or 24-foot box truck options
 - Extended bumper-to-bumper warranty of 5 years/150K miles
 - Pre-installed telematics to track your vehicles on-road
- Van Up-fits
 - Safety: bulkhead and slam locks
 - Technology: backup camera and forward collision assist
 - Foldable shelving and rear step for better driver ergonomics
 - Side erf bars and d-rubbers for damage protection
- Box Truck Up-fits
 - Safety: 3,000 lbs. Maxon tuck under liftgate and rear grab handles
 - Technology: backup camera and transportation intelligence platform
 - 3 rows of e-track for load securement
 - Rub rail and limb deflector for damage protection
- Low-cost financing
 - Competitive monthly cost compared to both current long-term leases and short term rentals
 - Refundable security deposit
 - Flexible return options
 - Low early termination fee
- Fleet management services
 - Preventive maintenance
 - Driver safety program
 - Web portal for fleet analytics

Vehicle Maintenance/Repair

Manufacturer-recommended preventive maintenance (oil changes, tune-ups) is covered through the program. In addition, the program offers discounts on tires and brakes at participating locations. The use of specific Amazon approved maintenance vendors is

required for all maintenance and repairs. When a defect is detected during DOT-mandated Driver Vehicle Inspection Checklist (DVIC), it must be remedied prior to the vehicle going back on the road.

Delivery Associate Safety

The program includes access to Driver Vehicle Inspection Checklist (DVIC) through the Amazon Flex app and Mentor, a driver safety program from Mentor. Mentor has been specifically created for DSPs and includes the following:

- Recruiting/Hiring Recommendations and Tools – Including access to RoadRISK, their proprietary online questionnaire to assess/score a driver’s risk during the hiring process.
- Onboarding and Initial Training Recommendations – This includes recommendations for one-on-one training as well as interactive online training modules that can be completed on mobile devices through the Mentor App.
- Driver Safety Monitoring/Scoring – Drivers will be monitored and scored based on their actual driving behaviors (acceleration, braking, cornering, distraction, and speeding). The Mentor App will provide both the DSP and driver an ability to see their scores and comparison to other drivers.
- Driver Training – Mentor will assign two to three trainings to drivers each week to improve their driving behaviors. The trainings are interactive, are two to four minutes in length, and can be completed on mobile devices through the Mentor App.

Fleet Management Company Contact Information

Please only contact your fleet management company after you receive the welcome email.

Element

- Email: CustomerCareUS.fleet@elementcorp.com
- Phone: (888) 464-2695
- For questions concerning the delivery date of your vehicles, contact Dspsupport.fleet@elementcorp.com

LeasePlan

- Email: dspsupport@leaseplan.com
- Phone: (800) 323-1125

Search “AMXL Fleet Vendor” on the resources tab of the DSP Portal for more information on AMXL vendor support.



Branded Vehicle Policies

- Amazon DSPs are responsible for maintaining the vehicles to Amazon’s brand standards and are responsible for the timely completion of preventative maintenance and repairs to the vehicles. Vehicles with overdue preventative maintenance will be subject to immediate grounding. DSPs in violation of the terms of the lease or services agreement may have to forfeit their vehicles.
- At the time the vehicles are returned, you will be responsible for any repairs or damages beyond normal wear and tear as defined in the lease agreement. Note - Please refer to the vehicle redeployment process guide as well as the wear and tear guide by searching for: "vehicle redeployment process guide" or "wear and tear" from the Resource page on the DSP Portal.
- DSPs must require their drivers to complete vehicle inspections before and after every route. Driver Vehicle Inspection Checklist (DVIC) in the Amazon Flex app is coming soon and once it is launched to your stations, drivers operating a DOT-regulated or non-DOT regulated vehicle will exclusively report pre- and post-trip vehicle inspection (DVIC) through the Amazon Flex app. Until this is launched at your station, drivers will continue to use their current process to

report vehicle inspections. (i.e. DVCR in the Mentor app if operating a non-DOT-regulated vehicle and DVIR in the Encompass ELD app if operating a DOT-regulated vehicle). Failure to complete vehicle inspection may result in the requirement to forfeit your Amazon-branded vehicles.

- Vehicles must be washed regularly and their exterior must remain professional in appearance.

6.1 – Electronic Ordering Forms for Branded Vehicles

To simplify the ordering process for replacement decals, Signature Graphics has electronic order forms available to order replacement Amazon decals (as an alternative to call-in orders) for DSPs and body shops. Utilize the electronic order forms when you need Amazon decals for any of your branded vehicles (Amazon decals should NOT be used on rental or other non-branded vehicles). **Each order form is vehicle-specific** with graphics showing the exact measurements of decal placement for branding consistency. When you need to order decals, visit the Resources section on the DSP Portal and search for “decals”, then find the electronic order form for the make and model of vehicle you require decals. Complete the order form and submit your request via email directly from the form.

Note: The "Submit Via Email" button will not work in Google Chrome or Mozilla Firefox. If you are using these browsers, please download the PDF file and open it with Adobe Acrobat Reader. If you have problems with the order form, please contact Signature Graphics at 800-356-3235 or via Email at customerservice@signaturegraph.com.

Search “receiving checklist” on the resources tab of the DSP Portal for more information on receiving vehicles.

6.2 - Non-branded Delivery Vehicles

If you are a non-branded DSP, you must acquire your vehicles on your own. Vehicles in your fleet must meet the following minimum specifications:

Vehicle Type & Cargo Size	AMZL: Standard cargo van (high-roof Mercedes Sprinter Cargo Van, high-roof Ford Transit Vans, or similar), extended van, step van, or small box truck (e.g. those with boxes less than or equal to 16 feet in length) with cubic cargo capacity of at least 370 cubic feet AMXL: Medium box truck or large box truck with minimum dock-high, 16-foot-long box with a lift gate
Year	10 years old or newer
Exterior Quality	Clean. No significant damage (dents, scratches, etc.)
Maintenance	Well maintained. No mechanical issues
Color	White
Passenger Capacity	2

Step 7 - USDOT and Motor Carrier (MC) Number

Your next step to onboard as a DSP is to apply for your US Department of Transportation (DOT) and Motor Carrier (MC) numbers on the Federal Motor Carrier Safety Administration (FMCSA) website. For-hire motor carriers operating in interstate commerce are required to obtain MC numbers. “Interstate commerce” is interpreted more broadly than simply crossing state lines and also includes transporting goods as part of a continuous interstate movement even if the motor carrier does not itself transport the goods across state lines. As a result, Amazon requires that your company obtain an MC number before launch. When the DOT issues your company’s MC number, it will also assign your company a DOT number. This MC number and DOT number are associated with all operations of vehicles with gross vehicle weight rating (GVWR) of 10,000 lbs. or less (e.g., sprinter vans).

California DSPs only: Please search “California MCP” on the resources tab of the DSP Portal for more information on the California Motor Carrier Permit (CA-MCP) Requirement and Required CA-MCP RMIS process.

Amazon requires all DSPs obtain their own MC number and DOT numbers, even DSPs whose fleets are primarily composed of Commercial Motor Vehicles (CMVs) between 10,001 lbs. and 26,000 lbs. All DSPs will use their own DOT and MC numbers when operating vehicles under 10,001 lbs. (like sprinter vans) as part of their Amazon contract. For some DSPs, like those delivering AMXL packages, operating non-CMV vehicles will be rare and only occur in corner cases, like roads with vehicle size restrictions or temporary smaller routes. You can use the guidance provided in the following section to apply for company-specific DOT and MC numbers.

Important Note for DSPs Operating CMVs with GVWRs between 10,001 lbs. and 26,000 lbs.: If your company will be operating CMVs with GVWRs between 10,001 pounds and 26,000 pounds to deliver Amazon packages, you will operate them under an Amazon DOT number and MC number that will be provided to you, unless otherwise agreed by Amazon. This will require, among other things, that you mark your vehicles as directed by Amazon and its DOT compliance vendors. You will operate under Amazon’s MC number and DOT number only when providing services using CMVs between 10,001 lbs. and 26,000 lbs. under your company’s contract with Amazon. You will be required to cooperate with our DOT compliance vendor, JJ Keller, to ensure that your company, drivers, and fleet meet DOT compliance requirements. When providing service to any of your other customers or for any other purpose, you will not operate under Amazon’s MC number and DOT number.

All DSPs operating under CMVs Amazon’s DOT number (e.g., step vans, box trucks, and electric vehicles) are required to complete and maintain a copy of the Certification of Lease Agreement in each vehicle. In the event your driver is stopped by law enforcement, there may be fines if the completed agreement is not present.

CERTIFICATION OF LEASE AGREEMENT
[49 CFR 376.11(c)(2)]

LEASE DETAILS TABLE

Lessor:	<i>[Type DSP entity name here, and place of incorporation]</i>
Lessee:	Amazon Logistics, Inc., a Delaware corporation (USDOT# 2881058; MC-826094)
Duration of Lease:	As defined below

Lessor and Lessee are parties to the Delivery Service Partner Program Agreement and related Program Policies (as used in this Certification, collectively, the “Agreement”). Under the Agreement and this Certification, Lessor leases to Lessee the motor vehicle carrying this Certification for the duration defined in the Agreement (the “Duration of Lease”). This vehicle is also referred to in this Certification as the “Equipment”.

Operation of the Equipment – Lessee certifies that the Equipment is being operated by it in its capacity as the “Authorized Carrier”, as defined at 49 CFR 376.2(a), pursuant to authority issued by the Federal Motor Carrier Safety Administration in Docket No. MC-826094.

Owner of the Equipment – Lessor is the owner of the Equipment. For purposes of this Certification, the term “Owner” will have the meaning given to it in 49 CFR 376.2(d).

Duration of Lease – The date and length of lease are set out under the Agreement, being the date the Equipment is first used to actively perform the Services (as defined under the Agreement), and ending when the Equipment is no longer used to actively perform the Services. Actively performing services means loading, transporting, or unloading cargo under Amazon’s operating authority, or waiting to receive cargo or actively and directly on the way back to the point of origin with undeliverable or damaged cargo onboard.

Restrictions on Commodities – The Agreement does not specify restrictions relative to the commodities to be transported in the Equipment.

Original Location – The original Agreement is kept by Lessee electronically and is available at 410 Terry Avenue North, Seattle, WA 98109-5210.

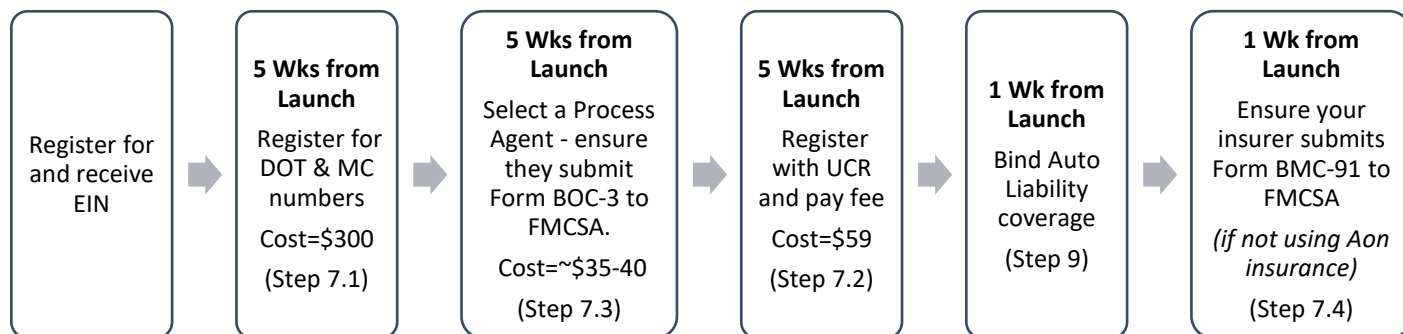
This Certification was prepared by the Lessee, as the Authorized Carrier, and it must be removed from the Equipment by Lessor and returned to Lessee immediately upon termination of the Agreement.

Important: Obtaining your DOT and MC numbers is a critical step, but also requires you to bind active insurance within 30 days of approval. The approval process takes approximately one to two weeks and you will need to make your insurance effective at least one week prior to launch in order to have it in place for receipt of your vehicles and training your newly hired drivers. This means you should target starting the MC approval process five weeks before launch to give yourself enough time for the approval process while allowing for the possibility of a slight launch delay.

Important: If you receive guidance about DOT Operating Authority requirements that differ from DSP Program Policies, please bring it to the attention of Amazon’s Compliance team (trc-insurance@). For example, if an outside agent indicates you should change your operating status from interstate to intrastate, contact Amazon’s Compliance team.

The following sections will walk you through the application process on the FMCSA website. You will need your Employer Identification Number (EIN) that was provided when you established your company and a list of the corporate officers in your company to complete the FMCSA application process. Following submission of your application, you will need to select a process agent. You will also need your company’s insurer to send proof of insurance to the FMCSA.

Process Overview:



The process to apply for your MC number may take an hour or more to complete and currently costs \$300. After you submit your online application to FMCSA, you will receive your USDOT number immediately and your MC number in about one week by mail.

What’s the difference between having your own DOT number and using Amazon’s DOT number?

- **All DSPs** must have their own federal motor carrier operating authority and USDOT (Department of Transportation) number (irrespective of the weight of the vehicles you will operate).
- **All non-DOT regulated** vehicles (10,000 GVWR or less) will operate under your own federal motor carrier operating authority. The DSP Owner will be responsible for any regulatory compliance requirements, filings, and recurring documentation submission. This includes obtaining the USDOT number and federal motor carrier operating authority to engage in interstate commerce, registering for and paying UCR fees, and arranging insurance.
- **All DOT regulated** vehicles (10,001 GVWR or greater) will operate under Amazon’s USDOT number and federal motor carrier operating authority. Vehicles 10,001 GVWR or greater, and the drivers that operate them, have additional compliance requirements such as maintaining driver qualification files, performing driver vehicle inspection reports (twice daily), complying with hours of service regulations, and maintaining the vehicles per DOT regulations. Amazon has a dedicated support team available to DSPs operating DOT regulated vehicles.

7.1 - Online Registration Process

Complete the online questionnaire at <https://portal.fmcsa.dot.gov/UrsRegistrationWizard/>

Once you have submitted your application to the FMCSA, you can check on the status of your MC number by visiting http://li-public.fmcsa.dot.gov/LIVIEW/pkg_carrquery.prc_carrlist.

As soon as you receive your MC number, return to the DSP Portal to input your number and complete the step.

Best Practices








Shortly after you complete your application, you will receive multiple calls, emails and text messages from companies trying to sell you process agent services and insurance. They have access to the information you provided in the FMCSA application. These calls are NOT from the FMCSA.

EXAMPLE: FMCSA Application

The following is an example of registering your company on the FMCSA registration website. The information presented is for informational purposes only.

The example registration assumes:

- Vehicles used will be Ford Transits, Dodge RAM ProMaster 1500s, Mercedes Sprinters, or other vehicles that are 10,000 lbs. or less gross vehicle weight rating
- Any vehicles with GVWR of 10,001 lbs. or more operate under Amazon's DOT and MC numbers
- Vehicles will be used to deliver packages to the ordering customer from Amazon Delivery Stations
- Vehicles will sometimes be used to transport packages originating from other states or countries
- Drivers will not need commercial driver's licenses

<p>Operation Classification</p> <p>Will the Applicant operate as an Intermodal Equipment Provider?</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> 
<p>Operation Classification</p> <p>Will the Applicant transport Property?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> 
<p>Operation Classification</p> <p>Will the Applicant receive compensation for the business of transporting the property belonging to others?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> 
<p>Operation Classification</p> <p>What type of Property will the Applicant transport? (Select all that apply)</p> <p><input type="checkbox"/> Hazardous Materials <input type="checkbox"/> Household Goods <input checked="" type="checkbox"/> Exempt Commodities <input checked="" type="checkbox"/> Other Non-Hazardous Freight</p>    

NOTE: When delivering Amazon packages, you will deliver "Other Non-Hazardous Freight." The type of goods is specific to what you will deliver under your DOT and MC Number. If it is the same as Amazon please enter only "other non-hazardous freight" "Household Goods" refers to home movers or delivery of home items, such as furniture, directly from the retailer to the customers' homes.

Operation Classification

Will the Applicant transport Non-Hazardous Materials across state lines, otherwise known as Interstate Commerce?



- Yes
 No

Operation Classification

Will the Applicant transport their own property?



- Yes
 No

Operation Classification

Will the Applicant transport any Passengers?



- Yes
 No

Operation Classification

Will the Applicant provide Property or Household Goods (HHG) Broker services?



- Yes
 No

Operation Classification

Will the Applicant provide Freight Forwarder services?



- Yes
 No

Operation Classification

Will the Applicant operate a Cargo Tank Facility?



Yes

No

Operation Classification

Will the Applicant operate as a Driveaway?



Yes

No

Operation Classification

Will the Applicant operate as a Towaway?



Yes

No

Operation Classification

Please select all classifications of cargo that the Applicant will transport or handle.



General Freight



Metal: Sheets, Coils, Rolls



Motor Vehicles



Drive Away/Tow Away



Logs, Poles, Beams, Lumber



Building Materials



Mobile Homes



Machinery, Large Objects



Fresh Produce



Liquids/Gasses



Intermodal Cont.



Passengers

<input type="checkbox"/>  Oil Field Equipment	<input type="checkbox"/>  Livestock	<input type="checkbox"/>  Grain, Feed, Hay	<input type="checkbox"/>  Coal/Coke
<input type="checkbox"/>  Meat	<input type="checkbox"/>  Garbage, Refuse, Trash	<input type="checkbox"/>  US Mail	<input type="checkbox"/>  Chemicals
<input type="checkbox"/>  Commodities Dry Bulk	<input type="checkbox"/>  Refrigerated Food	<input checked="" type="checkbox"/>  Beverages	<input checked="" type="checkbox"/>  Paper Product
<input type="checkbox"/>  Utility	<input type="checkbox"/>  Farm Supplies	<input type="checkbox"/>  Construction	<input type="checkbox"/>  Water Well
<input checked="" type="checkbox"/>  Other			

NOTE: As an Amazon DSP, we recommend that you select “General Freight,” “Liquids/Gasses,” “Beverages,” and “Paper Product” only from the list above. **If you select “Other” (not recommended), the FMCSA will request a list of all “Other” items.**

Vehicle

Please provide the number of non-CMV's the Applicant plans to operate.

Non-CMV Property

NOTE: A Commercial Motor Vehicle (CMV) is a vehicle that is used in interstate commerce with a gross vehicle weight rating of 10,001 lbs. or more; therefore, this question is requesting the number of vehicles with a lower weight rating. We recommend that you enter the total number of vehicles you expect to have in your fleet (for example, the vehicle count specified in your Program Agreement) minus any CMVs in your fleet that will be operated under, and marked with, Amazon's DOT number.

Vehicle Types

What type of Commercial motor vehicle(s) will the Applicant operate? (Select all that apply)

Type	Owned	Term Leased	Trip Leased	Tow/Driveaway	Serviced
Straight Truck(s)	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
Truck Tractor(s)	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
Trailer(s)	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	
IEP Trailer Chassis Only	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>	<input type="text" value="0"/>

Vehicle

Please provide the number of Commercial Motor Vehicles the Applicant will operate solely in Interstate Commerce.

NOTE: CMVs (vehicles with GVWR of 10,001 lbs. or more, such as box trucks) operating under Amazon's DOT and MC numbers should not be counted in this number, as they are already counted under Amazon's registration. You will have 0 CMVs if you are only delivering or providing services in standard parcel vans with GVWR of 10,000 lbs. or less vehicles or only deliver in CMVs under Amazon's DOT and MC numbers.

Drivers

What is the number of drivers who will operate as Interstate?

Within a 100 Air-Mile Radius

Beyond a 100 Air-Mile Radius

NOTE: Since most Amazon packages cross state lines prior to delivery by your company, all of your drivers will operate as Interstate. Please input only the drivers that will be operating under your DOT and MC Number. The drivers that operate under the Amazon DOT number are included in that registration information.

What is the number of drivers who will operate solely as Intrastate?

Within a 100 Air-Mile Radius

Beyond a 100 Air-Mile Radius

NOTE: Since most Amazon packages cross state lines prior to delivery by your company, none of your drivers will operate solely as Intrastate.

What are the number of drivers with a Commercial Driver's License (CDL), Licencia Federal de Conductor (LFC), or a valid Canadian License Class 1, 2, 3, or 4 (or Class A, B, C, or D if licensed in Ontario)?

NOTE: A commercial driver's license is not required if 1) there are no hazardous materials, 2) you are not transporting 16 or more people, and 3) all vehicles are under 26,000 lbs. gross vehicle weight rating.

Drivers

You have reported the Regulated Entity has 20 drivers, but only 0 CMVs. We'd like to determine if this information is correct and verify the Regulated Entity engaged in driveaway/towaway or some other exception operations corresponding to these numbers. If the number of drivers are incorrect, please select the appropriate response below and return to the 'What is the number of drivers who will operate as Interstate' and/or 'What is the number of drivers who will operate solely as Intrastate' question and change your selection(s). If the number of vehicles are incorrect, please select the appropriate response below and return to the 'What type of Commercial motor vehicle (s) will the Applicant operate' question and change your selection(s). To return to the questions select Next. If you are in the 'Drivers' section and would like to change the number of drivers, select the Previous button. To return to the 'Vehicles' questions from the 'Drivers' section, select the 'Vehicles' section from the right hand navigation drop down menu and then select the question that you would like to change from the 'Vehicles' Section Summary. If you are in the 'Vehicles' section and would like to change the number of vehicles, select the Previous button. To return to the 'Drivers' questions from the 'Vehicles' section, select the 'Drivers' section from the right hand navigation drop down menu and then select the question that you would like to change from the 'Drivers' Section Summary.



- The Regulated Entity is engaged in driveaway/towaway or some other exception operations, and the number of drivers and CMVs are correct. Continue with processing of the application.
- The Regulated Entity is not engaged in driveaway/towaway or some other exception operations, and/or the number of drivers and CMVs are incorrect. Allow me to correct the application.

NOTE: This owner's inputs prompted the FMCSA to ask for validation of the inputs.

Financial Responsibility

In the Operation Classification section of this application, you specified the entity will be transporting Property Interstate and for Compensation. Will any of this property get transported in vehicles >= 10,001 pounds?



Yes

No

NOTE: Standard parcel vans are typically less than 10,001 lbs. GVWR. Vehicles over this limit operating under Amazon’s DOT and MC numbers should not be counted as they will be included under Amazon’s registration, with Amazon’s DOT-required markings on the vehicles.

Financial Responsibility

Financial Responsibility

FMCSA has determined the Applicant will operate For Hire Property Carrier General Freight, For-Hire Property Motor Carrier Exempt Commodities. The Company's estimated financial responsibility minimum for Bodily Injury and Property Damage (BI&PD) Liability is \$300,000

Note: FCMSA requires that your company have a minimum of \$300,000 in bodily injury and property damage insurance coverage for vehicles < 10,000 pounds. The minimum insurance requirements for participation in the DSP program exceed the limits required by FMCSA. For additional information on the Amazon DSP program insurance requirements, please review the insurance requirements included in the Program Policies, reference the insurance section of this chapter, or speak to your Business Coach.

Payment Info

FMCSA has determined the Applicant will operate as For Hire Property Carrier General Freight, For-Hire Property Motor Carrier Exempt Commodities . To proceed with submitting the Applicant's application an application fee of \$300 is required.



Payment Info

Thank you for submitting your application. Your payment of \$300 has been processed.

Your entity has been assigned USDOT Number: 1234567

What's Next:

- Your application is being reviewed for statutory and regulatory compliance.
- You will receive a notification with your assigned USDOT Number and PIN Number.
- If you applied for an Operating Authority Registration, you will receive a notification with your assigned Docket Number and PIN Number.
- If you applied for an Operating Authority Registration, the following table provides how your Operating Authority will be presented in the other FMCSA Systems:

Operating Authority System	Operating Authority Presentation
Motor Carrier, Property	MOTOR PROPERTY COMMON CARRIER

Prior to closing this window, it recommended that you print this page and a PDF version of the application to keep for your records. A PDF version of your application can be printed by selecting the Report menu option.

NOTE: Cost for the MC number is \$300. USDOT number is assigned immediately. The MC Number must be approved and confirmation is sent at a later date that the number has been issued. Failure to submit insurance will delay the approval of the MC number.

7.2 – UCR Registration

Every entity subject to UCR is required to register annually with its base state and pay an annual fee to that state. Due to all DSPs being considered interstate, you are subject to the UCR registration. If you are in a state that does not participate in the UCR program (Arizona, Florida, Hawaii, Maryland, Nevada, New Jersey, Oregon, Vermont and Wyoming), you are still required to register.

If your company **only** operates vehicles with a GVWR under 10,001 pounds, you must file and pay UCR fees in the lowest bracket (B1). In 2020, this fee payable is \$59.

If your company **only** operates CMVs with GVWRs between 10,001 pounds and 26,000 pounds to deliver Amazon packages, using Amazon’s DOT and MC numbers, you are not required to file or pay UCR fees for these CMVs, as such vehicles should be covered in Amazon’s UCR registration. However, you still need to pay UCR fees in the lowest bracket (B1) to maintain your own federal motor carrier operating authority as Amazon requires all DSPs to obtain their own federal motor carrier operating authority (see Step 7 earlier).

Learn more by reviewing the latest UCR Handbook: <https://prod-public-ucr-docs-governing-documents.s3.amazonaws.com/UCR%20Handbook%20%28Updated%20Oct%208%2C%202020%29.pdf>

Online registration for all states can be done here: <https://www.ucr.gov/>.

7.3 - Process Agent

After registering for your DOT and MC numbers, you are required to engage a process agent. Your process agent will receive legal documents from any state and forward them to your business address. The FMCSA requires companies registered with the DOT to have a process agent in all 50 states, even though you may only operate in one or two. There are many companies that provide process agent services.

Select a process agent to file for you in all 50 states from the following FMCSA website and verify that your selected process agent completes Form BOC-3. Consult your tax, accounting, or legal advisor if you have questions.

DOT list of process agents <https://www.fmcsa.dot.gov/registration/process-agents> Form BOC-3 <https://www.fmcsa.dot.gov/registration/form-boc-3-designation-agents-service-process>

Best Practices

Call a few process agents on the list to make sure you are getting a good price. Your cost should be a one-time fee of approximately \$35-40 for this service.

7.4 - Form BMC-91

After obtaining (binding) insurance (discussed later in this chapter), call your insurance company to verify that they submitted Form BMC-91 (or BMC-91x) to the FMCSA on your behalf. Your MC number will not be active until this form is submitted and reviewed by the FMCSA.

For reference, Form BMC-91 can be found here:

www.reginfo.gov/public/do/DownloadDocument?objectID=56543101

Important: A new Form BMC-91 must be submitted if you change insurers and on an annual basis.

Step 8 - Fuel Cards

Do not reach out to Voyager, our fuel card company, until you have received their welcome email.

Fuel cards allow your drivers to fill up their gas tanks while on the road through a secure process. All they need is the card, their unique PIN, and the current mileage of the vehicle. We recommend keeping one fuel card in each vehicle in your fleet.





Amazon-Negotiated Fuel Card Deal

Amazon negotiated an exclusive deal with Voyager to manage your fuel expenses. Voyager will provide one card for every vehicle in your fleet and a unique PIN for each driver. Voyager will bill Amazon directly for your fuel.

You will receive an application for the Voyager Fuel Card program by email within the first 1-2 weeks of your onboarding journey. If you have not received your welcome email 5 weeks prior to launch, please reach out to CPS.DSPShared@usbank.com to request another copy of the welcome email. These can sometimes end up in your spam or junk folder, so please check there and make sure you are using the same email address you originally registered with or have updated your records with Amazon.

Setup Process

- Voyager provides one card for each accepted route with a few spares
- You can access the [Voyager website](#) to add, manage and delete drivers
- You will assign each driver a unique PIN to input when using the Voyager card
- Drivers will input their PIN and the vehicle mileage when adding fuel to the vehicle
- Amazon will be billed for and pay all fuel charges
- Amazon will audit fuel usage and contact you directly or through the Amazon team in your station if we notice unusual or non-compliant purchase behavior
- You are expected to investigate and provide a response to substantiate the purchases are legitimate and associated with deliveries of Amazon packages, as well as take action to redress when you discover any fraud or abuse by your drivers
- Please view the complete Voyager standard operating procedures for additional detail on this process on the DSP Portal resources page by searching “Voyager Fuel Card Program Guide”.

Voyager Contact Information

- Once you are up and running, your main contact for additional needs and questions will be Voyager Fleet Customer Service at 1.800.987.6590 or send an email to channelpartner@usbank.com
- They can assist you with cancelling and reissuing lost or stolen cards, or can assist your drivers if they have difficulty fueling.

Using Fleet Commander – When you are welcomed into the program, you are provided with a login to [Fleet Commander Online](#), Voyager's web portal which allows you to monitor transactions, set up purchase notifications and manage your drivers. This is an invaluable tool in making sure you stay within program policies and we strongly recommend you review this weekly to stay on top of any issues and address them quickly. Examples are drivers purchasing premium fuel, purchasing outside of your operating hours or purchasing large volumes of gas in a single transaction. More information including a link to the webinar for training is made available in the fuel program orientation.

Fuel Card Controls-

AMZL

1. 1X4 compliance- Each fuel card is set to be used 1 time per day, for 1 driver, to execute 1 route, for 1 vehicle. Fuel cards will decline if attempted a second transaction during the same day.
2. \$70 transaction limit- Any transaction over \$70 could be flagged in an audit.
3. \$400 weekly limit- Fuel cards are set to be charged a maximum of \$400 in any given week and will decline once the limit is hit.
4. \$1,600 monthly limit- Fuel cards are set to be charged a maximum of \$1,600 in any given week and will decline once the limit is hit.
5. Gas merchant restriction- AMZL fuel cards are set to work at only Amazon approved merchants. These merchants are hand picked by Amazon and include at least 5 merchants within 5 miles of the delivery station.
6. AMZL merchant network is subject to change on a quarterly basis. DSPs can always view the most up to date merchant network by searching the resources tab for “Voyager Fuel Merchant List”.

AMXL

1. \$275 transaction limit- Any transaction over \$275 could be flagged in an audit.
2. \$1,500 weekly limit- Fuel cards are set to be charged a maximum of \$1,500 in any given week and will decline once the limit is hit.
3. \$6,000 monthly limit- Fuel cards are set to be charged a maximum of \$6,000 in any given week and will decline once the limit is hit.
4. State restriction- AMXL fuel cards are set to work at any Voyager approved merchants. If an AMXL DSP is going out-of-state, the DSP will need to notify Amazon so that the fuel cards will work in multiple states.

Growing with the Program - As your operation changes, some of the most common questions DSPs have are:

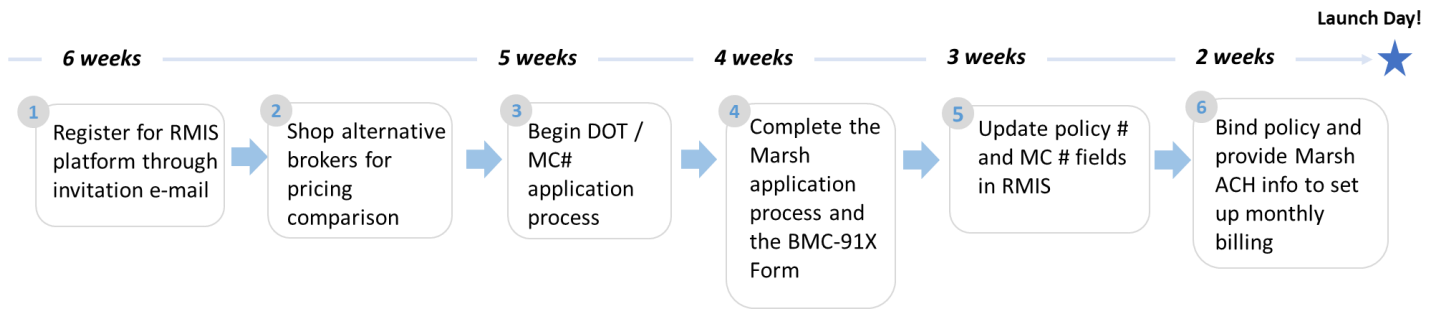
1. **How do I order more fuel cards?** If your cards are lost/stolen/damaged, you need to contact Voyager Customer Service at the contact info above to have them cancelled and reissued. If you are growing your daily routes above the initial 20, contact dsp-fuel-allowance@amazon.com with DSP Code, Station, Current Routes and Projected Routes.
2. **How do I get more Driver IDs?** You will do this through Fleet Commander Online. See the program SOP for specific instructions.
3. **How can I add a gas station to the approved list?** You will need to submit an email to dsp-fuel-allowance@amazon.com with your request and some details for what need the current network isn't meeting to be considered. We do not add fuel locations purely for convenience or for proximity to offsite parking lots, as we expect all drivers to be near the delivery station twice each day and to be able to operate up to 200 miles on a full tank. For the current list of approved stations, please search the resources tab for “Voyager Fuel Merchant List”.

Step 9 - Insurance

As of June 1, 2021 Amazon partnered with a new program manager to be our new Value Added Service Provider. If DSPs who launch, or renew, after June 1 chose to use Amazons Value Added Service Provider for their insurance provider, Marsh will be their insurance provider for auto, workers compensation, general liability, HNOA, and cargo insurance. DSPs who currently have policies with Aon will stay with Aon until it is time to renew their policy, at which point they will transition to Marsh.

DSPs must satisfy the insurance requirements specified in the program policies prior to the launch of your company. The timeline for completing required tasks with Marsh is shown below, along with supplementary details for each of the core tasks. These tasks should be initiated 6 weeks before the scheduled launch day.

Weeks until launch:



Task #1: During DSP onboarding, you'll receive an invitation email to register for RMIS. Refer to the RMIS section below, in this document and the RMIS Onboarding SOP for detailed instructions on how to register in the RMIS platform.

Task #2: If desired, shop alternative brokers/insurers to be able to compare pricing options. Waiting to do this until closer in to launch can lead to delays as you wait on responses from other providers. At a minimum, you will want to complete any due diligence shopping in parallel with the application process for Marsh.

Task #3: Begin the DOT / MC # application process on the Federal Motor Carrier Safety Administration (FMCSA) website at least 5 weeks prior to the scheduled launch date. Refer to Step 7 – USDOT and Motor Carrier (MC) Number in this manual for more detailed instructions.

Task #4: Look for an email from Marsh week 5, or email DSPInsurance@marsh.com, call 855-691-5230, or visit <https://www.Affinity.marsh.com/dspinsurance>, to begin the application process with DSPInsurance@marsh.com, call 855-691-5230, or visit , to begin the application process with Marsh.DSPInsurance@marsh.com, call 855-691-5230, or visit , to begin the application process with DSPInsurance@marsh.com, call 855-691-5230, or visit , to begin the application process with Marsh.

Task #5: Complete and submit the insurance application with your DOT / MC#. Marsh will then process the application (approximate timing 4-7 days). Once you receive a proposal from Marsh, accept the proposal via recorded phone call and complete the BMC-91X Form. At this stage, the 30 day clock before insurance must be bound begins.

Task #6- Provide Marsh ACH information to set up recurring monthly billing.

Following the completion of the above steps, Marsh will send your COI to both RMIS and Element/LeasePlan (approximate timing 2-3 days). Upon the receipt of the COI, Element/LeasePlan will begin the title and registration process for delivery of your vehicles. Marsh will also process the BMC-91X Form on your behalf.

A Word on Captives

DSPs are free to get insurance coverage from wherever they want as long as their insurer meets the requirements set forth in the Program Policies, including group captive insurance programs. DSPs should understand exactly how their insurance program works before . Group captive programs tend to offer extremely attractive initial premium costs for DSPs without highlighting the significant financial risks. “Captive” is really just a fancy word for “self-insurance” meaning that there is not always the same back-stop that there is with traditional insurers – when losses are higher than expected, those who self-insure are the ones left at risk whereas with traditional insurance (like the DSP VAS Insurance Program) the downside risk of participants is locked in and the insurance company is left with risk.

Some questions we recommend DSPs ask when considering a Captive:

1. What is the maximum financial benefit and what is the maximum financial risk? Have the insurer provide all risk and benefits in writing, not the broker. Brokers are usually paid a commission on premiums on the front end, and if things fail, they have no financial risk.

2. What is the expense ratio of the program? if the expense ratio is higher than 30%, DSPs need to ask why. Traditional insurers, like Geico and Old Republic, expense ratios are usually below 20%. Make sure you understand how the broker is compensated, what the costs are, and how they commit to reducing costs over time.
3. What tools will be provided to DSPs to always know if they are at risk of being non-renewed or increased premiums? How can you avoid surprises both on an individual DSP level and group level?
4. How long of a commitment is this? How do DSPs get out of the program and how long are they financially tied to the Captive?
5. What collateral is necessary to join the Captive? If collateral to launch the program is borrowed money, and an accident takes place, does the DSP have to pay it back?
6. What happens if I can't cover my financial obligations to the captive?

RMIS Registration

Amazon has partnered with Registry Monitoring Insurance Services Inc. (RMIS) as our online DSP Insurance and Federal Operating Authority monitoring service provider. We require all carriers to register with RMIS to streamline the insurance compliance onboarding check and continuous monitoring enablement. This registration is a one-time process at no cost to you via an external portal.

The RMIS online system provides you and Amazon visibility to monitored insurance and compliance information. RMIS will work directly with your insurance agent to: 1) verify your continued compliance with insurance requirements in the Program Policies, and 2) store an online copy of your certificate(s) of insurance (COI) in the RMIS platform. Additionally, RMIS will apply your business's MC number to monitor your status and safety scores available from DOT.

How do I enroll?

In order to use the RMIS service you will need to respond to an invitation email from RMIS (rmis@registrymonitoring.com). Enrollment process takes only a few minutes, and it is explained in detail in the RMIS Onboarding SOP available in the Resources tab of the DSP Portal. DSPs going through Onboarding will receive an invitation to enroll with RMIS approximately 2 weeks prior to launch. Please register with RMIS prior to obtaining your insurance. When prompted by RMIS for the policy number, indicate "TBD" in the space for the policy number. After you register, RMIS will request COI details directly from the insurance Providers you specified during registration and update compliance status in the RMIS portal. Certificates captured by RMIS will display the following Certificate Holder information:

**Amazon Logistics, Inc. c/o RMIS
5388 Sterling Center Dr
Westlake Village, CA 91361**

What happens next?

You will be able to view your compliance status and update your company details in the RMIS [Carrier portal](#). Amazon will review your insurance certificate details available via RMIS and contact you with any issues. Proof of insurance is also required by the FMCSA before your MC number can become effective, see section 7.4 for details.



Amazon-Negotiated Insurance Deal

Amazon worked with Marsh to design a competitive rate insurance program for DSPs that meets Amazon's insurance requirements.

You are not required to use this deal, and we encourage you to explore offerings from other insurance companies to confirm what works best for your company.

Marsh Program Highlights

- Negotiated rates specifically for DSPs
- Zero down and no charge monthly ACH billing
- Cargo insurance included in the Business (Commercial) Automobile Liability policy
- Automatic fleet management via the fleet tool.
- Consultation with an account team that knows your business.

Setup Process

- Marsh will contact you to start quote.
- Fill out online questionnaire.
- Accept quote from Marsh.
- Upon binding coverage, Marsh will automatically:
 - Provide a Certificate of Insurance (COI) to your fleet management company and RMIS.
 - Execute the BMC-91 filing at the FMSCA on behalf of the DSP and provide the approval directly to the DSP and AMZL Compliance.

Note: A new Form BMC-91 must be submitted if you change insurers.

Marsh Insurer Contact Information

Contact Marsh for quotes, questions, or an application **after** attending DSP Training.

Ongoing Questions and Support:

Website: <https://www.Affinity.marsh.com/dspinsurance>

Email: DSPIinsurance@marsh.com

Call: (855) 691-5230

Aon- Ongoing Questions and Support:

Website: <http://www.dspinsurancepolicy.com>

Email: DSPIinsurance@aon.com

Call: (866) 283-7126



Insurance Policies

DSP companies are required to have the following insurance:

Workers' Compensation

(Statutory Limits)/Employer's Liability (\$1,000,000)

Workers' compensation provides your employees with medical and wage loss coverage for work-related injuries or illnesses. Employer's liability protects your company from major financial loss if a worker experiences a job-related injury or illness not covered by workers' compensation.

Commercial General Liability

(\$1,000,000 per occurrence/\$2,000,000 general aggregate)

Commercial general liability offers coverage for the harm you may cause to others; this includes bodily injury, property damage, personal injury, slander or libel, and advertising injury.

Business Automobile Liability

Business auto liability insurance helps cover the financial responsibility if you or an employee is at fault in an accident and people are injured or their property is damaged.

(\$1,000,000 per occurrence)

Cargo Legal Liability

(\$25,000)

Cargo legal liability provides coverage for damage or loss of property in the course of transit due to causes such as fire, collision, or striking of load.

Important: Workers' Compensation is an audited policy. The premium you pay is based primarily upon the total payroll amount you are estimating for the year. Most DSPs will start with an estimate between \$500K and \$1M to help manage early cash flow, but if this amount is not adjusted with the insurer partway through the year a cash reserve will need to be built up to pay for the additional balance due at the end of the year. Depending on your growth, that additional amount can be substantial.

A simple calculator to help with estimating additional premium you will need to save for as your payroll amount changes is available on the DSP Portal and can be used throughout the year.

Workers' Compensation insurance must be bound prior to making any hires. Both ADP and Paycom's systems will not allow you to input a hire until you supply the workers' compensation code provided by your insurer to your implementation specialist.

Managing Your Fleet – It is your responsibility, regardless of which insurer you ultimately select, to make sure your vehicle schedule is kept current as you grow by contacting the insurer and adding or removing vehicles from your policy. Failure to do so could result in adverse action, including the possibility of your policy being non-renewed at the end of your first year.

If you use our VAS provider Marsh, your fleet will be auto-reported via the **Fleet Tool**. Updating the fleet tool regularly and ensuring that vehicles that are marked “active, in-active, or in maintenance” appropriately will be key to managing your fleet and ensure that you are paying the correct premiums for your fleet and all vehicles are covered.

Rental Insurance – When renting vehicles to supplement your fleet, you will be offered insurance through the rental provider. It is critical that you understand **most rental providers do not offer (1) full coverage, or (2) full coverage at Amazon's required program limits. For this reason, you should always add the vehicles to your standard commercial auto policy.**

The only exception to this is the collision damage waiver. Even if you choose to purchase this, **you still need to add the vehicle to your auto policy.** However, it may be advantageous given the damage rental vehicles typically incur for you to determine whether or not you wish you purchase this waiver as an additional cost to you when renting. Paying for the damage waiver allows you to forego the potential future impact of multiple deductibles per vehicle based on claims submitting by the rental company. If your rentals are not damaged, this is an extra cost with no benefit to you, but is a decision you will need to evaluate when renting vehicles.

HNOA- HNOA insurance is a policy provided with the Value Added Service offering. This policy is intended to cover vehicles that you need to rent to cover a route for a vehicle that is part of your fleet but in maintenance. This coverage should not be used to cover **short term rentals**, and those vehicles should be on your policy.

*Example 1: You need to procure rentals to run previously accepted routes and your Armada vehicles are in the shop. You do not need to add these rental vehicles to your policy because these rentals are replacing the Armada vehicles that are in maintenance. If you are using Marsh, simply flip the vehicle in-maintenance to “in-maintenance status” on the fleet tool, and the rental you are using to cover the vehicle to “active” in the fleet tool. This way both vehicles are covered, but you are only paying for one vehicle. **This is the correct use of HNOA.***

Example 2: Your station asks you to pick up 5 routes for next week. You rent 5 vehicles. These vehicles should be added to your insurance policy since they are for additional routes and should be added to your authorized fleet. It does not matter if you have the vehicle for 1 day, 10 days, or 45 days. If the vehicle is added to cover additional routes it should be added to your policy. You should work with your Regional Fleet Manager to get these vehicles added to your fleet to ensure proper fixed monthly payment. **Not adding these policies would be an incorrect use of HNOA.**

If you have an insurer other than Aon, you will want to validate with the insurer whether you are covered for rentals at launch before paying for any rental insurance.

Renewals- If you are using our Value Added Service provider, Marsh, they will reach out to renew your policy 45-60 days before your policy expiration to renew your policy. If you chose to look for outside insurance you should begin this process 45-60 days BEFORE your policy expires. When Marsh notifies you that it is time to start renewal please begin the process immediately. You should bind your renewed policy 14 days before your policy expires. This will give your insurance company time to complete necessary paperwork and send your new COI to RMIS.

If your insurance expires, or RMIS does not have an updated COI before expiration, you will be grounded. Updating RMIS can take 3-4 days, which is why it is important you begin this process early, and finish early.

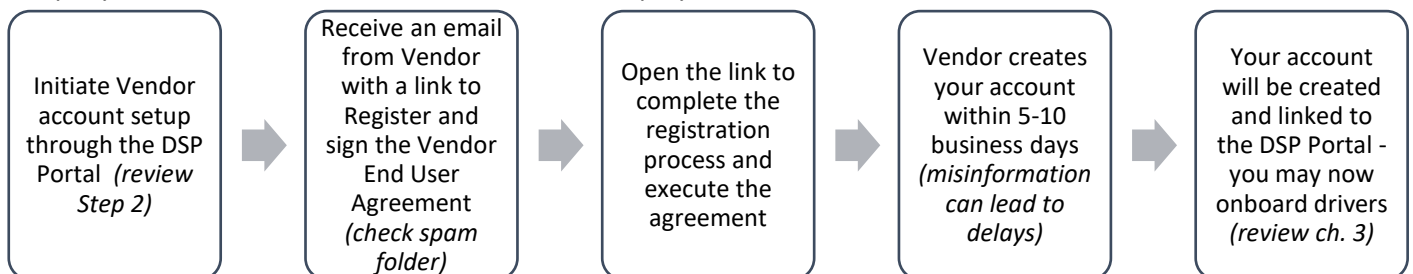
Note- When you bind your renewal the effective date should be for when your policy expires, this way you do not lose time on your existing policy.

Step 10 - Background Check Account

There are two approved background check vendors; Accurate and Checkr (together the “Vendors”). During launch, you are only able to create an account with Accurate. Post launch you can enable an account with Checkr via the Value Added Services (VAS) Deals Page Please confirm with your Business Coach availability of Checkr in your state. Even if you use Checkr, DSPs must maintain an Accurate Account. Do not contact Vendors directly to setup your company's account or to initiate a background check for a delivery associates. All non-regulated delivery associate onboarding activity must be performed through the DSP Portal. Regulated delivery associate onboarding activity requires additional steps that must be performed through the JJ Keller portal. See Step 11 DOT Compliance.

DSPs must have an account with an approved Vendor to perform criminal background (BGC) and motor vehicle record (MVR) checks on all DSP employees who will provide delivery-related services under your company’s contract with Amazon- including DSP employees who participate in ride-alongs and rescue routes. All delivery associate onboarding must be performed through the DSP Portal.

Background checks through the Vendor are also required for any non-delivery DSP employees who require access to Amazon facilities or systems, including any DSP employees who receive a badge or have log-in credentials to Amazon’s systems. Non-delivery employee background checks will be performed directly through the Vendor’s portal. Background checks are only to be used to assess suitability for assignment to provide services under your company’s contract with Amazon and not for DSP employment.



Payment:

- You will be required to submit a setup fee to Accurate Background (currently \$150) to cover your initial account setup. If available, Checkr does not require an additional setup fee.

- You will be charged a minimum of \$33.50 per background check from Accurate Background or \$15.57 from Checkr. Depending on where your applicants have lived (cities), the cost of the check may exceed \$100 due to local and state fees charged by the government entities providing the information; these are pass through charges and are not marked-up by the Vendor.

Sample email from Accurate:

Welcome to Accurate!

As part of your **relationship with Amazon**, they have requested that you **register with Accurate** to order background checks under the Amazon DSP program.

To get started, please click on this link and complete the registration for your company:
<https://amazondsp.accurate.com/#/>

Amazon encourages you to complete the application within 24 hours to minimize overall onboarding duration. Please also note:

- The account set up takes approximately 5 business days
- Payment methods supported are ACH or Credit Card
- There's a \$150 setup fee per DSP account
- During the setup you can provide unlimited managers / requestors to order background checks for dispatchers
- The background check cost per Delivery Associates is \$33.50 plus any applicable court and/or state fees
- Amazon provides Accurate with the required decision criteria
- Decisions rendered through this process are only to be used for participation on the Amazon contract, not for employment purposes
- Amazon will have visibility into the background check results of each DSP and will perform audits as needed

If you have any other questions, please just let us know by emailing amazonvendor@accurate.com

Thank You!
Amazon - Vendor Support Team
Accurate Background

Questions during onboarding? Contact: amazonvendor@accurate.com

Questions once live & ordering? Contact: customer_service@accurate.com

Sample Email from Checkr

Subject: Create your Amazon DSP-connected account with Checkr

Body: Hello,

As part of your agreement with Amazon DSP, they have requested that your company create a Amazon DSP-connected account with Checkr. Creating an end user account with Checkr will allow you to order and process background checks.

[Click here to setup your account](#)

We encourage you to complete account creation within 24 hours to ensure efficient Checkr account setup.

If you have any further questions, Checkr client support can be reached at clients@checkr.com

If you have any questions in the meantime, please email Checkr at clients@checkr.com. We are here to help!

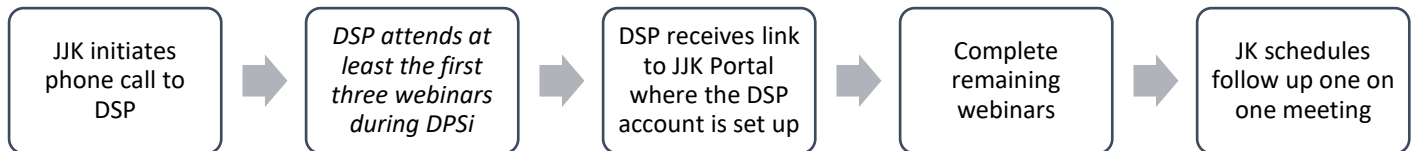
Thank you,
 Checkr Client Support

Most BGC issues and FAQs are addressed by reviewing the guides for the appropriate vendor. This is the fastest way to answer questions or resolve issues.

Step 11 – DOT Compliance JJ Keller

For DSPs operating vehicles with GVWR over 10,000 pounds with regulated delivery associates, you will receive a welcome call from JJ Keller, within 2 business days after you are approved as a DSP by Amazon.

- a) During this call, JJ Keller will provide a short explanation of what their services entail and to provide you with the requirements to begin onboarding drivers. This call will be followed up with an email with the same information.
- b) You are required to participate in 4 separate 1-hour webinars. You'll participate in these webinars at Amazon DSPi and OEW. They focus on using the JJ Keller services and DOT regulations. After you complete the first two webinars, you will then be able to start qualifying drivers with your newly acquired industry knowledge.
- c) You will then receive your JJ Keller login credentials (Encompass, Compliance Library, and Training Portal) and your specific hiring link via e-mail.
- d) Once you have completed all of the webinars, JJ Keller will schedule a 2-hour session for one-on-one advisory support within 14 days of completing OEW. During this call, JJ Keller will answer questions and clarify compliance concerns; provide templates for DOT policies and procedures; ensure you understand your roles and responsibilities regarding safety management processes; and provide an overview of how your company will be assessed by Amazon regarding DOT compliance.



After you have onboarded with JJ Keller, you can call JJ Keller for all of your DOT-related compliance questions 24/7 at their toll free number, 1-833-813-7267.

From time to time, JJ Keller or Amazon may notify your company by email or in the JJ Keller portal of an issue with your company's DOT-related compliance, including with respect to driver qualification, Hours of Service logs,, vehicle maintenance and inspections, roadside inspections, and accident reporting. Upon sending a notification, your company is required to respond promptly (and in all cases within 24 hours) and remedy the issue in accordance with instructions provided by Amazon and/or JJ Keller.

Step 12 - State and Local Licensing

When you are contacted by your fleet management company for vehicles, they will ask for proof of operating and business licenses in cities where required.

You may be required to apply for a business license and/or other permits and authorities (including with respect to transportation of property) in the jurisdiction (state, borough, city, town, parish, village, etc.) in which your company will operate and/or pay local taxes.

Please consult your tax, accounting, or legal advisor to determine which local business licenses, other permits and authorities, and taxes apply to your company. Be sure to ask them about use taxes, occupational privilege taxes, personal property tax, sales tax, and any other local tax requirements.

Step 13 - Accounting Systems

Businesses need to keep track of money flowing in and out, including the source and use of each transaction. Tracking the flow of money is useful for calculating profit and loss statements, preparing balance sheets, filing taxes,

and many other accounting requirements. Please consult with your accountant or tax or legal advisor for advice on accounting systems.

No matter how you choose to complete your business bookkeeping, please consider using an accounting professional to review your monthly activity and prepare your quarterly, annual, and other tax forms as required for your business.



Amazon-Negotiated Accounting Deal

Amazon negotiated a deal with Intuit to provide exclusive rates on QuickBooks and tax services. The QuickBooks deal includes products to track income and expenses, track miles, invoice and accept payments, estimate quarterly taxes, run reports, send estimates, track sales and sales tax, manage bills, allow for multiple users, track time and inventory, and much more.

The deal provides a 30% discount for your first 12 months for several options:

Simple Start	\$10/month for 12 months, \$15 after
Essentials	\$24/month for 12 months, \$35 after
Plus	\$35/month for 12 months, \$50 after

QuickBooks Contact Information

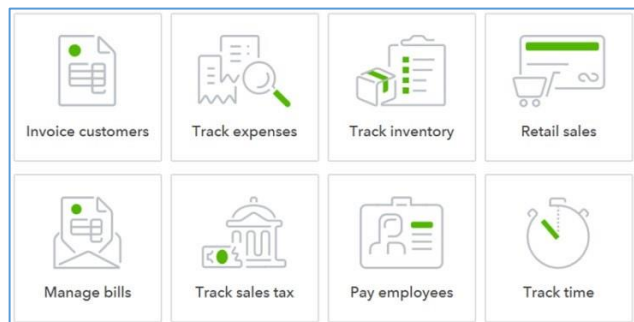
Please visit the website to determine which option works best for your company

Website: <https://quickbooks.intuit.com/amazondrivers/>

13.1 - Accounting Systems: Things to Consider

It is important to select an accounting system that provides you the ability to record your revenues and expenses in a format that will allow you and your advisors to easily understand the financial health of your business at any point in time. The following are examples of small-business accounting needs. Please consult with your tax, accounting, or legal advisor for a complete list of accounting fundamentals.

QuickBooks Essentials View



Organize Expenses and Revenue

You must account for all business transactions throughout the year so you're prepared to file your taxes. Accounting software allows you to import all of your revenue and expenses into one view and properly classify each transaction. While you will need to manually enter any cash transactions, when you connect your business bank account and credit card(s) to your accounting system:

- Money deposited in your connected bank account may appear in your accounting system as business revenue
- Payments made from your connected bank account (including debit card transactions) may appear in your accounting system as expenses

- Charges to your linked credit card(s) may appear in your accounting system as expenses
- You may need to classify first-time expenses as they are introduced to your accounting system. (e.g., meals, travel, equipment, supplies. etc.)
- Many accounting services will automatically identify imported expenses based on your prior classifications

In order to connect your business bank account to your accounting system, you must be set up with online banking from your financial institution and have an online ID and password to access your account. This also applies to connecting a business credit card to your accounting system.

Create Invoices and Keep Track of Receivables

Amazon will provide an online billing and invoicing system to use for your contract with Amazon. You will not need to create an invoice from your accounting system.

You may decide to manually input the calculated weekly receivables into your accounting system to enable you to track and match these receivables with the payments from Amazon that will be direct deposited into your business bank account.

Business Reporting

Most accounting systems allow you to quickly create business reports. Usually, with a click or two, you can create a profit and loss statement, a balance sheet, or many other reports helpful in understanding the financial health of your business. Some systems even provide a summary of the key financials of your business each time you log in.

The following are a list of useful business reports that may be available through software-based accounting systems.

- **Profit And Loss** - Shows your income and expenses for you to see the profitability of your company
- **Balance Sheet** - Shows the assets, liabilities, and owner's equity in your company
- **Accounts Payable** - Displays what you owe and when the bills are due
- **Expense Review** - Allows you to group expenses to better understand your spending patterns
- **Accountant Reports** - Designed for your accountant to assist in the preparation of your tax returns

Tax Reporting

Your accounting, tax, or legal advisor may need to access your business records. Most software-based accounting systems will provide an option to allow one or two advisors to access your records from their computer. Desktop accounting systems may allow advisors to access the records, or they may require you to download the data and forward it to your advisor(s). Consult your tax, accounting, or legal advisor on the best method to share your business data.

Import Third-Party Data

As you are using Amazon's required payroll vendor ADP or Paycom, you should check with your accounting system to determine the best process to import third-party data. Most accounting systems provide options to import payroll data into your accounting system. This process may be automated, or it may require a manual trigger or process.

Mobile Options

Most online accounting systems allow you to access your data from your computer, smart phone, or tablet. This feature enables you to keep track of your cash flow and input data to the system from wherever you are located. Desktop systems may have limitations on external access. Consult your accounting, tax, or legal advisor to determine if remote access to your accounting system is needed.

System Backup

It is important to back up your business data. Most online accounting systems provide automated backup of all your business data. Desktop accounting systems may not have an automatic backup process. No matter what type of accounting system you use, you should make sure the data is backed up on a regular basis.

Find a Professional Advisor

Some online accounting systems can connect you with local bookkeepers, accountants, and accounting software experts in your area. These professionals have user ratings from the software provider's user base and are not endorsed or recommended by Amazon.

Step 14 –Payroll: DSP Tasks

Here are a few common business owner payroll tasks:

Set up Employees in the Payroll System

New employees need to be added to your payroll system. The process includes providing a link to your drivers to enter their information directly into the payroll system for Form W4, direct deposit request form (if applicable) and to electronically receipt of your company policies and handbook. Inputs may include:

- Personal information (name, address, etc.)
- Tax withholding information from employee form W4 (exemptions, etc.)
- Direct deposit information if provided (bank account, routing number, etc.)
- Deductions for employee benefits (if applicable)

Important: Ensure you provide your Federal, State and/or local tax ID numbers to your payroll provider. These numbers are required to file your taxes, and without them, you may be subject to fines and penalties from federal, state, or local agencies for nonpayment.

Track Employee Hours

ADP has integrated time-tracking software that can be accessed by your employees to track their daily hours.

Input Regular and Overtime Hours for Each Pay Period

When using ADP or Paycom, submitting employee hours should be a relatively quick process. After entering employee hours, payroll systems generally provide a summary of hours and expenses for your review before requiring you to submit the payroll for processing.

Update Employee Information As Changes Occur

Payroll systems should be updated regularly with any changes to employee information. Updates may include changes to the employee's address, direct deposit selections, tax withholding, and any other information related to payroll processing.

Ensure Adequate Bank Account Funds Available For Payroll

As the payroll service providers submit tax payments on behalf of your company, they may require that funds to cover payroll and taxes be sent to them (or auto-delivered) prior to each payday. This transfer allows the payroll service providers to send the direct deposit payments to your employees and have the money on hand to make timely payments of withholding taxes.

14.1 – Payroll: Payroll Provider Tasks

Federal And State Tax Withholding Calculations Based On W4 Inputs

The payroll service providers will calculate employee tax withholding based on the employee's state of residence and their W4 selections. They will calculate the net payment and create pay statements for each employee.

Federal, State, and Local Tax Payments or Reminders to the Business Owner to Make the Payment

The payroll service providers will collect the tax liability each pay period. They will submit the tax filings and payments on your company's behalf, quarterly and annually. Alternatively, they may be able to send you an email reminder each time a tax filing or payment is due.

Direct Deposit (Or Physical Check) Services For Your Employees

The payroll service providers will send the calculated net payment to each of your employees' bank accounts based on the direct deposit information you provide. They will create paper checks or provide information for you to write the checks for employees without direct deposit. They may be able to provide the option to supply your employees with prepaid Visa, Master Card, or Discover cards for your employees who do not have a bank account. Payroll funds can be sent to these prepaid cards through the direct deposit option.

Quarterly and Annual Tax Filings

The payroll service providers will provide a service to complete quarterly and annual payroll tax filings on your behalf. Alternatively, you can have your tax or accounting advisor file your payroll tax forms or complete them yourself. Consult your tax, accounting, or legal advisors to determine the payroll tax filing method that works best for your company.

Best Practices

Download or automatically import payroll data to your accounting system. As your payroll system is separate from your accounting system, you may want the ability to import your payroll data after each payroll into your accounting system. The ability to import payroll data will allow you to easily add your payroll expense to your accounting system, such as QuickBooks, with minimal or no manual intervention.



Federal, State, and Local Tax Policies

Federal Income Tax Withholding

Payroll companies should calculate the federal tax withholding for your employees based on the information from the employee-completed W4 forms. Consult your accounting, tax, or legal advisor for additional information.

This link provides information from the IRS for small businesses:

<https://www.irs.gov/businesses/small-businesses-self-employed/understandingemployment-taxes>

State Income Tax Withholding

Payroll companies should calculate the state tax withholding for your employees based on the information from the employee-completed W4 forms. Consult your accounting, tax, or legal advisor for additional information.

Local Income Tax Withholding

Payroll companies should calculate the local tax withholding for your employees based on the local work and resident jurisdictions. There may be employer-based local taxes.

This link will help you understand your state's jurisdictions:

<http://www.symmetry.com/resources/payroll-tax-research>

Step 15 – Drug Testing Account

Amazon requires all of your delivery associates to pass a four-panel drug test administered by a third-party vendor (who, at minimum, must be a licensed Medical Review Officer) during the onboarding process. A standard four-panel test includes Opioids, Phencyclidine (PCP), Cocaine, and Amphetamines. Alcohol testing is not required during the onboarding process. You are required to keep the drug test records on hand, as Amazon will periodically audit your drug test process and ask for copies of drivers' drug test results for audit purposes. Always use a certified independent lab to conduct all drug and alcohol screening tests to ensure accurate results.

Medical Review Officer

The Medical Review Officer will request proof of prescription medications taken by the applicant, review to determine if they potentially caused a positive result and update the report to reflect a negative result, if deemed appropriate. If the applicant neglects to provide proof of medication in a timely manner, the result remains positive.

Positive Drug Test Results

Applicants receiving a positive result cannot be retested to obtain a negative result, instead they must be removed from the onboarding process.

Diluted Drug Test Results

If the applicant receives a negative dilute test result, they must be retested within 24 hours. If the second test does not result in a positive or positive dilute, the candidate is approved to continue through the onboarding process.

Drug Testing Policy

Set up a company policy to test drivers following accidents and for reasonable suspicion. Amazon may require additional drug or alcohol testing per the program policies.



Drug Testing Policies

To be eligible to perform services for Amazon, you and your employees must pass a four-panel drug test administered by a third party vendor where allowed by applicable law. Your company will be required to maintain appropriate records and acknowledge in the onboarding process that a four-panel drug test has been administered and passed by each of your company's employees.

Additionally, on an ongoing basis:

- Your company is required to conduct drug and alcohol testing on your company's driver following an automobile accident (a) that results in (i) human fatality, (ii) bodily injury to any party that requires treatment away from the scene, or (iii) disabling damage to any motor vehicle that requires a tow away, or (b) at Amazon's request. If your company's driver fails or refuses to submit to drug and alcohol testing, the driver will no longer be permitted to provide delivery services; and

- Your company is required to conduct drug and alcohol testing on your company's employee when there is reasonable suspicion that he or she is under the influence of drugs or alcohol.
 - Your company must develop a policy for determining when reasonable suspicion exists and perform assessments and tests in accordance with that policy. Your company will be required to maintain appropriate records related to re-screening.
 - An Amazon representative can require your company to perform a reasonable suspicion test if he or she reasonably suspects that one of your company's employees is under the influence of drugs or alcohol.

Step 16 – Amazon-branded Uniforms

Branded DSPs are required to provide DAs with the full Amazon-branded uniform. The full Amazon-branded uniform consists of the following items (partially pictured below):

- Amazon-Branded Polo Shirt (short or long sleeve)
- Amazon-Branded Bottoms (shorts or pants)
- Amazon-Branded Hat (Cap, Beanie or Bucket Hat) - optional to be worn based on DA preference, but they must be made available to all DAs
- Branded outermost layer (if needed for cold or inclement weather)
- Amazon-branded Safety Gear (Helmets and retro-reflective jacket, vest, or other upper body apparel) - if the DA will be operating an electric bicycle.

Shoes - Closed-toe, closed-heeled, slip-resistant shoes

DAs must wear Amazon-branded polo shirts and Amazon-branded bottoms while performing services. In addition, the outermost layer of clothing must be branded. During cold or inclement weather, DAs are required to wear the full Amazon-branded uniform AND a branded external layer. Compliant branded external layers include an Amazon-branded coat or jacket or an Amazon-branded vest over a personal coat or jacket.



Additional Guidelines:

- Hats are optional based on DA preference, but they must be made available to all DAs
- It is recommended that DAs be provided with one full uniform for each shift worked per week (e.g. if a DA works 4 shifts per week, 4 tops and 4 bottoms are recommended)
- DAs may wear non-Amazon branded clothing underneath Amazon-branded uniform pieces while providing services, but Amazon branded uniform pieces must be the outer layer at all times (e.g. what is visible to customers)
- The blue reflective Amazon-branded vest can be worn in AMZL delivery stations and on the road to meet safety vest requirements and requirements for a branded outermost layer
- If an Amazon ball cap is worn, it must be forward-facing
- DAs may not wear non-Amazon branded baseball hats

You will receive access to the uniform ordering portal before you attend DSP Ignite Training. For questions related to uniforms, please contact: dsp-info@amazon.com. For additional information, please see the U.S. Program Policies and the Uniform SOP located in Resources section of the DSP Portal.

You may not charge DAs for any part of their uniform, accessories (e.g., hats, helmets), or shoes or deduct the costs of these items from DAs' paychecks.

Best Practices

-
- Track all uniform items distributed to employees from the beginning; this will save you both time and money in the future.
- Ramp up uniform distribution to your drivers as their tenure increases (i.e. provide at least 1 top, 1 bottom, and 1 cap/beanie initially, then provide the balance of the complete uniform items after 14 days of tenure).
-
- Let employees know that they cannot wear their uniforms on days they are not working.
- When wearing the short sleeve shirt on cooler days, your drivers can wear a long sleeve shirt underneath if needed.

Note: Amazon Delivery Station personnel will perform random audits at Amazon's discretion to ensure that your company is complying with the applicable uniform requirements.

16.1 – Non-branded Uniforms

Unbranded DSPs are required to create and provide their own uniform that complies with the non-branded uniform guidelines.

Non-branded Uniform should consist of the following:

- **Polo Shirt** (short or long-sleeve) – appropriate fit with no holes or frayed hems
- **Pants or Shorts** – canvas, khaki, or Dickie work material; black, dark blue, or navy blue preferable; no denim material; no shorts below the knee; no holes or frayed hems
- **Shoes** – Closed-toe, closed-heeled, slip-resistant shoes

You may not charge DAs for any part of their uniform, accessories (e.g., hats, helmets), or shoes or deduct the costs of these items from DAs' paychecks.

Step 17 - Delivery Devices & Services

A device (e.g., cell phone) with the Amazon delivery application is required for all drivers to deliver Amazon packages.

A supported device (e.g., cell phone) with the Amazon delivery application is required for all drivers to deliver Amazon packages. We require that your company provides devices and service plans for your drivers to make sure they are all on a reliable network and meet the application specifications. A list of allowed devices is listed below.

Order your delivery devices two weeks before you need them, to ensure sure you have them ready a week before launch. There is no need to order devices for all vehicles on your first order, as long as you have devices ready for each ramp as well as 2-3 extra devices in case of loss or repair.

Accessories:

Download the Amazon delivery application on all your devices:

- Android: <https://logistics.amazon.com/app/download-app>
- IOS: <https://flex.amazon.com/download-app>

Amazon-Negotiated Device & Service Deal

Amazon negotiated exclusive deals to provide delivery devices and wireless service. We recommend purchasing 10% more devices than planned routes (e.g., 2 extra devices with a 20 route plan) to make sure you always have extras available in case a driver forgets to return one or one is damaged.

Carrier	Service Fee	Data Included
AT&T	\$25/month	Unlimited
T-Mobile	\$25/month	Unlimited
Verizon	\$25/month	Unlimited

Contact Information

For more information and to find current device offers visit:
<http://www.dsporder.com>

Step 18 - Employee Health Insurance

Important: A note on timing as you launch – the healthcare process requires you to complete a census for your actual employees, which means that it will be difficult to meaningfully start getting quotes until 1-2 weeks prior to launch. To ensure you meet your compliance requirements, you will need to take an active role in getting quotes, signing up for a plan and ensuring all employees complete open enrollment in your first weeks of business.

As set forth in the Program Policies: “Regardless of your company’s status as an applicable large employer under the Affordable Care Act (“ACA”), your company is required to offer health care coverage that meets or exceeds the federal standards for affordability and minimum value as defined by the ACA to all of your employees who, with respect to any month, are employed on average at least 30 hours of service per week (i.e. a full time employee as defined by the ACA) and the waiting period for such coverage must be no longer than 30 days from date-of-hire.” This means that all DSPs are required to offer a plan which meets at a minimum 60% actuarial value and employee share of the premiums cannot exceed 9.83% of their gross salary. DSPs are free to offer health care plans that exceed the minimum value requirement.

Key Definitions

- Applicable Large Employers have 50+ full time eligible employees and are subject to additional rules under the ACA
- Minimum Value is the equivalent to a 'Bronze' level plan on the ACA marketplace and pay approximately 60% of all costs
- Affordability guidelines for 2021 are that premiums cannot exceed 9.83% of an employee's gross salary for self-only coverage

Because healthcare plans are effective the 1st of the month following the eligibility period and/or open enrollment, to meet the program requirements you need to ensure that all full-time eligible employees (30+ hours per week) go through open enrollment within their first 30 days of employment. This will ensure that coverage is effective at the beginning of the month following their initial 30 days.

All DSPs must provide access to coverage and compliance items that at least meet Amazon's minimum. To ensure the ongoing compliance of our programs, DSPs will be required to submit evidence of programs and compliance each year, unless using the value-added service provider (Woodruff Sawyer/Decisely).

Additional information about healthcare requirements and your obligations as an employer, frequently asked questions, and contact information for key partners is available in the Healthcare Insurance Guide available on the DSP Portal.



Amazon-Negotiated Health Insurance Deal

Amazon has partnered with a national benefits advisor, Woodruff Sawyer, to make available to DSPs three distinct plan types (see below) that each DSP can choose from. Woodruff Sawyer can assist each DSP with the procurement, design, compliance, and ongoing support of a healthcare program each DSP can offer its employees which meets both its business needs and its contractual obligations with Amazon. Woodruff Sawyer has partnered with an online platform called Decisely to gather your pertinent information and generate an initial quote via the website linked below.

1. Prime – a traditional group health plan which can be offered at different levels (primarily 'Silver' and 'Bronze' level plans). These plans offer one price point for the entire group, but require a minimum of 30 eligible employees to quote and will require at least 30% of eligible employees to opt-in before your company can bind coverage under the plan. ***Failure to meet the plan minimum participation levels will result in no coverage being issued, even to employees who opt-in.***
2. Small Group – similar to Prime in many ways, this offering opens up a much wider range of providers in local markets. ***These plans will have minimum participation requirements as well but the level will vary.*** Woodruff Sawyer/Decisely can help you make an informed choice about whether this option is a viable one based on your company size and level of employee interest.
3. Individual – this offering is based on the state healthcare marketplaces (but without government subsidization), and have no minimum participation requirements, can be offered to companies as small as 2 people, and allow full freedom of choice within the plans and provider networks offered in your region on the marketplace. Pricing under these plans will vary by the age of the person(s) enrolling, but are generally more expensive than group plans on a per person basis and offer poorer coverage. ***Minimum fees will apply to maintain the product offering regardless of the number of enrolled employees to ensure the plans can be offered to each new employee as they are hired and become eligible.***

Contact Information

Website: <https://dspbenefits.decisely.com/>

Phone: 833-240-7167

Binding a Plan: Almost all plans on the market have a minimum participation requirement. *It is important to understand and plan for this.* Ask your broker about the plans and providers being offered, and be clear on how many of your employees need to sign up. Failure to meet the plan minimums will result in the plan not being bound for your entire company and no one will receive coverage that opted in during open enrollment. Like you, cost is often one of the most important criteria for a DA in opting into coverage. There are two things DSPs do which have the greatest impact on adoption by their employees: 1) subsidize the plans at a higher level to reduce the monthly cost to your employees, and 2) follow up with employees to make sure they understand and have completed the open enrollment process. Your broker or insurer should reach out to eligible employees provided on the census to complete open enrollment, but the more active role you take in getting people to make an affirmative decision (even if that is to waive coverage) the greater the likelihood you'll get enough employees opting into coverage to bind your company's plan.

Affordable Care Act (ACA) Compliance Risk: While your DSP starts with only a modest number of employees, our expectation is that most DSPs will grow to over 30 employees (50 for AMZL) within the first year. This higher number of employees changes the federal compliance requirements and makes it critical that while offering health insurance you collect affirmative waivers of coverage from any employee choosing not to enroll. The Woodruff Sawyer/Decisely team will help facilitate collection of waivers if you are working with them, but ultimate responsibility for following up with your employees lies with you and will protect you from potentially significant financial risk should an employee later attempt to purchase a plan through the health exchange and you are unable to demonstrate that you made them an ACA compliant offer of health coverage. Waivers are collected by having employees complete the open enrollment process with your healthcare provider.

Employee Usage of Exchange Subsidies: Some DSPs have noted that employees reject the plans they offer because it is less expensive for them to obtain coverage on their state or federal exchange. While exceptions may exist, in general this should be true only if an employee is having that coverage subsidized based on income level or other qualifying criteria. It is important to note that coverage offered by a DSP that meets the affordability and minimum value requirements under the ACA will disqualify employees for ACA premium subsidies and other financial assistance whether the employees accept the DSP's coverage or not. Those employees who opt in to state exchange plans without notifying the exchange of their eligibility for an employer plan may need to pay back any premium subsidies or other financial assistance at the end of the tax year when they file their return. For more information, go to <https://www.healthcare.gov/have-job-based-coverage/options/>

Search "healthcare insurance" on the resources tab of the DSP Portal for more information.

Step 19 - Paid Time Off (PTO) Rules

Amazon requires that DSPs provide their drivers paid time off days during the year. ADP and Paycom can keep track of the accrued hours for each employee. Additional questions you may wish to consider and discuss with an employment law attorney to make sure federal and state law are considered include:

- How much advance notice is required from drivers to request a paid day off?
- How many consecutive PTO days is a driver allowed to request?
- How soon after the employment start date is a driver eligible to request a paid time off day? 30 days?
- Will your PTO offer sick days, vacation days or both?
- Paying drivers their accrued and unused PTO if they leave your employment.



PTO Policies

Your company must offer all DAs paid time off (PTO).

- PTO must accrue beginning on an employee's first day and accrue at a rate of no less than 0.04 hours of PTO per hour worked including regular and overtime hours. DSPs may offer a higher PTO accrual rate to their DAs.
- PTO balances must be available for employee use upon the completion of the employee's first payroll cycle.
- PTO balances must not be capped at any amount less than 120 hours. DSPs may set a PTO cap above 120 hours or offer unlimited PTO balances.
- Any unused PTO balances must be paid out upon an employee's termination.

Step 20 - DSP Navigator Program (Labor & Employment Legal Support)

The hiring, training, and leadership of your employees are critical functions of your business. Amazon highly recommends engaging a labor and employment attorney prior to launch to receive advice on designing your employment policies, wage and hour compliance (e.g., how much to pay and how to account for overtime and meal and rest periods), implementing programs and procedures to engage with your drivers, and any other employee-related counseling. These services are available via the DSP Navigator Program. *DSP Navigator* is a suite of value-added, labor and employment services for DSPs in the United States. DSP Navigator includes access to a live HR and labor and employment legal support hotline available via phone and e-mail. The hotline is available to advise on the day-to-day challenges of managing a workforce. All participating DSPs will have unlimited access to the hotline for advice and counsel. A team of labor and employment experts are available nationwide to answer Hotline inquiries and to provide guidance on the types of issues you can contact them for support. Please Note: Ogletree should not be contacted for DOT compliance questions. If you have on boarded with JJ Keller, please contact JJ Keller for all DOT-related compliance questions.

The Navigator program also includes access to an online labor and employment knowledge bank and training programs to build your knowledge. The program also includes legal representation by the Ogletree Deakins law firm in labor and employment matters including, for example, employment lawsuits, wage and hour claims, and labor and employment agency proceedings. DSPs will be entitled to full legal representation upon payment of the set Navigator program flat monthly fee. **Please Note: You must be enrolled in DSP Navigator prior to receiving a notice of legal action (i.e. demand letter or governmental charge) in order to access this benefit. For this reason we highly recommend you enroll prior to your launch.**

The services are designed to help you better engage and manage your workforce, improve leadership skills, and retain top talent, as well as mitigate against the risks inherent in running a business. We hope that you will take full advantage of DSP Navigator.

In order to remain eligible for DSP Navigator there are ongoing quarterly training requirements. Within your first 90 days of enrollment you must complete four core trainings: 1) Wage & Hour 101 2) Performance Management 3) Team Engagement and 4) ADA/FMLA Accommodations. Each quarter there will be an additional 2-3 hours of required training.



Amazon-Negotiated Labor & Employment Legal Support Deal

Amazon has partnered with Ogletree Deakins to provide an exclusive deal for the DSP Navigator Program. Receive access to a labor and employment support hotline, training programs, an online knowledge bank, and full legal representation for legal support related to labor and employment matters.

- DSP Pricing: Flat fee of \$300/month

Contact Information: A welcome e-mail will be sent to you with program details and information on how to complete the signup process. Please contact DSPNavigator@ogletree.com if you do not receive an e-mail by the end of your DSPi training class.

Step 21 - Employee Assistance Program (EAP)

Employee assistance programs provide professional, confidential, 24 hour live clinical assessment and support to your employees. These short-term, solution-focused counseling and consulting services focus on a range of work, health and life concerns.

Signing up for an EAP is not required by Amazon. It is optional for DSPs to offer this service to their employees.



Amazon-Negotiated Employee Assistance Program Deal

Amazon has partnered with Morneau Shepell to provide an exclusive deal for their employee assistance program. Receive professional support for your employees through live clinical assessment and support.

- \$0.98/month per employee for 3 sessions or \$1.10/month per employee for 6 sessions
- EAP support on the go through our My EAP app

Contact Information

Learn more at: <https://us.morneaushepell.com/>

Step 22 - DSP Training Programs

Your Amazon representative will provide you with a schedule for your in-person trainings.

DSP Ignite Training (DSPi) supports DSP owners with the knowledge and experience they need to run a successful business.

Operations Experience Week (OEW) supports DSP owners by providing hands-on operations experience at a delivery station.

You will need to book your travel and accommodations to attend these trainings.

Step 23 - Setting Up Amazon Chime

Amazon Chime is Amazon's instant messaging service and is available to download in your app store or desktop. You are probably already familiar with Chime from your interview process, but be sure you check your internet connectivity with Chime and prepare your Chime account for meetings before you need to use it.

The Amazon Chime app has two versions, Basic and Pro. The Basic version is free and allows you to fully participate in any Chime meeting, with full voice, video, and chat services while the Pro version allows you to host your own meetings with two or more participants. The Amazon DSP Program team provides all DSP Owners with a free Chime Pro account and you should receive an email to register your account prior to attending DSPi.

CHAPTER THREE

DELIVERY ASSOCIATES

3.0 Delivery Associates

A major part of running your Delivery Service Partner (DSP) business will be finding, attracting, hiring, training, and managing delivery associates. This may be the most challenging part, but it can also be the most rewarding. The delivery associates you hire will represent your company and Amazon on the road, so it's important to hire responsibly and clearly explain the job expectations (both benefits and challenges). You'll need to inspire them to have the same passion you bring.

This chapter provides insights on recruiting, interviewing, hiring, onboarding, scheduling, and training new delivery associates to become successful. Each owner will bring his or her own unique style of management. There are many ways to manage your workforce, and we trust you to use your best judgment. We present some of the best practices throughout this chapter. You'll get to determine the best way to manage your people.

Driver Count (How Many Drivers Do You Need?)

Initial Hires

You should plan to have a minimum of 10 drivers trained and ready to launch your new business with 5 routes (5 vehicles) as well as any helpers needed. This will entail recruiting, hiring, and starting the background checks¹ at least 2 weeks prior to launch for non-regulated drivers. For regulated drivers in the US, anticipate 30 days for DOT driver qualification file approval.

Typical Hiring Timeline - Non – DOT Regulated Driver

Current DSPs have indicated hiring a new driver typically takes about 2 weeks (but can take longer under certain circumstances), taking into account the following activities:

- Recruiting, interviewing, and hiring (1-7 days)
- Onboarding employees to Amazon systems (1-7 days)
- Background and Motor Vehicle Record (MVR) checks (1 -7 days, at present 15-18 days due to Covid-19)
- New employee training, including videos, ride-alongs, etc. (2-3 days)

Typical Hiring Timeline – DOT Regulated Driver

This section is applicable for US DSPs that operate with DOT regulated drivers. Hiring a new regulated driver typically takes about 30 days (but can take longer under certain circumstances), taking into account the following activities:

- Advertising, interviewing, and hiring (1-7 days)
- Onboarding employees to Amazon systems (1 day)
- Background and Motor Vehicle Record (MVR) checks (1-7 days)
- Safety performance history investigation (1 – 20 days)
- Training and Road Test (2.5 days)
- Medical exam (1 – 10 days)

¹ References to background checks are related to assessing the suitability of providing services on behalf of Amazon.

Please anticipate that not all of your submitted candidates will meet requirements and proactively plan accordingly. You may also find high driver turnover soon after launch. After a day or two on the road, some people will decide they don't like the lifestyle, and others may quit for a variety of reasons.

Best Practices

- Hire more delivery associates than you think you will need and always maintain a healthy hiring pipeline with a buffer.
- Schedule your drivers for a few days per week to start, and plan to reward your reliable drivers with an extra day or two a week. You can never have too many drivers.

For DOT Regulated Drivers

- Enroll delivery associates in the DOT qualification process using the same email address as used to onboard with Amazon.
- Ensure drivers fill in the DOT application with 3 years of consecutive previous employment including their current employer.
- Submit front *and back* images when providing driver license information.
- Schedule medical exams at the same time drivers apply for DOT qualification.

Ongoing Hires

It's wise and common practice to have 2 drivers on payroll for each route you service. This 2:1 ratio is based on operating 10-hour routes. For AMXL, the 2:1 ratio holds for routes with just a driver; however, we recommend a 4:1 ratio for each route that requires a driver and helper.

Best Practices

Please review federal, state or provincial (as applicable), and local employment laws, particularly those relating to your company's wage and hour obligations like overtime. Scheduling drivers 4 days a week will allow you to better manage your company's overtime costs, but note that in some states (including California), overtime may be required for hours worked in excess of 8 hours per day in addition to 40 hours per week. Consider allowing drivers who regularly complete routes in 8 hours to work an extra day each week: 5 days x 8 hours = 40 hours per week. Most full-time drivers prefer to work 5 days per week.

3.1 Recruiting Delivery Associates

Your ultimate success will depend on your drivers —the people who, day in and day out, keep things moving and bring smiles to countless customers. At Amazon, we strive to help you create an experience where every driver wants to work and to provide you with the support and resources to attract, hire, and retain the best driver talent. Recruiting and hiring these drivers is a critical early step in building and operating your business, and will be crucial for your ongoing success. Building a successful team includes developing a compelling offer of wages and benefits,

building an effective recruiting strategy, and effectively setting schedule and role expectations to qualify candidates and ensure they are a good fit for the role and for your business.

3.1.1 Developing a Compelling Offer for Drivers


Driver candidates are always free to choose the right opportunity for them, and it is critical that you develop a compelling offer that attracts high-quality candidates. We strive to provide you with the resources to offer a competitive compensation package to your drivers, including a base hourly wage, health care benefits, paid time off, paid training, and paid overtime. You should assess the needs of your business, the particulars of your team (including factors such as tenure and performance), and your local market conditions to determine your optimal employee compensation package. We recommend you conduct your own research by comparing similar job postings in your area and reviewing the Department of Labor Bureau of Labor Statistics wage reports. You might also find it useful to work with a third-party human resource management company or consult third-party wage reports.

Each DSP owner must independently determine its hourly wages. You should not discuss wages with other DSPs or agree with them on wage levels. Employee compensation and benefit information is sensitive and discussions or exchanges of information about any element of employee compensation is prohibited.

Consistent with our commitment to support a living wage, Amazon imposes certain minimum requirements for compensation and benefits. For example, Amazon requires each DSP to offer an hourly wage that meets or exceeds the minimum hourly wage requirement (as set in your Delivery Service Partner Offer Details) or the minimum wage required by law, whichever is higher. Amazon also requires you to offer paid time off and health insurance benefits that meet or exceed certain minimum requirements. Our rates assume that you set wages above the contractual minimum, and data shows the majority of DSP employees are paid above contractual minimums. DSPs who pay relatively higher wages in their market generally have higher driver retention and a more stable labor pool.

3.1.2 Delivery Associate Eligibility Requirements

To deliver Amazon packages, your company’s Delivery Associates must meet several requirements, as listed below:



Policy

To be eligible to perform Services, you and your company’s employees must:

- Be at least 21 years of age and have a valid drivers’ license of the type required to operate the applicable motor vehicle
- Be at least 18 years of age if acting in a non-driving capacity
- Be at least 21 years of age if operating an electric bicycle and if applicable, meet bicyclist qualification requirements under applicable Law to operate electric bicycles for commercial purpose
- Pass a background check in accordance with Amazon’s standards (included as an onboarding step in the Portal). Remember that starting in Q2 2021, Amazon will directly pay for up to 300 background checks per DSP per year

US Requirements	CA Requirements
<ul style="list-style-type: none"> • Pass a motor vehicle record check in accordance with Amazon’s standards (included as an onboarding step in the Portal, and applicable to motor vehicle operators only). • During onboarding pass a standard four-panel drug test administered by a third party vendor (who, at a 	<ul style="list-style-type: none"> • Provide a driver’s record or abstract in accordance with Amazon’s standards (included as an onboarding step in the Portal, and

minimum, must be a licensed Medical Review Officer) where allowed by applicable Law.

- **During onboarding a standard four-panel test includes Opioids, Phencyclidine (PCP), Cocaine, and Amphetamines.**
- **Your company will be required to maintain appropriate records and acknowledge in the onboarding process that a four-panel drug test has been administered and passed by each of your company's employees.**
- **If applicable, additional requirements as required by Law, including any DOT-mandated driver qualification requirements to operate a vehicle with a GVWR of between 10,001 and 26,000 lbs., including, but not limited to: obtaining a Medical Examiner's Certificate (medical card), completing a certified driver safety class, and passing a road safety driving test at the conclusion of the driver safety course.**

applicable to motor vehicle operators only).

- Sign and agree to consent forms that allow your company to share with Amazon results of their drug and alcohol tests, compensation information, performance management/disciplinary actions, and any other information that Amazon may request in connection with exercising its audit rights; For Canada, DAs must sign to consent forms that allow your company to share with Amazon driver's license, driver's abstract, pre-employment background check result, timesheets, paystub, tax and payroll information, termination letter and any other information that Amazon may request.
- Note – Canada DSP must obtain signed consent forms in the first week and provide that to C-Ops team in the first week, before the first pay of the employee.
- Sign and agree to a confidentiality and non-disclosure agreement to protect customer and Amazon confidential information and data.
- Sign and agree to an arbitration agreement with a class action waiver.
- Complete applicable training programs specified by Amazon.

Additionally, on an ongoing basis:

- Your company's employees may be required to pass additional background checks and/or motor vehicle record checks as determined by Amazon in order to be eligible to provide Services.
- Your company is required to conduct drug and alcohol testing on your company's driver following an automobile accident (a) that results in (i) human fatality, (ii) bodily injury to any party that requires treatment away from the scene, or (iii) disabling damage to any motor vehicle that requires a tow away, or (b) at Amazon's request. If your company's driver fails or refuses to submit to drug and alcohol testing, the driver will no longer be permitted to provide Services.
- Your company is required to conduct drug and alcohol testing on your company's employee when there is reasonable suspicion that he or she is under the influence of drugs or alcohol.
- Your company must develop a policy for determining when reasonable suspicion exists and perform assessments and tests in accordance with that policy. Your company will be required to maintain appropriate records related to re-screening.
- An Amazon representative can require your company to perform a reasonable suspicion test if he or she reasonably suspects that one of your company's employees is under the influence of drugs or alcohol.



Policy

All individuals that your company assigns to provide Services must be employees as opposed to independent contractors. Your company must not engage any independent contractors or any other subcontractors to perform the Services without Amazon's prior written consent.

3.1.3 Recruiting Delivery Associates

To build the best team, you must hire the drivers that best meet the needs of your business. Amazon is committed to supporting your recruiting efforts by investing in programs that lessen the administrative burden of recruiting, as well as reduce your cost as a DSP. Below are programs and resources that Amazon provides to help you with this, with more on the way:

Driver Hiring Tool: Amazon has partnered with the third party vendor [Fountain](#) to offer DSPs a comprehensive driver hiring tool. Amazon is fully subsidizing the cost of Fountain, meaning this tool is completely free for DSPs, with the exception of the money you already spend on advertising your job on job sites. We estimate similar services to cost up to \$300/month. The following are the key features of Fountain:

- All DSPs receive one-time coupons totaling \$500 for sourcing applicants with Fountain's job advertising feature (Boost) that posts your job to 80+ job sites. The coupons are distributed over two months with \$250 upon initial sign-up, and another \$250 in the second month.
- Ability to track all applicants in one tool (including Indeed, Referrals, etc.).
- Automatically screen applicants and schedule/re-schedule interviews.
- Keep your applicants engaged along the way by using SMS/Email, and automated reminders.
- One-way recorded and two-way video interviews.
- E-signatures for electronic document signing.
- Amazon-created templates that you can choose to use for job postings, screening questions, and hiring workflows pre-configured in Fountain. You can also create and use your own.
- Additional features in the future such as candidate assessments, automated triggering of Amazon onboarding invite, single sign-on, etc.

Fountain is currently available to DSPs based in the US; stay tuned for additional updates as we work to expand this offering to additional countries. To get started with Fountain, click [here to begin onboarding](#). The link will take you to an onboarding experience that the Fountain team created to introduce you to the hiring tool. For more information, search "Fountain" on the resources tab of the DSP Portal.

Amazon Hosted Hiring Events: Amazon supports DSPs by hosting hiring events to help source applicants. DSPs can request a hiring event by filling out a web form located here. If a DSP is already using the Fountain hiring tool, Amazon Operators can directly transfer candidates into a DSP's hiring workflow within Fountain. This enables a DSP to put these candidates through their own customized hiring workflow as needed and minimizes the time and overhead required for Amazon Operators to provide sourcing assistance.

Background Checks: Starting in Q2 2021, Amazon will directly pay for up to 300 background checks per DSP, equivalent to an average of 25 checks per month, which covers nearly all background checks for the vast majority of DSPs.

Driver Transfers and DSP Scorecard: Starting in May 2021, all driver transfers from one DSP to another will be excluded from the attrition metrics that factor into the DSP scorecard. Any driver that transfers from your DSP

company to another and delivers a package within 21 days of their last delivery with your company will automatically be excluded from your attrition metric.

Indeed Promotion: To help you manage recruiting costs, Amazon has negotiated an exclusive promotion with Indeed.com for your advertising needs. New Indeed customers receive a \$75 sponsored job credit in the US and \$100 in CA. Visit: <https://central.indeed.com/amazon>. The Fountain hiring tool above works seamlessly with Indeed and offers a variety of ways to integrate. You can either keep your Indeed account and import your candidates directly into Fountain, or post your job to Indeed directly from within the Fountain hiring tool.

Best Practices

When posting your job opening to job sites, do it early in the morning so they will be near the top of the list when potential applicants wake up and begin looking for jobs. Resubmit your job posting each time you're looking for new applicants.

In addition to using online recruitment tools, many DSP owners have seen positive results advertising open roles in their local community, such as posting job listings on bulletin boards in local community centers, employment centers, grocery stores, or other community gathering places. You may also consider offering your existing employees a bonus for applicant referrals that lead to a new hire. Employers generally pay out the referral bonus to the existing employee after the new employee has been employed with the company for a pre-determined period (e.g., 60 or 90 days).

Hiring drivers takes time. We recommend beginning the hiring process at least four weeks prior to your launch date. Note that some locations (e.g. Pennsylvania) have longer background check processes due to manual review or legal requirements. It may take two weeks or longer to recruit and train a new driver, with additional time needed for a newly hired driver to transition from their current job. When recruiting drivers of box trucks or step vans, focus on experienced DOT-qualified drivers. Candidates who are not DOT qualified will need to receive DOP training either through JJ Keller or through the station Driver Training Team (if available).

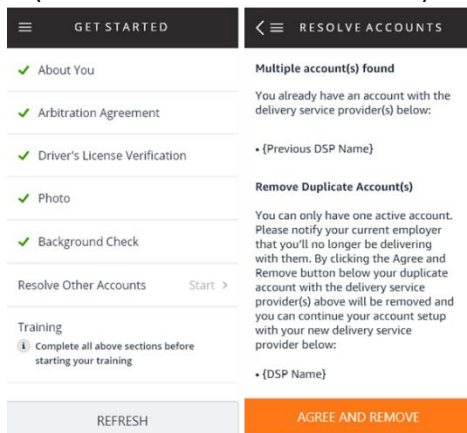
To determine how many drivers you need to hire, we recommend building a 'labor plan' that works backward from your route commitments, average driver attrition, and attendance rates to build an optimal driver schedule required to support a 7-days-a-week operation. DSPs can opt-in to receive weekly labor plan recommendations from Amazon that are built around each driver working at least 4 days a week during off-peak time frames, and 5 days a week during peak. Search "DSP labor planning tool" on the resources tab of the DSP Portal to learn more about this optional service.

We recommend that DSPs create a consistent repeating schedule (i.e. a schedule that stays the same and repeats every week for all or most of your drivers) that allows you to meet your route commitments and that creates a consistent work experience. A consistent schedule is easier to manage and makes it easier for you to determine the specific shifts for which you need coverage, and which you should communicate during the driver hiring process. Amazon provides a full-featured Scheduling tool through the DSP Portal for managing your team's schedule. To learn more about how to build a consistent and repeating schedule, visit Chapter 6.

We recommend hiring a mix of Full Time (working 40 or more hours a week) and Part Time (working fewer than 30 hours a week) to help manage fluctuation in routes. Our best performing DSPs generally have a higher ratio of Full Time drivers (between 75% to 85%) which allows them to spend less time hiring as they can cover more routes with fewer drivers and spend less time backfilling attrited drivers. Full-time drivers attrite at approximately half the rate as part time drivers and yield a more stable labor pool.

Drivers are always free to choose their employer, and any efforts that restrict their freedom to choose their employer or interfere with other employers' efforts to recruit them is prohibited.

If a driver from another DSP has accepted your offer of employment, you will need to complete the onboarding process for this new driver to your company, which includes a new background check and drug test, and complete any required training —and remember that starting in Q2 2021 (exact date to be announced), Amazon will pay for up to 300 background checks per year. To initiate the transfer, send an onboarding invite to the delivery associate. However, the delivery associate must use a different email address than the one they used with the prior DSP employer to begin the transfer process. To complete the transfer, the Delivery Associate will need to inactivate their Amazon account with the prior DSP employer - the Amazon Delivery App will provide the delivery associate with the appropriate instructions as shown below (under “Resolve other accounts”).



3.1.4 Sample Job Posting

The following job post is a compilation of various driver job postings from other DSPs. If you decide to use any of the following content for your own job postings, please update the text to meet your individual needs. Your job advertisements should make clear that you are the hiring employer and the source of the advertisement. You may not use phrases such as “Amazon is hiring” or otherwise imply that Amazon is the hiring employer in your recruiting materials without Amazon’s express consent. Note: Amazon cannot be mentioned if background check is referenced. Contact your Amazon representative for details.

Delivery Driver for Amazon Delivery Service Partners

Shifts: Morning, afternoon, weekday and/or weekend

Location: XXXX

Compensation: Starting pay \$YY+ per hour + benefits

Are you interested in a new opportunity where you can work independently, make a difference in your community, and delight hundreds of customers every day? Apply to be a Delivery Driver for an Amazon Delivery Service Partner (DSP) today. DSPs provide contracted delivery services to Amazon and are hiring Delivery Drivers to meet growing customer demand as we approach the holiday season. DSPs offer competitive compensation, benefits, a great company culture, and opportunities for growth. No delivery experience required - apply today to schedule your in-person or virtual interview. DSPs are making on-the-spot job offers contingent on meeting eligibility requirements.

What You’ll Do:

As a Delivery Driver, you'll drive an Amazon-branded vehicle, delivering 200-250 packages per day. You will be a delivery hero in the neighborhoods you serve - delivering hundreds of smiles to customers every day in the form of critical supplies, household goods, toys and so much more. You can expect to work 4-5 days per week and up to 10 hours per day.

Why You'll Love Working For a DSP:

- **Earn more:** competitive compensation
- **Compelling Benefits:** paid time off and health insurance for all full time employees
- **Independence:** spend the majority of your day on the road delivering smiles to customers
- **Stay active:** you'll be on the move during your shift as you deliver packages from the delivery vehicle to the customer's doorstep
- **Professional growth:** many DSPs offer career growth opportunities such as moving into Lead Driver, Dispatcher, or Operations Manager roles, DOT certification, and professional development and training
- **Team environment:** a fun, fast-paced, and supportive company culture

What You'll Need:

- Must be at least 21 years old
- Must have a valid driver's license within the state of employment
- Must be able to move boxes up to 50 lbs., with or without reasonable accommodation

Health and safety are always a top priority for Amazon and the Delivery Service Partners Amazon contracts with. In partnership with one another, Amazon and the DSPs continue to consult with medical and health experts, and take all appropriate recommended precautions to keep everyone healthy.

We are an Equal Opportunity Employer. All qualified applicants will be considered for employment regardless of age, national origin, race, color, disability, religious beliefs, or sexual orientation.

Best Practices

It's important to remember that there are legal considerations when posting job ads. Consult a lawyer to determine what rules apply in your area. Also consider the following best practices:

- Ensuring job ads don't include physical requirements unless essential to the job function.
- Ensuring job ads don't explicitly or implicitly discourage applicants in protected categories from applying.
- Being aware of state and local laws relating to requests and use of arrest and conviction history.
- Ensuring job ads do not state that candidates will be tested for alcohol at the time of hiring.

If you use a staffing agency or third-party supplier to do your recruiting, audit the company's recruiting materials to ensure that the company follows all requirements.

3.1.5 Setting Expectations and Screening Qualified Candidates

It is critical that you set clear expectations with drivers on key aspects of the role through your interviewing process. Drivers need to understand whether they are being hired on an ongoing basis or seasonally, or whether they will work full or part-time. Full-time DAs work more shifts and will allow you to manage routes with fewer drivers, allowing you to spend less time hiring, interviewing, and resume screening. Full-time DAs attrite at an approximately 50% lower rate than part-time drivers so the greater your share of full-time drivers, the less time you will spend replacing attrited drivers. DAs also need to understand their expected regular working hours and how many and which days per week you expect them to work. Also be sure to set clear expectations as to the physical requirements of the job, as many DAs who quit early report that they did not realize how physically demanding the job can be.

Each owner should conduct interviews in whatever way works best for his or her hiring decisions. You can do initial screens of candidates by phone or conduct interviews in the delivery station (at your desk, in the break room, or during a walking tour), at a nearby coffee shop, or at any other location. Interviews at the station allow the candidate to see the operation. If you intend to interview at the station, work with the Amazon station team to determine the best place and time your interviews. If you are ready to hire the candidate immediately, you can begin the onboarding process and have the candidate complete his or her part of the background check on the spot.

Things to let applicants know:

- Your company delivers packages for Amazon to houses (including garages), mobile parks, apartments, and businesses. For AMXL, packages may be carried to a customer porch or inside of their home.
- Drivers need to be able to lift and carry packages, sometimes up to 50 pounds each (though most are much lighter). For AMXL, a single delivery associate needs to be able to maneuver packages up to 70 pounds each using material handling equipment (MHE) or up to 300 pounds as part of a delivery team (driver + helper).
- Delivery associates will sometimes need to walk up flights of stairs to deliver.
- Drivers need to drive large vehicles around the region.
- Drivers may make more than 150 stops per day and need to get in and out of the van each time. For AMXL, a driver or delivery team (driver and helper) will make closer to 20-50 stops per day depending on in home deliveries.
- AMXL delivery associates will interact with customers in customers' homes during some deliveries and may work on a two-person delivery team.
- Delivery associates will typically work 10.5 hour days.
- Delivery associates will be offered rest and meal breaks.
- Routes may be in similar areas, but there is no guarantee of the route location each day.
- Drivers will need to find addresses via GPS.
- The provided routing system is also continuously improving and "learns" with every delivery route completed.
- Nursery routes are provided generally for 2-3 weeks with the expectation that they build to a full route.

Things you should not over-promise:

- Delivery associates should not be promised a specific route in a specific location. They could be assigned a different route every day.

- Delivery associates should not be guaranteed a finish time for any route.

Best Practices

Let your applicants know about your company's and Amazon's support in preparing them to grow to a full route. Each driver will receive (paid) new driver training, can optionally receive Ride Alongs at your discretion (following required COVID safety procedures), and will progress through graduated Nursery Routes that manageably ramp to a full route. Discuss rescue routes and your company's policy of how these are handled in coordination with Central Operations.

Mention to applicants that they should not quit their current jobs until their background checks and drug tests are completed and until they have completed any other prerequisites, such as obtaining a medical card and passing a driving test. You cannot guarantee the applicant a role delivering Amazon packages until he or she passes the requirements for the role.

Providing an overview of the required schedule or shifts in the job description or during the hiring process will provide the right transparency to driver candidates upfront (e.g. 4 days a week, Sun to Wed, 10 hour shifts) and will help you avoid having to resolve overlapping or conflicting driver schedules post-hiring.

3.2 Onboarding Hired Delivery Associates

3.2.1 New-Hire Paperwork

As an employer, you are required to keep a paper or electronic file for each employee with certain documents. In the event of any disputes, it is a best practice to have organized, secure files for each employee. The employee files should be locked and accessible only to those requiring access. You may destroy employee files when they are no longer needed or required by law (often, only after 3 years following the end of the employee's employment). Consult your legal, accounting, or financial professional for specific questions on setting up employee record keeping.

The following are examples of forms that you may need to use when hiring new employees in the US and Canada. Consult with your professional advisors if you have additional questions.

professional advisors if you have additional questions.

1. Form W-4 for US employer: Completed by all employees so you can withhold the correct federal income tax from your employees' pay. You will need to share this document with your payroll service provider unless it is submitted by your hire directly to your payroll provider: <https://www.irs.gov/pub/irs-pdf/fw4.pdf>.
Form TD1, Personal Tax Credit Return for CA employer: Your employees will have to complete both the federal and provincial/territorial TD1 forms.. The total claim amount entered on these forms is used to determine the amount of income tax to be deducted per pay period from your employees' gross pay amounts. . You will need to share this document with your payroll service provider unless it is submitted by your hire directly to your payroll provider

<https://www.canada.ca/en/revenue-agency/services/forms-publications/td1-personal-tax-credits-returns/td1-forms-pay-received-on-january-1-later.html>

2. Form I-9: Used for verifying the identity and employment authorization of all individuals hired for employment in the United States. All U.S. employers must ensure proper completion of Form I-9 for each individual they hire for employment in the United States: <https://www.uscis.gov/i-9>.
SIN document verification: Used for verifying the identity and employment authorization of all individuals hired for employment in Canada. All Canada employers must ensure physical verification of SIN document within 3 days from date of employment, for each individual they hire for employment in Canada. DSP needs to update SIN information and date on which DSP obtained SIN information on ADP: If a new hire is not able to provide an active SIN document, then the employer should verify SIN applied document and valid work authorization document. <https://www.canada.ca/en/employment-social-development/programs/ei/ei-list/ei-employers-sin.html>
3. Direct deposit form (provided by your payroll or accounting system): Completed by your employees to have their pay automatically deposited into the bank accounts of their choice or pay by manual cheque for non-banked employee.
4. Uniform policy: Best practice recommendation for addressing uniform management for your company. This policy may include information about required uniform components and cleanliness standards while on shift. The uniform policy should also track the number of uniform pieces (pants, shirts, jackets, hats, etc.) a new employee receives so that you can confirm that the same number is returned when his or her employment ends. Have the new employee read and sign the policy, and keep a copy in his or her file.
5. Phones and phone charger form: Requires DSP-owned or -leased phones to be returned at the end of each shift. Have the new employee read and sign the policy, and keep a copy in his or her file.
6. Additional policies, including those required by the Program Policies: Should be written and should be acknowledged by your drivers via signature. This increases the likelihood that the delivery associate will read and understand your company rules. In addition to the policies required by the Program Policies, examples might include inclement weather policies, notifying when running late policies, cleaning of the vehicle policies, filling the vehicles with fuel policies, and any other policy important to your company.

Search “compliance checklist” on the resources tab of the DSP Portal for more information on compliance.

3.2.2 New-Hire Agreements

In addition to the federal paperwork and any company agreements you require your delivery associates to sign, Amazon program policies require you to have new employees sign an Employment Eligibility Verification (Form I-9) for only US employee; a Confidentiality and Non-Disclosure Agreement, an Arbitration Agreement and an Authorization and Consent to Share Information Form. Confidentiality and Non-Disclosure Agreement, Arbitration Agreement and Authorization and Consent to Share Information Form must be standalone documents, each signed separately. Per Program Policies, you are required to retain these documents in your employee files and provide signed forms for audit and regulatory purposes. Additionally, you are required to provide new employees with an offer letter. Canada employers will also need to provide standalone averaging agreement for overtime calculation, if overtime is averaged out. Averaging agreement is not required if overtime is calculated as per provincial regulation for overtime calculation. These forms are available in the ‘Policies’ tab under the Resources section in the DSP Portal.

The program policy excerpt below provides a summary of the content of these forms.



Policy

To be eligible to perform Services, you and your company's employees must:

- Sign and agree to consent forms that allow your company to share with Amazon results of their drug and alcohol tests, compensation information, performance management/disciplinary actions, and any other information that Amazon may request in connection with exercising its audit rights;
- Sign and agree to a confidentiality and non-disclosure agreement to protect customer and Amazon confidential information and data; and
- Sign and agree to an arbitration agreement with a class action waiver. (Please note as of 5/23/2019 - the arbitration agreement is now part of the Amazon Onboarding Portal for US employees. For all employees that did not onboard with the arbitration agreement in the onboarding portal, retain a signed arbitration agreement.)

See the policies chapter for more information.



Audit Notes – Employment Eligibility Verification (US)

Under the federal Immigration Reform and Control Act of 1986, employers are required to verify that anyone they hire is authorized to work in the United States.

Form I-9

Employers in the United States are required to complete Form I-9 for each individual they hire in the United States. This form is used to verify an employee's identity and work authorization. The U.S. Citizenship and Immigration Services guidance for employers on completing Form I-9 provides instructions on:

- When Form I-9 must be completed (within 3 days of an employee's start date).
- What information an employee must complete and what information an employer must complete on the form.
- What documents are acceptable for an employer to verify an employee's identity and employment authorization (e.g., a U.S. passport).
- How long an employer must keep the Form I-9 on file (for 3 years after an employee's date of hire or 1 year after employment termination, whichever is later).

E-Verify

E-Verify is a free service provided by the federal government that's used to verify that an employee is authorized to work in the United States. It does this by comparing information from completed Form I-9 data to U.S. government records. While some states require that private employers use E-Verify, its use is voluntary in most states. Employers that use E-Verify must still complete Form I-9 for all new employees.

Register for E-Verify through ADP or Paycom by contacting them for the enrollment process guide.

The memorandum of understanding agreed to by employers enrolled in E-Verify outlines:

- Who an employer must use E-Verify for (all new hires).
- When E-Verify can be used (after an employee has completed Form I-9).
- When an E-Verify case must be initiated (within 3 business days after an employee's start date).

- What information must be provided to employees about E-Verify

SIN Verification

Employers in Canada are required to obtain SIN document for each individual they hire in Canada within 3 days from the date of employment. This is to verify that the document is valid and the employee is authorized to work in Canada. For SIN number starting with 9, employer also needs to verify work permit for the employee.

- DSPs must update SIN information and date on which information was obtained on ADP.
- Ontario-based DSPs must ask their employees to sign and put current date on the photocopy of document when they provide the document. DSP should redact SIN number and retain document. Document expiration date must not be redacted.
- If the candidate is not able to provide a valid SIN document (SIN lost/expired), DSP must verify that they have valid work authorization document and 'SIN applied for' letter. The DSP can hire the candidate if documents are valid. Once the SIN document is obtained, DSP must verify it within 3 days and update their records

Best Practices

You may consider the following practices that have successfully been used by employers to manage Form I-9 collection and use of E-Verify in US and SIN information collection in Canada:

- Being familiar with state E-Verify laws.
- Having a clear anti-discrimination policy that includes nondiscrimination against applicants or employees based on citizenship, immigration status, or national origin.
- Having written onboarding processes to ensure that all Form I-9 and E-Verify requirements are properly completed for each employee.
- Regularly auditing completed I-9 forms to ensure that all required information has been completed and collected.
- Keeping all completed I-9 forms separate from employee files in case of an inspection request.
-

3.2.3 Requirements For New Delivery Associates To Deliver Amazon Packages

The drivers and other individuals you hire to deliver Amazon packages and provide services under your company's contract with Amazon in US are required to pass a background check, a motor vehicle record check (except for "walkers"), and a four-panel drug test. These checks must be initiated as part of the driver onboarding process. Details for each of these items will be covered in the following sections. Regulated drivers in US will also need to pass a safety performance history investigation, obtain a medical card from a licensed medical examiner, pass annual motor vehicle checks, attend JJ Keller's training program and pass a road safety driving test.



Policy

To be eligible to perform Services, you and your company's employees must:

- Pass a background check

U.S.	CA
<p>Pass a motor vehicle record check (for motor vehicle operators only). Pass a four-panel drug test administered by a third party vendor where allowed by applicable Law; your company will be required to maintain appropriate records and acknowledge in the onboarding process that a four-panel drug test has been administered and passed by each of your company's employees</p>	<p>Provide a driver's record or abstract in accordance with Amazon's standards (included as an onboarding step in the Portal, and applicable to motor vehicle operators only);</p>

In addition to the above, DOT regulated drivers must meet the following requirements (only applicable to the U.S.):

- Electronically complete and submit a driver application for employment (included as an onboarding step in the JJ Keller portal).
- Electronically upload and submit copies of driver's license (included as an onboarding step in the JJ Keller portal)
- Electronically submit legible Medical Examiner's Certificates (medical card) and, if necessary, any letter granting a waiver of physical disqualification (included as an onboarding step in the JJ Keller portal). Renew the medical examiner's certificate every two years or as requested by the examining physician.
- Pass an annual motor vehicle records check in accordance with Amazon's standards.
- Pass a Safety Performance History check in accordance with DOT standards (included as an onboarding step in the JJ Keller portal).
- Attend and participate in a certified driver safety course.
- Complete and pass a road safety driving test at the conclusion of the driver safety course.
- Report the suspension, revocation or disqualification of any driver's license of an employee or any traffic violation (other than parking violations) within 24 hours of receipt to Amazon Global Road Safety and JJ Keller.
- Remove any disqualified drivers (within the meaning of 49 C.F.R. 391.15) from the Program and for the duration of time prescribed by 49 C.F.R. 391.15.

3.2.4 State Driver License Requirements

As a DSP owner, it is your responsibility to ensure your DAs are carrying the appropriate license to comply with state or provincial regulations and local laws. This means they need to have the right class of license, as issued by their state of permanent residence for the vehicle they are operating. Some states have varying licensing and/or endorsement requirements, based on vehicle weight, type of carriage, or other prerequisites. For more information on your state's licensing requirements in the US, search "State-specific licensing" on the resources tab of the DSP Portal.

3.2.5 Background Check Troubleshooting

While the average completion time is between 3 to 5 days, driver background checks can take as little as a few hours and sometimes as long as 2 weeks or more. The turnaround time depends on the current or previous states/provinces where the applicant resided, his or her criminal history (if any), the mandated court system procedures for retrieving the history, and whether additional review or information is required.

Helpful Contact and Escalations:

Accurate:

Who to Contact	When to Contact
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<p>For questions about your account or to inquire about a status, please contact Accurate customer service at: customer_service@accurate.com or +1 (800) 216-8024</p>	<ul style="list-style-type: none"> • Account login information • Candidate background check status (this can also be viewed by logging into your account) • Request candidate background check report (this can also be viewed by logging into your Accurate account) • Understanding how to read the report
<p>For escalations to Accurate, please contact: U.S.: amazonvendor@accurate.com Canada: amazonintlvendor@accurate.com</p>	<ul style="list-style-type: none"> • Background check in “Pending” status for more than 5 business days • Background check with “Report Review” decision has been pending for more than 15 business days • Request for Accurate Portal demo or training • Understanding what a candidate status means
<p>Escalations to Amazon can be sent to: dsp-info@amazon.com (US) dsp-info@amazon.ca (Canada)</p>	<ul style="list-style-type: none"> • Background check decision is “Meets Requirements,” but does not show as complete in the DSP Portal • Background check with “Needs Review” decision has been pending for more than 15 business days • Accurate escalation routed you to Amazon

Checkr

Who to Contact	
<p>For questions about your account or to inquire about a status, please contact Checkr customer service at: https://help.checkr.com/hc/en-us/requests/new</p>	
<p>For escalations to Checkr, please contact: DSPs: clients@checkr.com Candidates: https://candidate.checkr.com</p>	
<p>For escalations to Amazon contact: dsp-info@amazon.com (US) dsp-info@amazon.ca (Canada)</p>	

<p>IMPORTANT TO KNOW</p>	<p>If a candidate’s personal information is entered incorrectly, this can cause delays and/or the need to reorder the background check.</p> <p>Starting the BGC is a manual, two-step, sequential process. If the candidate does not log back into the app and initiate the BGC after the DL verification is complete, then the vendor will never receive the candidate information to begin the check. Please reference the DSP Guide to DA Onboarding for complete end-to-end guide and steps.</p>
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3.3 Delivery Associate Onboarding Process (US only)

This section will take you through the required steps to onboard delivery associate (DA) in US. This section is not applicable to DSPs launching in Canada. A separate supplemental document is provided to DSPs launching in Canada by your Business Coach.

As soon as you decide to hire a Delivery Associate (DA), you should extend a written offer of employment. For a Driver offer, it should expressly stated that it is contingent upon passing a criminal background check, a motor vehicle record check, and a drug test². DAs cannot begin delivering Amazon packages until all of these requirements are satisfied.

As soon as you decide to offer employment to an applicant, you will begin the onboarding process while the applicant is with you. The onboarding process in the Amazon Delivery App (Rabbit). It will create and send an email invitation to the applicant. Have the applicant open the invitation email on his or her phone and follow the instructions to create an Amazon.com account. The applicant will need to provide required personal information to begin the background and motor vehicle record checks. **NOTE: It is essential that this personal information is entered 100% correctly or it could potentially delay onboarding time significantly. Additionally, the applicant will need to use an email address that has never been used with Amazon before, including for an Amazon customer account. This email address will be used for the invitation and onboarding, as well as access to apps they may need for their job in the future.**

For AMXL DSPs, when you recruit DAs as Helpers rather than DOT-qualified Drivers, ensure that you check the box indicating that they are the Helpers. Otherwise, they will be automatically off-boarded since Helpers shouldn't log on to the delivery app. DAs who are onboarded only as Helpers will be able to join at 18 years old (rather than 21 for Drivers). All other requirements remain the same (e.g. Driver's License, MVR check, etc.)

If you live in a state that requires additional information from the Vendor to complete the background checks, have the applicant sign the forms and upload the documents to the Vendor immediately after you begin the process.

NOTE: If you do not upload the forms proactively, it will delay the background check process for the candidate and require the Vendor or Amazon to follow up for the information.

Keep in touch with applicants while you are waiting for the background checks to complete and let them know you are monitoring the process. Notify the applicant as soon as you receive notice that he or she has passed the background check, motor vehicle record check (if applicable), and the four-panel drug test. The background check status can be found in the DSP Portal and in your BGC Vendor account. Before escalating a BGC issue, log-in to your BGC Vendor portal and determine the adjudication status. Refer to the BGC for your Vendor to understand the adjudication status. If it is determined that the applicant did not meet the preliminary requirements, they will also receive notification from the BGC Vendor or from Amazon directly. **NOTE: Please advise your candidates to check both their U.S. mail and their email inbox (including Spam) frequently in the event that additional information is required by the BGC Vendor.**

Please note that your Delivery Associates need to complete all steps in the "DA Onboarding" checklist located in the Amazon Delivery App before they can begin delivering packages.

² References to background checks are related to assessing the suitability of providing services on behalf of Amazon.

Best Practices

- Ensure a candidate’s personal information is entered 100% correctly in every field. Any inconsistencies in personal information will delay the background check process for the candidate.
- If the candidate’s personal email address is already associated with Amazon for any purpose – including as a customer – have them either use a different email account or create a new one that they can access easily during the onboarding process. This email address will also be used in the future if they forget their KNet password so it’s important that they know their login information. Follow up to make sure they check it frequently for updates.

3.3.1 Onboarding Process SOP

A comprehensive In App DA Onboarding Resource Guide was created to assist DSPs guide their DAs through the onboarding process. The guide provides step-by-step instructions for each onboarding task as well as best practices. Please reference the guide for general FAQs regarding onboarding. For more information, search “In App DA Onboarding” on the resources tab of the DSP Portal.

Contact Us

For any questions related to the onboarding process or DOT Compliance related issues, DAs should reach out to their DSP owners. Owners can also contact their Amazon support team if they are unable to help troubleshoot using this job aid.

Email: dsp-info@amazon.com (US) dsp-info@amazon.ca (Canada)

Call: 855-795-8266 (US Monday-Friday, 5 a.m.-8 p.m. PST / Saturday and Sunday, 6 a.m.-6 p.m. PST)

888-282-5514 (Canada)

Best Practices

If an applicant is unable to log onto the Amazon Delivery App after receiving the initial email created from onboarding, try asking him or her to create a new email and start the onboarding process again.

Often, when an email address is already in the Amazon system, the system will prevent the applicant from using this existing email address. The workaround noted above is much faster (minutes) than having Amazon tech support try to research the issue (days).

3.3.2 Background Checks

Ordering Driver Background Checks

U.S. Specific Process:

Background checks to determine suitability to deliver packages on behalf of Amazon are performed by Accurate or Checkr (together “Vendors”). Background checks for Delivery Associates and Helpers are automatically ordered during the onboarding process in the [DSP Portal](#) once the candidate enters their personal information and completes the “Background Check” section. It is important to note that each candidate must have their own unique email address when submitting for a background check; failure to do so will result in the background check request being canceled. Background checks for non-drivers (e.g. DSP Representatives, Managers) should be ordered directly through the Vendor website (see section 3.11). The average turnaround time for a check is 3-5 business days, but delays can occur. Please have your candidates verify all of their personal information is entered correctly to avoid any delays and/or the need to reorder a background check, including their Social Security number, first name, last name, date of birth, and driver’s license number. It is important to note that the candidate must complete driver’s license verification prior to initiating the background check with the Vendor. This is a two-step process that requires the candidate to initiate both via the app. Search “background check” on the resources tab of the DSP Portal for more information on background checks and Checkr.

Canada Specific Process:

For Canada DSPs, background checks for driver candidates should be submitted directly through Accurate. Your agreement with Accurate was executed during your account setup process. Accurate will provide you with your account information, including access to the Accurate portal to order background checks and monitor applicant progress. To order a driver candidate background check, follow the process outlined below:

Submit Background Check For DAs – Canada
1. Log in to Accurate: www.accurate.com
2. Click “Order” in the navigation menu on the left side of the screen.
3. In the “Type of Search” box at the top of the screen, select Amazon Logistics Canada Driver /Dispatcher Package
4. Enter a unique reference number, candidate name and candidate email address in the required fields and submit.
5. The candidate will receive an email from Accurate prompting them to enter their personal information and submit for the background check.

The background check generally takes 4 to 11 business days. Once a final scoring is assigned, update the DSP Portal to reflect whether the candidate passed or failed the background check. **Note:** A “COMPLETED” status in the Accurate portal does not mean the candidate’s background check “Meets Requirements”; DSPs must review the “Decision” column in the Accurate portal to confirm the background check was adjudicated as “Meets Requirements.” For DSPs using Checkr as their primary Vendor, the Status Column will provide the adjudicated status of eligibility.

Viewing Candidate Status

You will be able to review all information regarding your applicants’ background checks at either www.accurate.com or www.checkr.com.

For Accurate: when finished with their portion of the background check, the status will be marked as COMPLETED; this simply means the research is finished and is not an indicator of adjudication. After completing the check, a preliminary or final decision will be determined. A COMPLETED status does not mean that the candidate meets requirements to deliver packages on behalf of Amazon.

The **Decision** column indicates the preliminary or final result of the background check. A preliminary decision is given if there are further steps to be taken by the candidate or if further review is required by Amazon.

Accurate

Results For Recruiter									
Candidate Name	SSN / ID	Requisition#	Order Date	Search	Status	Ref ID	Docs	Decision	Doc Link
[REDACTED]	XXX-XX- [REDACTED]	[REDACTED]	11/16/2019	Amazon DSP Driver Package	COMPLETED	147334481	1	Meets Requirements	Show
[REDACTED]	XXX-XX- [REDACTED]	[REDACTED]	11/16/2019	Amazon DSP Driver Package	COMPLETED	147334017	1	Meets Requirements	Show
[REDACTED]	XXX-XX- [REDACTED]	[REDACTED]	11/16/2019	Amazon DSP Driver Package	COMPLETED	147333967	1	Meets Requirements	Show

For Checkr: when finished with their portion of the background check, the preliminary or final decision will be provided in the **Status** column.

Checkr

Checkr						Help ▾	appetsas+dspdash@amazon.com ▾
Live	Test						Contact Us
Candidates	Account Settings	Created on	Name	Status	Social Security #	Download PDF	
		Oct 14th 2020	Test User	Pending	XXX-XX-undefined		
		Oct 7th 2020	Homer Simpson	Meets Requirements	XXX-XX-undefined	Download	
		Oct 7th 2020	Matt Phil	Needs Review	XXX-XX-undefined	Download	
		Oct 7th 2020	Miguel Abraham	Needs Review	XXX-XX-undefined	Download	
		Oct 7th 2020	Jen Elf Kasp	Meets Requirements	XXX-XX-undefined	Download	
		Oct 7th 2020	Jen Juice Kasp	Meets Requirements	XXX-XX-undefined	Download	
		Oct 7th 2020	George Grey	Pending	XXX-XX-undefined		
		Oct 7th 2020	Remy Gonz	Pending	XXX-XX-undefined		

Background Check Status and Decision Definitions (US only)

Progress Status Definitions:

- **Draft (Status):** Awaiting DSP candidate's submission of personal information and acceptance of disclosure and authorization
- **Pending (Status):** BGC is being processed by Vendor
- **Dispute (Status):** Background check is under review with Vendor to confirm accuracy of reported **Pending (Status):** BGC is being processed by Vendor

- **Dispute (Status):** Background check is under review with Vendor to confirm accuracy of reported information. This is initiated when the candidate contacts Vendor’s Dispute team (disputes@accurate.com) or <https://candidate.checkr.com>

Preliminary Decision Definitions:

- **Report Review/Report Review -DD (Preliminary Result):** A copy of the background check report has been sent **Report Review/Report Review -DD (Preliminary Result):** A copy of the background check report has been sent to the candidate via mail for review before a final eligibility decision is made. The candidate should review the background check report and if there are findings that are inaccurate or incomplete, the candidate can dispute the findings with the Vendor by contact [the dispute links above or found within the Background Check Guide](#). If all information in the report is correct, no action is required. If no dispute is filed or no changes are made to the check, the decision will be updated after 10-13 business days. This 10-13 business day waiting period is a regulatory requirement and cannot be expedited.
- **Needs Review (Preliminary Result):** The background check is under further review with Amazon before eligibility to deliver packages on behalf of Amazon is determined. During this period, Amazon may contact the candidate to acquire additional information in order to proceed with the background check (e.g. to confirm personal information). Ensure the candidate is monitoring their email and responds to requests promptly.

Final Decision Definitions:

- **Meets Requirements:** The driver has completed their background check and is eligible to deliver packages to Amazon customers.
- **Does Not Meet Requirements:** At this time, the driver is not eligible to deliver packages to Amazon customers.
- **Delayed Decision:** At this time, the driver is not eligible to deliver packages to Amazon customers because of a pending criminal case.

3.3.3 Background Check Frequently Asked Questions (FAQ) (US Only)

The following most common FAQs have been compiled to assist DSP owners to answer questions related to its services. These are also available in the BGC Guide available on the DSP Portal.

Q: Who do I contact if I have a question or concern regarding a background check?

A: Contact the primary Vendor with which you initiated the BGC. For Accurate you can contact them at amazonvendor@accurate.com or via telephone at (800) 216-8024. For Canada inquiries, contact amazonintlvendor@accurate.com. For Checkr inquiries, visit <https://help.checkr.com/hc/en-us/requests/new> . You can also consult the Vendor specific BGC Guide found on the DSP Portal.

Q: When should I initiate a background check with a Vendor?

A: The background check with a Vendor is required to be complete and scored as “Meets Requirements” prior to your employees being assigned to perform any services for or on behalf of Amazon. It should only be initiated for your employees who are designated to perform services for or on behalf of Amazon.

Q: What is included in the background check?

A: Social security trace to identify address history for the last 7 years

- Felony/misdemeanor search in all counties identified
- Federal criminal search in all districts identified
- National Criminal Database search
- National Sex Offender Database search
- Global watch
- Motor vehicle report

Q: What is the scope of criminal records searched?

requires county criminal and federal criminal searches to have a scope of 7 years. Where applicable, and allowed by law, the 7 years will be calculated using the date that any non-suspended jail/prison, parole, or probation ends. If the sentence doesn't include jail or prison time, parole, or probation, the 7 years will be calculated using the date of disposition (i.e., the date when the person was found guilty or pled guilty). Please note, your specific local and state regulations may change the stated time frames.

Example: A background check is conducted on 7/22/2020.

- If a criminal case has a disposition date of 7/22/2009 and sentencing included a 4-year prison sentence, the case would be within the 7-year scope (7/22/2009 + 4 years = 7/22/2013).
- If a criminal case has a disposition date of 7/22/2009 and there was no sentencing, the case wouldn't be within the 7-year scope.

Q: What is the scope of MVR records searched?

A: Amazon requires an MVR search to have a scope of 3 years. The 3 years is calculated using the incident date. There are certain violations that may be subject to an extended scope of 5 years.

Q: What types of convictions would make someone unsuitable for driving on behalf of Amazon?

A: Amazon doesn't provide a list of specific convictions that would bar someone from driving on behalf of Amazon. However, in general, in order to ensure the safety and security of Amazon customers, Amazon considers the nature and gravity of the offense, the time since the conviction or release from prison, and the job relatedness of the crime in question to determine an individual's suitability to provide services under your company's contract with Amazon.

Q: Why are Amazon criteria used to review the background check?

A: Amazon's criteria are used because the decision being made is whether the individual is eligible to deliver to Amazon customers' homes.

Please note that the background check package set up through your selected Vendor is to be used only to determine eligibility to deliver to Amazon customers. You will need to set up a separate account if you would like to use the Vendor's services outside of participation in the Amazon contract.

Q: Can I have a copy of the Amazon criteria?

A: Amazon does not release its criteria; however, you have access to the background check results, and decisions are based on the contents of the reports. This is available via BGC Vendor Portal.

Q: How long do background checks take to complete?

A: On average, criminal background checks take 3-5 business days to complete. Individual time-frames may vary based on the following, among other factors: where the individual has lived the last 7 years, the applicable county court procedures for retrieving search results, missing or additional information that is required from the individual and criminal histories. These factors can extend background checks up to 2 weeks in rare instances. Additionally, court and reporting agency closures can also affect the timing of receiving individual candidates' BGC. Please contact your BGC Vendor to determine if this is a factor for delayed BGC returns.

Q: When does the turnaround time clock begin?

A: The background check does not start processing until the DA provides all of his or her required information to the Vendor. To avoid any potential business delays, please encourage your employees to complete their forms as quickly as possible. They have up to 10 calendar days to complete the request before it cancels and needs to be re-initiated. It is important to remind your candidates to manually initiate the BGC via the app after the driver's license verification is complete.

Q: Can the background check be expedited?

A: No. the Vendor works as quickly as possible to turn around cases in an expedient manner, but it is dependent on the turnaround time of courts and other record providers.

Q: What can I do to ensure the fastest turnaround time?

A: You may reduce the waiting time by encouraging your employee to provide all required information as soon as possible and verify that it is 100% correct. Erroneous information will slow down the process, so please ask DAs and/or recruiters to double-check all information before submitting it. Encourage the candidates to continuously check their email (including SPAM folders) in the event additional follow-up is needed from the candidate. Ensure your DA has not forgotten to manually initiate the BGC within the app after completing the DL Verification step; this is a two-step process.

Q: How can I check the status of a background check?

A: You can check the status of your employee's background check by logging in to your BGC Vendor account and by searching by employee name, email address, or reference number.

Q: My employee did not meet Amazon's requirements. Now what?

A: Your employee received a copy of his or her background check report in the mail to review for accuracy prior to the decision being made. If there is an error on the background check report, the candidate must follow the dispute process for the selected Vendor. Once the decision is made, your employee will also receive a letter notifying him or her that based on information contained in the background screening report, he or she will not be permitted to provide services for or on behalf of Amazon. Amazon does not require that your employee be terminated but only that he or she is not permitted to provide services for or on behalf of Amazon.

If you would like to hire an employee who has failed their Motor Vehicle Record check in a non-driving capacity, you may do so by submitting an MVR waiver, available on the DSP Portal. For more information about the MVR, search "MVR" on the resources tab of the DSP Portal.

Q: Why was my employee's background check scored as "Does Not Meet Requirements"?

A: Your employee's background check was scored as "does not meet requirements" because he or she doesn't meet Amazon's criteria to deliver to Amazon customers'.

Q: My employee doesn't agree with his or her background check score. What can he or she do?

A: Your employee should carefully review the copy of his or her background check provided by the Vendor. If your employee believes any information on the report is inaccurate or incomplete, he or she should contact the Vendor immediately to initiate a dispute. He or she can do so by using the contact information below:

Accurate:

Email: disputes@accurate.com Phone: 800-216-8024

Fax: 855-785-4434

Mail: Accurate Dispute Department

7515 Irvine Center Drive, Irvine, CA 92618

Checkr:

Questions about account or status:

<https://help.checkr.com/hc/en-us/requests/new>

For escalations to Checkr:

DSPs: clients@checkr.com

Candidates: <https://candidate.checkr.com>

Q: What is the FCRA, and how does it apply?

A: The Fair Credit Reporting Act (FCRA) is a federal law that regulates the preparation and use of consumer reports. Its rules apply to placement-related background checks, including the background check conducted to determine your employee’s eligibility to deliver packages to Amazon customers. The FCRA requires that, before obtaining a background check, the person requesting the check discloses the purpose of, and receives authorization from the subject of the report for, the background check. The person requesting the report must also follow a 2-step “adverse action” process if information on the background check may result in an adverse action against the subject of the report. The 2-step process requires notification both before and after the adverse action has been taken. The Vendor provides such notifications on behalf of Amazon to your employees whose reports are scored “Report Review” or “Does Not Meet Requirements,” notifying them of the potential and, if applicable, final conclusion that they cannot deliver products to Amazon customers. The Vendor does not provide any notifications on behalf of the DSP, therefore the DSP should not use or take any employment actions based on the report or its contents. If you have any questions regarding the FCRA, please seek legal counsel.

Q: What is a pre-adverse action letter?

A: A pre-adverse action letter is the written notice that must be provided to the subject of a background check report to notify him or her that information in the background check could result in a negative placement-related decision. This notice must be sent before any negative action is taken. Its purpose is to provide the subject of the report with the opportunity to review the background check and to dispute any incorrect or incomplete information before the person requesting the report takes any adverse action against the subject. A copy of the background check and a Summary of Your Rights Under the Fair Credit Reporting Act must be provided with the pre-adverse action letter. Notably, the Vendor does not provide this notice on behalf of the DSP, therefore the DSP may not take any adverse employment action based on the report or its contents.

Q: What is an adverse action letter?

A: An adverse action letter is the notice provided to the subject of a background check report after the adverse action has been made. This letter informs the subject of the report of the adverse action.

3.3.4 Delivery Associate Status

There are various stages your Delivery Associates will pass through in the DSP Portal. The stages begin when you start the onboarding process and end when they are no longer employed by your company. The chart below provides a simple overview and the rules applicable to the various statuses.

Status	Definition
Onboarding	DA candidate that has accepted an invitation to the DSP Portal but has not completed all onboarding tasks
Pending	DA candidate is in the background check process and is awaiting results
Active	DA has completed all onboarding tasks and has delivered a package in the last 21 days (unless the DA is brand new and has not yet delivered a package)
Inactive	DA (not new) that has completed all onboarding tasks but has not delivered a package in the past 21 to 89 days
Offboarded	DA has completed the above onboarding tasks but has been off-boarded from the DSP Portal or has not delivered a package in the past 90 days

Onboarded

Delivery associates that have completed all 11 steps of onboarding will be designated active. Until all steps are complete, the DA will remain in onboarding status.

Active

A delivery associate in the active status is fully onboarded and activated on the DSP Portal. An active DA is eligible to deliver packages to Amazon customers. Please note that for regulated drivers additional onboarding steps are required with JJ Keller before a driver can take out a regulated vehicle and deliver packages.

Inactive

An active DA becomes inactive if he or she has not been scheduled to run a route for 21 consecutive days. You cannot schedule an inactive DA on a route. When a DA becomes Inactive, an email notification will be sent to notify the owner. An owner can change an inactive DA to an active DA using the Personal Info Summary page in the DSP Portal. Please note that DAs moved to active from inactive must be assigned a route on the same day of the status change. If they are not assigned a route, the system will move the DA back to inactive status overnight.

3.3.5 Drug and Alcohol Testing

In the US where allowed by applicable law, Amazon requires your DAs to be drug tested during the onboarding process, defined as passing a four-panel drug test. This test must be administered by a licensed third-party vendor. Your company is responsible for keeping detailed records of each DA passing his or her onboarding drug test. A copy of the completed test should be kept in the employee’s personnel file, as Amazon may audit that your company is complying with applicable drug testing requirements. Additionally, Amazon requires that DAs pass additional drug and alcohol tests after certain accidents or upon reasonable suspicion of use while working. In jurisdictions where drug testing for employment is not legal, you will not be required to administer the test. Please check with your legal advisor to interpret your jurisdiction laws.

Best Practices

Set up a company policy to test DAs following accidents and for reasonable suspicion. Amazon requires drug and alcohol tests for your DAs following any accident (a) that results in (i) human

fatality, (ii) bodily injury to any party that requires treatment away from the scene, or (iii) disabling damage to any motor vehicle that requires a tow away, or (b) at Amazon's request.

3.3.6 DA Onboarding for DOT Compliance (US)

This section is relevant only to locales that operate US DOT-regulated vehicles. If you operate in Canada, this section will not be relevant to your business.

Once you have decided to qualify a Driver to operate DOT-regulated vehicles, you should begin the onboarding process on the JJ Keller portal. Follow the link to the JJ Keller Driver Qualification process. You received this link after you completed the first two webinars with JJ Keller. Have your driver fill out all of the required information to begin the screening process. This includes personal information, driving and license information, driving experience, education and training information, previous employer information, driving violation history, and accident record information (**NOTE: It is essential that this personal information is entered 100% correctly or it could potentially delay onboarding time significantly**).

Best Practices

To shorten the onboarding time for DOT-regulated drivers, you may start the DOT qualification process with JJ Keller at the same time that the Amazon DA onboarding process is underway.

Note: If the DA onboarding process finishes and the application has not met all of the requirements, you should contact JJ Keller and cancel the DOT qualification process.

Once JJ Keller has confirmed that the initial application, submitted documents and the Motor Vehicle Report and Safety Performance History are valid, JJ Keller will notify you via email that your driver is ready to move forward to obtain their Medical Exam, if they qualify as an experienced driver, and register for the certified driver training course. To move forward with the driver, you must click Hire Applicant in the Compliance Management Platform. Then, JJ Keller will contact your driver via phone to schedule their medical exam and on-road training. Where applicable, JJ Keller will email the driver a link to online training that must be completed before the on-road training session. After driver receives their medical certificate, they will need to upload it in the JJ Keller Management Platform. After driver attends training and passes their road test, JJ Keller will enable the upload of the road test document. JJ Keller will notify you and your driver via email that the driver is now fully qualified.

If a driver has an existing medical card from a previous employer that is still valid (not expired), it will be accepted by JJ Keller if it was completed by an examiner on the National Registry of Certified Medical Examiners, which JJ Keller will audit as part of the driver qualification process.

The following section outlines the standard procedures to onboard a new driver in the JJ Keller system.

Step 1: Driver applicant applies via secure application process

The driver applicant will use the same email address in the application as was used in the original invite in the Amazon system

Step 1 of 8 - Personal Information

Welcome to the AMAZON LOGISTICS INC online DOT regulated driver application and qualification process. Federal Regulations require the following information be completed on each application. Please make sure you have the following information available before starting this process. Once you start, you will not be able to save and return. You will have to start over. 1) Your social security number; 2) Your address(es) for 3 years preceding date of application; 3) A copy of your Driver's License; 4) List of all motor vehicle accidents in which you were involved during last 3 years; 5) List of all violations of motor vehicle laws and ordinances of which you were convicted or forfeited bond or collateral during the last 3 years; 6) List of the names and addresses of your employers during the last 3 years, including dates of employment and reason(s) for leaving. If you have any questions regarding these requirements, please call our Compliance Management Team at 833-813-7267

*Required

First Name

Middle Initial

Last Name

Application Date (mm/dd/yyyy)

Social Security #

Current Address

City

State

Zip Code

Years at this address?

Home Phone Number

Work Phone Number

Email Address

Date Of Birth (mm/dd/yyyy)

Position(s) Applied For (150 char max)

Do you have the legal right to work in the United States? Yes No

Can you provide proof of age? Yes No

Have you worked for this company before? Yes No

Who referred you?

Rate of pay expected

Have you ever been bonded? (Answer only if a job requirement) Yes No

Name of bonding company

Can you perform, with or without reasonable accommodation, the essential functions on the job (applied for)? Yes No

If no, explain if you wish.

***Driver applicants should always use actual information.**

***Prepare Driver's License and General/State-Specific Releases to upload at the end of the process.**

If less than 3 years at this address, more addresses will be required on next page.

ADDITIONAL QUESTIONS

If email different than original when signed up with Amazon, please enter that original address here

Next

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Step 2 of 8 - Previous Address Information

Enter previous address info. Click "Add New" to add additional previous addresses.

Address Line 1 *	Address Line 2	City *	State *	Zip Code *	Number of Years *	<input type="button" value="Add New"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	

Prev Next

Step 2 only prompts if less than 3 years entered on first page.

Prev Next

Step 3 of 8 - Driver License Information

*Required

State

Expiration Date (mm/dd/yyyy)

Class (Not Specified)

License Number

Endorsements

- Endorsement: Combo Haz Mat / Tank
- Endorsement: Double/Trip Trailer
- Endorsement: Hazardous Materials
- Endorsement: Passenger Vehicle
- Endorsement: Tank Vehicle
- Restriction: Air Brake

Have you ever been denied a license, permit, or privilege to operate a motor vehicle? Yes No *

Has any license, permit or privilege ever been suspended or revoked? Yes No *

List states operated in for last five years

List special equipment or technical materials you can work with (other than those already shown)

If yes, need to give details why, not just date. Field will expand.

ADDITIONAL LICENSE INFORMATION

State	License Number	License Class	Expiration Date (mm/dd/yyyy)	<input type="button" value="Add New"/>
<input type="text"/>	<input type="text"/>	(Not Specified) <input type="text"/>	<input type="text"/>	

Drivers provide previous state DL information if they've moved states in the last 3 years.

DRIVING EXPERIENCE INFORMATION

Class of Equipment	Type of Equipment (Van, Tank, Flat, Etc.)	From Date (mm/dd/yyyy)	To Date (mm/dd/yyyy)	Approx. Number of Miles (Total)	<input type="button" value="Add New"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	

By checking this box, I confirm this section does not apply to me. If no Driving Experience, check here.

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Step 4 of 8 - Education and Training Information

Enter Highest Elementary Grade Completed?	<input type="text" value="▼"/>
Enter Highest High School Grade Completed?	<input type="text" value="▼"/>
Enter Highest College Grade Completed?	<input type="text" value="▼"/>
Enter name of last school attended?	<input type="text"/>
Enter city of last school attended?	<input type="text"/>
List special courses or training that will help you as a driver.	<input type="text"/>
Which safe driving awards do you hold and from whom?	<input type="text"/>
List any trucking, transportation or other experience that may help in your work for this company.	<input type="text"/>
List courses and training other than shown elsewhere in this application.	<input type="text"/>

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Step 5 of 8 - Previous Employer Information

All driver applicants to drive in interstate commerce must provide the following information on all employers during the preceding 3 years. List complete mailing address, city, state and zip code. Applicants to drive a commercial motor vehicle in intrastate or interstate commerce shall also provide an additional 7 years' information on those employers for whom the applicant operated such vehicle.

***Required**

First Previous Employer Name

Address

City

State

Zip Code

Contact Name

Contact Number

From Date (mm/yyyy)

To Date (mm/yyyy)

Position Held

Wage

Subject to FMCSRs* while employed? Yes No

Job designated as a safety-sensitive function in any DOT-regulated mode subject to the drug & alcohol testing requirements of 45 CFR Part 40? Yes No

Reason For Leaving

Add New

Vehicle over 10,001 lbs?

Vehicle over 26,001 lbs?

Need 3 years of employment history back from hire date/date of application. Click "Add New" to add more employment if needed.

*The Federal Motor Carrier Safety Regulations (FMCSRs) apply to anyone operating a motor vehicle on a highway in interstate commerce to transport passengers or property when the vehicle: (1) weighs or has a GVWR of 10,001 pounds or more, (2) is designed or used to transport more than 8 passengers (including the driver), OR (3) is of any size and is used to transport hazardous materials in a quantity requiring placarding.

*Includes vehicles having a GVWR of 26,001 lbs. or more, vehicles designed to transport 16 or more passengers (including the driver), or any size vehicle used to transport hazardous materials in a quantity requiring placarding.

ADDITIONAL PREVIOUS EMPLOYER QUESTIONS

Please note that 3 consecutive years of Previous Employer Information is required from date of application. If Unemployed, Stay-at-Home parent, etc, please indicate with dates.

By checking this box, I confirm this section does not apply to me.

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Step 6 of 8 - Violation History Information

Enter traffic convictions and forfeitures for the past 3 years (other than parking violations).

Location *	Date (mm/dd/yyyy) *	Charge *	Penalty	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="button" value="Add New"/>

By checking this box, I confirm this section does not apply to me.

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All violations must be listed, whether commercial or personal.

Prev

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Step 7 of 8 - Accident Record Information

Enter accident record for past 3 years or more.

Accident Date (mm/dd/yyyy) *	Nature of Accident (Head-On, Rear-End, Upset, Etc.) *	Fatalities	Injuries	Hazardous Material Spill	
<input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>	<input type="button" value="Add New"/>

By checking this box, I confirm this section does not apply to me.

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All accidents must be listed, whether commercial or personal.

Step 8 of 8 - Certify Application

I understand that information I provide regarding current and/or previous employers may be used, and those employer(s) will be contacted, for the purpose of investigating my safety performance history as required by 49 CFR 391.23(d) and (e). I understand that I have the right to:

- Review information provided by previous employers;
- Have errors in the information corrected by previous employers and for those previous employers to re-send the corrected information to the prospective employer; and
- Have a rebuttal statement attached to the alleged erroneous information, if the previous employer(s) and I cannot agree on the accuracy of the information.

Box must be checked.

By checking this box, I certify that this application was completed by me, and that all entries on it and information in it are true and cor the best of my knowledge. This application is being completed for: AMAZON LOGISTICS INC. 440 Terry Avenue North, Seattle, WA 9811

View the Signed Application after Submit

Driver must sign application.

Clear

Upload Documentation

Please upload a copy of your driver's license and any other documentation you would like to submit with your application.

Drop files in here or browse your device

Additional Forms to Complete

Request for Check of Driving Record (One for Each License)

Background Check and Consumer Report Disclosure [Preview](#)

Signature for the state: WI

Clear

Driver can sign the Amazon General Release here.

To see the Release, click the Preview button above.

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Submit

If current address and Driver's License State do not match, prompt will appear to clarify.

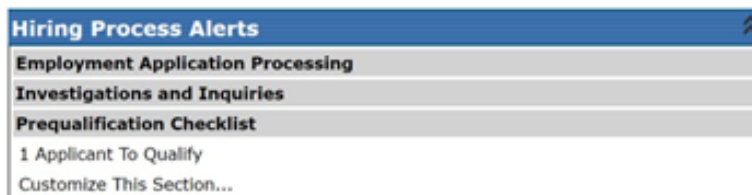
***Cannot re-enter the application to make corrections after clicking "Submit".**

***DSP cannot view applications submitted in Encompass right away. Contact your JJ Keller Compliance Management Team with any questions.**

Step 2: If driver meets the requirements of an experienced driver, JJK will notify the DSP and ask if the driver qualifies as an experienced driver and can provide a copy of a valid CDL or Road Test and Certificate from the last 3 years. JJ Keller (JJK) will obtain Motor Vehicle Reports (MVRs) and Safety Performance History (SPH)

JJK will use Encompass tool functionality to obtain MVRs and SPHs on the applicant.

Step 3: The DSP is notified of applicant ready to move forward in qualification process



Step 4: The DSP will receive an email alert on the status of drivers that are being qualified.

From: <EncompassSupport@kellerencompass.com>
Date: Sun, Jul 7, 2019 at 6:13 AM
Subject: J.J. Keller's Encompass™ Alerts
To: <aob3482@gmail.com>

Arthur,

This is your daily alert reminder.

Alerts for San Francisco

1 Applicant To Qualify
2 Drivers With Expired Qualification Information In 30 Days
2 Drivers With Expired Qualification Information In 60 Days
1 Driver With Expired Qualification Information

(To view the alert(s): <https://www.kellerencompass.com/app/login/login.aspx?CGLogin=664b1e42-c99d-406d-a18b-3529be451ec8>)

Step 5: DSP notifies JJK that the driver applicant will move forward in the process by clicking Hire Applicant in the Compliance Management Platform

The DSP will see a list of driver applicants that are ready to be moved forward. After clicking *Hire Applicant*, the DSP will then click *Save* on the applicant record

Step 6: JJK calls the driver applicant to schedule a medical exam.

JJ Keller will provide drivers with an authorization letter to present during their medical exam.



Amazon Authorization Letter

Name of donor:

Appointment Date:

Time:

Physical Testing to be performed: DOT Physical Recertification

Clinic Name:

CLINIC INSTRUCTIONS:

Provide a copy of the long form, physical and wallet card to the driver. Do not fax a copy of form or wallet card to Amazon. |

SEND BILLS TO:

J.J. Keller & Associates, Inc.,
P.O. Box 368
Neenah, WI 54957-0368

Each invoice MUST include the donors name, social security number, date of service, type of service provided and the company name.

For Questions regarding this request, please contact:
J. J. Keller Clinical Services Department
800-218-0773

Step 7: Driver Completes Medical Exam

The driver will attend their medical exam at the scheduled time. The driver will receive their Medical Examiner Certificate (Med Card) upon successful exam. The driver will upload this certificate into the JJK Compliance Management Platform following the instructions in the email sent after the scheduling call. Driver will receive reminder email about medical exam appointment, an authorization letter for the medical clinic, and instructions on how to send the medical card to JJ Keller once they have received it. Drivers who do not operate DOT-regulated vehicles do not need to complete medical examinations. DSPs cannot require non-DOT drivers to undergo medical examinations, physical agility or range of motion tests, or seek other information about an individual's physical or mental impairments or health. You can ask limited questions about reasonable accommodation if you reasonably believe that the applicant may need accommodation because of an obvious or voluntarily disclosed disability, or where the applicant has disclosed a need for accommodation. Even in this scenario, however, you cannot ask any questions about the nature or severity of a disability pre-offer.

Form MCSA-8876 OMS No. 1106-9098 Expiration Date 8/31/2018

Public Release Statement
 A Federal agency may not conduct or sponsor, and a person is not required to respond to, nor shall a person be subject to a penalty for failure to comply with a collection of information subject to the requirements of the Paperwork Reduction Act unless that collection of information displays a current valid OMS Control Number. The OMS Control Number for this information collection is 2126-0096. Public reporting burden for this collection of information is estimated to average 1 minute per response, including the time for reviewing instructions, gathering the data needed, and completing and reviewing the collection of information. All responses to this collection of information are mandatory. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Information Collection Clearance Officer, Federal Motor Carrier Safety Administration, 1201 New Jersey Avenue, SE, Washington, DC 20590.

U.S. Department of Transportation
 Federal Motor Carrier Safety Administration

Medical Examiner's Certificate
 (for Commercial Driver Medical Certificate)

I certify that I have examined **Last Name: Johnson** **First Name: John** in accordance with please check only one:

the Federal Motor Carrier Safety Regulations (49 CFR 391.41-391.401) and, with knowledge of the driving duties, I find this person is qualified, and, if applicable, only when (check all that apply) OR

the Federal Motor Carrier Safety Regulations (49 CFR 391.41-391.401) with any applicable State variances (which will only be valid for intrastate operations), and, with knowledge of the driving duties, I find this person is qualified, and, if applicable, only when (check all that apply):

Wearing corrective lenses Accompanied by a _____ waiver/exemption Driving within an exempt intracity zone (49 CFR 391.62) (Federal)
 Wearing hearing aid Accompanied by a Skill Performance Evaluation (SPE) Certificate Qualified by operation of 49 CFR 391.66 (Federal)
 Grandfathered from State requirements (State)

The information I have provided regarding this physical examination is true and complete. A complete Medical Examination Report Form, MCSA-8875, with any attachments embodies my findings completely and correctly, and is on file in my office.

Medical Examiner's Signature: *Joe Smith* Medical Examiner's Telephone Number: (920) 987-6543 Date Certificate Signed: 8/12/15

Medical Examiner's Name (please print or type): Joe Smith MD Physician Assistant Advanced Practice Nurse
 DO Chiropractor Other Practitioner (specify): _____

Medical Examiner's State License, Certificate, or Registration Number: 123456789 Issuing State: WI National Registry Number: 0000000001

Driver's Signature: *John Johnson* Driver's License Number: W0001234567800 Issuing State/Province: WI

Driver's Address: 2424 W. Avenue City: Oshkosh State/Province: WI Zip Code: 54901 CLP/CDL Applicant/Holder: Yes No

This document contains sensitive information and is for official use only. Improper handling of this information could negatively affect individuals. Handle and secure this information appropriately to prevent inadvertent disclosure by keeping the documents under the control of authorized persons. Properly dispose of this document when no longer required to be maintained by regulatory requirements.

Blue = Driver Completes
 Green = Medical Examiner Completes

Step 8: Driver completes training at certified driving school

There are two paths to get drivers qualified: 1) Third party driving school and 2) Amazon provided training.

1) Third party driving school: There are two components to the certified driving school: 1) Online training through J.J. Keller and 2) In-person training at a Driver Training School. Completing the online training is required to attend in-person training.

Drivers complete online training through the J.J. Keller Training on demand platform. J.J. Keller will send each driver a link to the online training and indicate a completion deadline that aligns to their scheduled in-person training. As noted above, drivers must successfully complete the online training prior to attending in-person training. The online training involves 21 modules, each with a knowledge check at the end, and a summative assessment of 65 questions. Drivers must achieve an 80% score on the summative assessment to complete the online training successfully. The training takes 8 hours to complete.

Amazon has engaged several training providers to conduct the in-person driver training, and the training providers will vary based on your location. The particulars of the training will depend on which provider conducts it. Every class will include driving instruction on a closed course and on public roads and a DOT road test. Drivers must pass the end-of-course DOT road test. The training provider will send road test results to J.J. Keller.

2) Amazon provided training. The internal training includes behind the wheel training for all DAs in their respective vehicle types and is three days in length. Day 1 in-station foundations, Day 2 practice the basics in a closed course, and Day 3 Exception Handling and road test, achieving DOT qualification. Completing all training sequentially is required to attend behind the wheel practice and road test.

Driver trainers teach Day 1 "In station foundation" course in person, covering Amazon specific processes, defensive driving and tools used in the day to day operation. The day is a mix of hand on training/observation and in-class modules. Day 1 is finalized with a knowledge check proving understanding of the learning objectives and require 80% for completion. Completion of this training is managed in KNET (learning management system). As noted above, drivers must successfully complete Day 1 training prior to attending to Day 2 practice the basics.

Day 2 allows the Delivery Associates to independently operate a vehicle in a closed course setting. They learn hands-on by familiarizing themselves with the internal/external mechanical functions and the sensitivity of vehicle maneuvers. Meanwhile drivers are also performing hands on activities to prepare them for on the road delivery and loading. There are addition eight mandatory virtual modules on Day 2 to deep dive safe driving and achieve DOT qualification. The next step before being scheduled for a road test and Day 3 training is completing a Day 2 exam which requires a score of 80% or more to pass. Upon completion of Day 1 and Day 2, drivers must pass the Day 3 curriculum exam with a score of 80% or more to pass, as well as the end-of-course road test on Day 3. Driver trainers will upload road test results to JJ Keller for compliance tracking, as well as, record completion in KNET.

Day 3 teaches in-station hands on practices of different exception handlings and reviews how to walk through these different deviations of the standard process before going on the road. These lessons will be captured in a Day 3 final exam which requires a score of 80% of more to pass. The delivery associates will also perform the DOT road test requirement on this day to assess driver compliance.

Step 9: Driver passes the road test and is fully qualified

Successful Road Test documents are loaded to the driver applicant's driver qualification file in the JJK Compliance Management Platform. JJ Keller notifies both the DSP and DA over email that a driver is fully qualified. The Driver must show as "Qualified" in the JJ Keller Encompass platform before they are allowed to go on-road.

3.3.7 Badging

During the onboarding process, your new hire will be required to upload a photo. This photo will be used to create a badge for the driver. Please ask the Amazon staff (Driver Trainer for AMZL, shift managers for AMXL) at your station for instructions to retrieve badges printed at the station.

The photo should include only the driver's head and shoulders, and the driver should not be wearing a hat or sunglasses.

To allow our customers and employees to easily identify your employees, we ask that your employees always wear a clearly visible ID badge while providing services under your Amazon contract. The badge may only be worn using the following approved methods:

- Lanyard
- Lanyard with plastic sheath
- Clip
- Clip with drawstring
- Shoulder sleeve band with insert

Immediately report lost or stolen badges to Amazon delivery station management. After reporting a lost or stolen badge, please provide your employee with a replacement or temporary badge.

If one of your employees will no longer be working under your Amazon contract, you must immediately collect his or her Amazon-issued ID badge and return it to the Amazon station management team.

Best Practices

Remind your new hire to upload his or her photo, and explain the following photo requirements: The photo should include only the driver's head and shoulders, and the driver should not be wearing a hat or sunglasses.



Policy

- Site-access ID badges may not be shared, borrowed, or given to anyone other than the person to whom they're assigned.
- You and your employees must not allow anyone to enter Amazon facilities by following or tailing without scanning his or her assigned badge.
- Badges should be stored in a secure place when not in use.
- Badges should be worn at all times while working and never left unattended while at a delivery station or off-site.

3.3.8 Badging Frequently Asked Questions (FAQ)

Q: How long will a station hold on to a printed badge before destroying it?

A: The station will keep a badge for 2 weeks before destroying it.

Q: Where should my DA pick up a badge?

A: The badge will be available at the service area/station that the DSP selected during the DA's onboarding process.

Q: How do I submit a badge photo?

A: The DA uploads his or her own photo during the onboarding process.

Q: How will I know when a badge is ready to be picked up?

A: When the DA has completed the onboarding process, Amazon will send an email to the DSP representative who onboarded the DA notifying him or her that the DA's badge is ready for pickup.

3.4 Delivery Associate Timekeeping

It's essential to keep track of employee daily and weekly hours for your payroll and to comply with applicable federal, state/provincial, and local employment laws. You are responsible for ensuring that your employees record all actual hours worked, including the start and end time of their shift and their meal periods. Consult your employment attorney for more information. For US employers, visit the Department of Labor's websites to learn about federal wage and overtime requirements, but please keep in mind that state and local laws will also apply. For Canada employer, visit provincial employment standard document for overtime calculation regulations.

US:

<https://www.dol.gov/whd/regs/compliance/whdfs21.htm>

<https://webapps.dol.gov/elaws/otcalculator.htm>

CA:

Alberta: <https://www.alberta.ca/overtime-hours-overtime-pay.aspx>

BC: https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/00_96113_01#part4

ON: https://www.ontario.ca/laws/statute/00e41?_ga=2.50827809.929495081.1615245464-49649329.1615245464



Amazon Negotiated Timekeeping Deal

To help you manage your timekeeping needs, the ADP and Paycom packages includes a timekeeping service with your payroll agreement. This service is required for all DSPs. See the Payroll Service deal in the business setup chapter for more detail.



Audit Notes – Delivery Associate Timekeeping

Eliminate paper time records, and use electronic timekeeping with ADP or Paycom (required by policy) Paper records are easily lost, destroyed, or altered.

Keep a record of any adjustment to time, and as a best practice, obtain the employee's authorization (signature) when making changes to his or her time record. Accuracy Of Time Records

- Ensure employees understand they cannot work off the clock. Prohibit employees from beginning work until they clock in.
- Implement an authorization form employees can complete and sign when they fail to clock in or clock out.
- Require employees to approve time entries at the end of each week/pay period to confirm accuracy.
- Conduct audits to ensure employees certify time entries.

Auto-Deductions

- Eliminate the practice of auto-deductions (other than withholding taxes required by law), and require employees to record meal breaks.

Rounding

- Consider paying employees to the punch/minute and not using rounding practices.

Biometrics Laws

- Consult your company's legal counsel and ensure your company is complying with all laws regarding use of an employee's biometric information, which could include things like fingerprints and facial recognition.

3.5 Hours of Service Tracking for DOT Compliance (US)

This section is relevant only to locales that operate US DOT regulated vehicles. If you operate in Canada, this section will not be relevant to your business.

The FMCSA hours of service (HOS) rules are designed to eliminate the type of drowsiness that can lead to crashes. Although many commercial motor vehicle (CMV) drivers feel that they know when they are getting drowsy, various laboratory tests have shown that persons are not good at estimating their own drowsiness. Both the DSP and the

driver are responsible for ensuring that drivers follow the HOS regulations. DSPs will operate under the short haul exemption. If the driver stays within the 150 air-mile radius of the work reporting location, and returns to the work reporting location within 14 hours on 5 of the last 7 days, and 16 hours on 2 of the last seven days, the driver qualifies for the short haul exemption and does not have to complete a log. Drivers only need to report starting time and stopping time. If the driver does not meet the terms of the exception, the driver will need to complete a log for the day and take a 30-minute rest break. The following rules always apply:

- Must have at least 10 consecutive hours off-duty between each shift;
- Must not drive more than 11 hours after 10 consecutive hours off duty;
- Must not drive after 70 hours on duty in 8 consecutive days;

Amazon requires all drivers of DOT-regulated vehicles in the DSP Program to use an Electronic Logging Device (ELD) to log driver hours, regardless of whether FMCSA allows for exceptions based on the type of driving performed. Using an ELD allows you to effectively manage the Hours of Service rules and document driver vehicle inspections and vehicle maintenance.

In Amazon branded box trucks and step vans, the installed GEOTAB device serves to provide telematics details of the vehicle movements and other key indicators. If you have rental vehicles that are DOT-regulated (i.e. box trucks), partner with your RFM or Amazon representative on what telematics device to have installed. You must request this as processes have changed for rental vehicles.

Search “FMCSA” on the resources tab of the DSP Portal for more information.

3.6 Training Delivery Associates

As part of the DA onboarding process, your drivers are required to complete online video training. eBike drivers will have a separate training. These videos provide the foundation of the delivery process, safety tips, and instructions on how to use the Amazon delivery application. In addition to the videos, your new drivers in AMZL stations will be required to complete a 3-day training provided by Amazon after completing the onboarding process. Delivery associates in AMXL stations will complete online training aligned to their roles after completing the onboarding process. Drivers of DOT-regulated vehicles have additional requirements as described earlier in the DA Onboarding for DOT compliance section.

As the required training above may not cover every situation your driver may encounter, Amazon recommends that you provide additional training to your delivery associates. It is extremely important to provide your new drivers hands-on instruction on driving and backing up a full-size delivery vehicle. Many new DAs get into accidents early in their careers due to a lack of understanding the size of the vehicle they are driving. Additionally, spending quality time with an experienced DA (ride along described later) will help a new DA understand the commonsense and required functions of making a delivery. This may include determining if a location is safe to leave a package, knowing the best method and time to contact a customer, parking and remembering to remove the keys from a parked vehicle, and other key functions. For AMXL, this may include best practices for customer interactions.

3.6.1 Required Training: Videos

Amazon Videos

DAs who pass the background check will be sent an email notification from Amazon informing them that they can now watch the DA onboarding videos for an overview of delivering Amazon packages.

Video Title
Module 1: Delivery Overview
Module 2: At Station Procedures

Module 3: On Road Safety
Module 4: On Road Using Amazon Delivery App
Module 5: Delivery Keys
Module 6: On Road Delivery Situations
Module 7: Return To Station Procedures
Total Estimated Time: 90 minutes

IMPORTANT NOTES

- Your driver will only be able to watch the videos, one at a time, in the order they are presented.
- Drivers must complete all 7 videos in order to go into active status.
- If a driver does not complete all the videos in one sitting, the driver will be able to pick up from where he or she left off upon logging back in to the onboarding portal.
- For any difficulties with the videos, please advise your driver to try one of the options below. If those options don't work, the driver should inform you about the issue he or she is experiencing. If you cannot solve the driver's problem yourself, you should reach out to your Amazon Business Coach or the DSP Hotline for help resolving the issue.
 - o Refresh your browser.
 - o Try logging out and logging back in. Connect to Wi-Fi.

3.6.2 Required AMZL Training

3-Day Amazon Training

Amazon facilitates a mandatory multi-day in-person training program for all new AMZL delivery associates. DSP owners will need to schedule their new hires to participate and pass this training prior to allowing them to deliver Amazon packages on their own. As their employer, you will be required to pay them during these training days, however, you will be reimbursed by Amazon. To pass the training class, delivery associates must pass a knowledge check at the end of every day as well as a final exam and are given three tries to do so. DAs who fail the knowledge checks or final exam three times can take the class again, but DSP owners will not be reimbursed a second time.

Drivers of vehicles greater than 10,001 lbs. are also required to complete DOT driver training.

3.6.3 Required AMXL Training

All AMXL Delivery Associates are required to complete an online suite of virtual training in KNet. All AMXL drivers are required to complete DOT driver training. As their employer, you are required to pay them for the time they spend training; Amazon will reimburse you for the following mandatory training:

- All DAs: AMXL-specific virtual Onboarding training
- Drivers: DOT driver training

AMXL-Specific Virtual Training (All DAs) – 4 hours

The AMXL-specific virtual KNet training consists of process-related content and takes approximately 4 hours to complete. Each DA receives training customized to their role and responsibilities. Upon enrollment in virtual training, your DAs are required to log in to KNet and take this Onboarding training, and to complete knowledge checks at the conclusion of each module. Likewise, DAs are required to complete a virtual comprehensive assessment at the end of the full curriculum, in order to demonstrate their understanding of topics covered during this virtual Onboarding training. Amazon will report assessment results to you as a tool for tracking completion rates as well as for identifying

potential opportunities for additional coaching. All DAs must complete the virtual AMXL Onboarding training in its entirety before going out on deliveries.

DOT Driver Training (Drivers Only)

All drivers of DOT-regulated vehicles must complete DOT driver training. See Chapter 3.3.6 for more details. Search “Driver onboarding” and “DOT onboarding” on the resources tab of the DSP Portal for more information.

3.6.4 Recommended Training

In addition to the required training, Amazon recommends providing the following types of training to your delivery associates. Although Amazon provides content for some of these, you are encouraged to develop additional materials. This list is not exhaustive of the types of training that may be beneficial to your delivery associates.

Scroll down to read more about each type of recommended training.

- Delivery process
- Safety
- Package obstacle course
- Safe driving
- Ride-along
- Customer service
- Delivery metrics
- Retraining

Amazon Delivery App Information

Every day, drivers will see survey questions in the Amazon delivery app once they “swipe to finish” at the end of their routes. Driver responses to these questions will help Amazon determine ways to improve the in-station and delivery experience for all drivers. Drivers are not required to respond; however, if they do, their answers will be confidential, and no one from the station level or DSP will see the individual responses. Questions related to the survey feature should be sent to contractorrelations@amazon.com.

Talking Points For Drivers With Questions:

- You will see one question per day in the Amazon delivery app at the end of your route. Amazon launched this tool because it wants your feedback to help prioritize initiatives and determine ways to improve the in-station and delivery experience for all drivers.
- Your individual answer is confidential. No one at the station level or from the DSP will see your individual responses. Therefore, please be honest in your answers.
- Without honest and complete answers, Amazon can’t know which areas are working well and which need improvement.
- Answering the questions should take no more than 30 seconds of time each day.

3.6.4.1 Safety

At the delivery station and on-road, safety is the top priority. It's important to make sure your delivery associates are following the in-station and on-road safety guidelines. We recommend that you provide a copy of the safety manual to each of your delivery associates so they can refer to the content at any time.

3.6.4.2 Package Obstacle Course The package obstacle course (POC) is a practical training designed to teach DAs how to use the Amazon delivery application. It includes common scenarios DAs may encounter on road. During the course, they read different delivery scenarios, scan test labels, and solve delivery situations. DAs will need to go through all the stops in the test itinerary to complete the POC. They use a training version of the Amazon delivery app to complete the POC.

You'll complete the POC during your in-station training, and your delivery associates will likely complete it during their training. If your DAs do not get the opportunity to complete the POC during their training, we recommend that you print out the package obstacle course posters, post them around your training area, and have DAs go through the scenarios. Check with your station operations team, as they may have the obstacle course posters already displayed on the station walls.



Resources

What you'll need to facilitate the Package Obstacle Course:

- Download the Amazon Delivery App (Training Version). The training app only works on Android devices.
Amazon Delivery App (Training Version) Download SOP: "delivery app device setup guide" on the resources tab of the DSP Portal.
- Print a copy of the Package Obstacle Course posters, and post them around the room where you'll train your DAs. Use the directions as a step-by-step guide to help you facilitate each stop in the course.
Package Obstacle Course Posters and Instructor's Guide: Search "package obstacle course" on the resources tab of the DSP Portal.

Best Practices

Complete the POC on your own before you ask your DAs to complete it. This will give you a better understanding of how the Amazon delivery app works so you can better assist your DAs when they have questions.

3.6.4.3 Vehicle Driving

Many of your new hires will have never driven a full-size van or other large vehicle. AMZL includes one hour of behind the wheel practice for all DAs in the two-day training. We recommend that before you send a new driver on the road, you take him or her for a test drive to verify the DA's ability or to teach the DA the new driving skills he or she needs for driving a large van. For regulated drivers, additional safety course and road tests are required as described earlier.

Some areas to focus on include:

The turn radius of the van or truck, as it differs from a passenger vehicle.

- Proper usage of the side view mirrors. There is no rearview mirror.
- Things to know when backing up a van or truck and pulling into a parking space or driveway.
- Correct fuel to use for the van or truck.

Refer to the DA training guide on the resources tab of the DSP Portal for additional safety tips on operating a large van.

3.6.4.4 Ride-Along

The best way to learn how to deliver Amazon packages is to practice. Most owners have a new DAs ride along with an experienced DA for his or her first day on the job. The new DA will be able to learn from the good habits and strategies of the seasoned DA, including good driving skills, package placement, customer service, package organization (inside the van/truck), Amazon delivery app usage, safety practices, apartment access, and other complex deliveries. For AMXL, having a new driver ride along as a helper can serve a similar purpose.

It is important to choose your training DAs properly. Make sure you have ridden along with your selected DAs to ensure they are demonstrating best practices during deliveries and are therefore prepared to pass on those qualities to your trainees.

By the end of the ride-along, the trainee should have had the opportunity to locate packages on his or her own, operate the Amazon delivery application for all types of deliveries, and complete deliveries at all types of properties. The goal at the end of the day is for your training DA to provide you feedback on the trainee.

1. Is the trainee rocking it and ready for a nursery route on his or her own tomorrow?
2. Does the trainee need another training day to get a better grasp on the process?
3. Is the trainee struggling to grasp the concepts of the job and probably not a good candidate for the driver role?

3.6.4.5 Customer Service Training

Good customer service is critical for the long-term success of your company. Do not assume DAs come to the role with an understanding of how to deliver great customer service. While some may, it is extremely important to make sure all of your DAs have a customer service focus.

DAs interact with our customers every day when delivering packages. A smile and a “hello” will always go a long way to create a happy customer. During many deliveries, a DA will not interact with another human. In these cases, the DA generally keeps his or her head down and moves quickly while delivering the packages. When a DA encounters a person during this routine, it’s wise to slow down, smile, and greet the customer. Deliver the package, and thank the customer for his or her business.

In many apartment buildings, there are no lockers, and packages must be delivered to a customer’s front door. When an apartment customer is not home and there is no safe place to leave the package, it is often good practice to stop at the leasing office or concierge to let them know the package(s) could not be delivered. Leasing office employees generally will not take packages for residents, but if the DA remains friendly and courteous, the leasing agent may occasionally take the package knowing you tried to find the customer.

DAs can spend up to an hour of their day in the station. There is often interaction with the Amazon station operations team when they park in the lot, during the standup meetings, during load-out, driving out and returning to the station, and during RTS. It is critical to teach your DAs to be courteous and respectful to the Amazon operations team

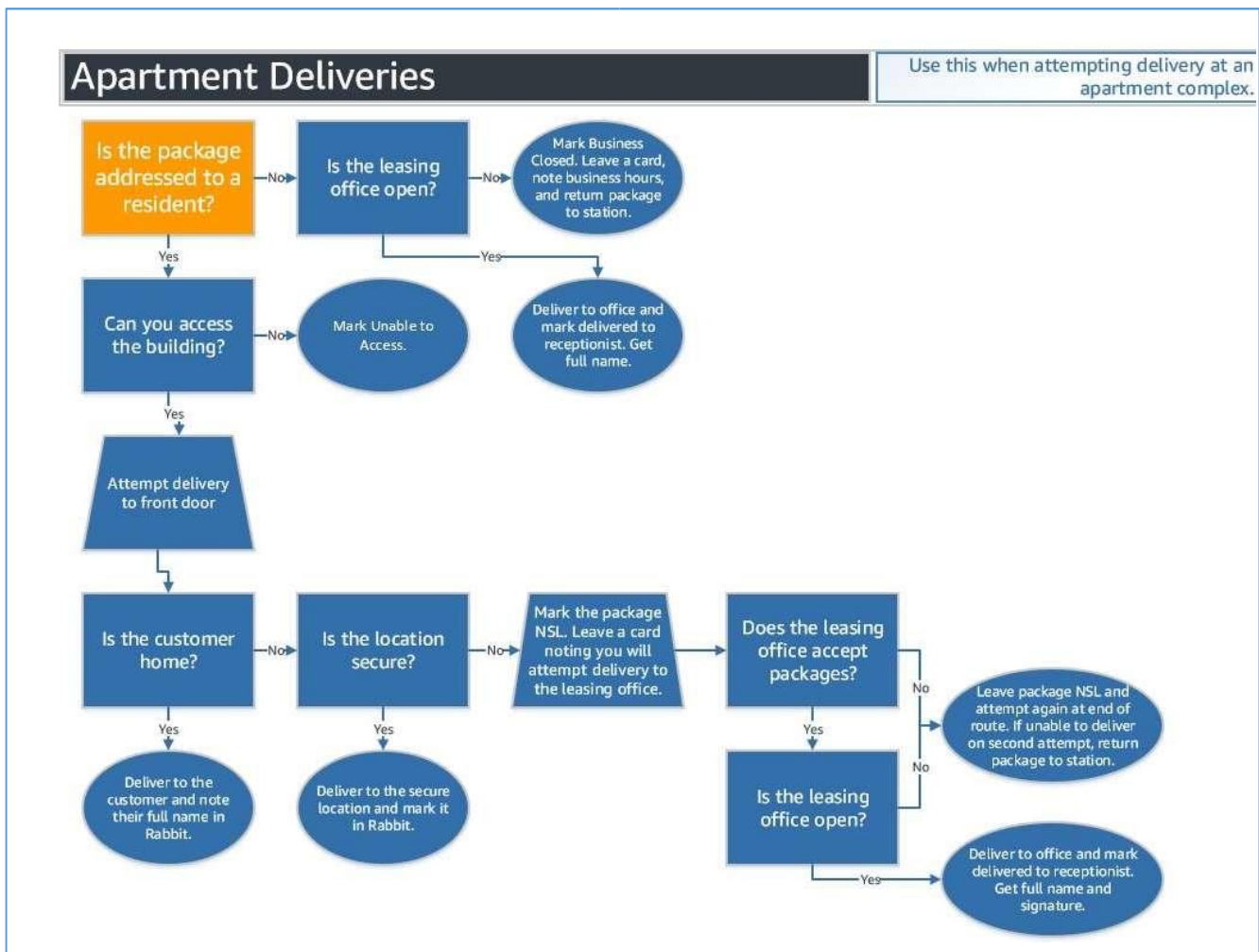
and other DSPs and their DAs in the station. Disrespectful behavior by a DA is not acceptable, and the Amazon operations team has the authority to ask a DA to leave the station for a myriad of reasons, including foul language or unsafe practices. Your DAs do not have to be friends with Amazon operations teams—just respectful and courteous.

Best Practices

Have your DAs get to know the leasing office personnel at the apartments in your delivery area. A bit of friendliness goes a long way. When a DA unsuccessfully attempts to deliver to the customer’s door, a good relationship with the leasing office employees will sometimes lead to an invitation to leave the attempted package(s) with the leasing agent.

If you leave the package with a leasing agent, make sure to write in the delivery app “Leasing Office” along with the name of the agent who accepted the package. This will make sure that the customer knows where to find the package. Search “Amazon Locker” on the resources tab of the DSP Portal for more information on delivering to Amazon Lockers.

Helpful Apartment Delivery Guide



3.6.5 Retraining

You may notice over time that your delivery associates may need to refresh their memories on the delivery process. We recommend you retrain your DAs occasionally. Amazon and JJ Keller provide DAs the opportunity to access online courses at any time to help them retrain.

Consider taking a ride-along with your DAs after a month on the job to refresh the most important DA requirements and verify they are not taking improper shortcuts.

Best Practices

Plan to take a ride-along once a week as an owner. This is a great opportunity to see how your new DAs are doing and provide continued training. With seasoned DAs, you might learn new tips from a ride-along that can be added to your new-hire training.

3.6.5.1 eDriving Mentor Program (AMZL)

This section is relevant to DSPs that operate within the United States. If you operate in Canada, this section will not be relevant to your business.

If you lease Amazon-branded cargo vans, you will be provided an ongoing driver training system. This system will act as your driver's personal safety coach. The application will measure driver actions and distractions while the vehicle is moving. Based on individual behaviors, the application will determine the coaching efforts required and present short, engaging, and interactive video modules to your drivers.

3.6.5.2 On Road Conduct and Safety Program

The On Road Conduct and Safety Program (ORCAS) gives visibility to unsafe driving behaviors and provides DSPs with a resource to address these behaviors through retraining. Through fleet telematics, drivers are flagged for breaches of safe driving thresholds, which are called safety signals. For each occurrence of a safety signal the DSP will be notified and the DA will be assigned a retraining action item by Amazon. The DSP will ensure the DA completes this training within an SLA to maintain their ORCAS compliance metric. Inputs from any and all relevant safety signals will be pipelined through the ORCAS program as they come online. For more details about what driving behaviors ORCAS measures, types of retraining methods, how to dispute a signal, and how to stay in compliance, search "ORCAS" on the resources tab of the DSP Portal.

3.6.6 OSHA Recordkeeping Requirements (US)

This section is relevant to DSPs that operate within the United States. If you operate in Canada, this section will not be relevant to your business.

The Occupational Safety and Health Administration (OSHA) requires most employers with more than 10 employees to complete and maintain injury and illness recordkeeping forms. The required recordkeeping forms include OSHA Form 300, OSHA Form 300A and OSHA Form 301 (or equivalent). As an employer, it is your responsibility to review the requirements in full to ensure compliance with OSHA and any similar state or local laws. Additional information regarding OSHA requirements can be found on OSHA's website.

OSHA Homepage: <https://www.osha.gov/>

OSHA Injury and Illness Recordkeeping and Reporting Requirements:

<https://www.osha.gov/recordkeeping/index.html>

3.6.6.2 OH&S Recordkeeping Requirements (Canada)

The Occupational Health and Safety (OH&S) legislation in Canada has injury reporting requirements. Each jurisdiction has specific requirements. For clarification or more information, please contact the workers' compensation board directly.

OH&S Legislation in Canada – Injury Reporting:

https://www.ccohs.ca/oshanswers/legisl/injury_reporting.html

3.7 Delivery Associate Growth

DSPs typically operate 7 days a week, 52 weeks per year (with a few holidays), and there are many daily and weekly responsibilities that must be managed by the owner. There are many options to help you run your operation, including hiring employees to handle some of your non-delivery tasks or rewarding top-performing DAs by offering them additional hours assisting with non-delivery activities.

As a new owner trying to grow your business, it is important to build out a team that can help you meet your goals. One option is to select drivers that display exceptional talent in areas that can help your business and promote them to the role of lead DA. By training your team on the following and other roles, you will be able to step away from the business for a day or two once your operation is running smoothly.

Lead DAs can be used to do the following and other roles:

- 1) Interview new DAs. Allow them to learn from you during your interviews.
- 2) Train new DAs. Teach delivery techniques on the road during a ride-along. Require a lead DA to certify that the new driver is ready to go out on his or her own before scheduling the new driver's first nursery route.
- 3) Retrain DAs that are struggling to complete their routes.
- 4) Manage themselves and a team (3-4) of DAs on the road. Communicate with Central Operations (CO) throughout the day for updates on delivery progress and where CO is helping to coordinate rescue opportunities as needed.
- 5) Arrive early and get routes dispatched (manage assets and load-out) when you are not able to be there.
- 6) Stay late to greet and close out the late arriving DAs at the end of the day for RTS.
- 7) Run the entire shift when the owner is away for the day. The lead DA will need to be trained on all aspects of running the shift.
- 8) Manage the cleaning of vehicles.
- 9) Keep up with routine maintenance for your fleet.

3.8 Additional Driver Status Changes

3.8.1 Offboarding DAs

A DA that is offboarded is permanently removed from system access. He or she can no longer be scheduled for routes or access the system through the Amazon delivery application.

The default rule for DAs is that they are offboarded automatically after 90 days of not being scheduled to run a route. When offboarding occurs, an email notification is sent to the DSP owner.

To Prevent A DA from Being Offboarded

If “Automatic Offboarding” is set to “off” in the DSP Portal for a particular DA, then the DA will never be automatically offboarded; this option may be used for non-driver employees.

3.8.2 Steps to Activate an Inactive DA

1. Log in to <https://logistics.amazon.com/>.
2. Click “Setup” in the menu.
3. Click “Associates” in the menu.
4. Click on the DA name.
5. Click the “Activate” button on the Personal Info Summary page.
6. Click “Activate Associate” in the pop-up window. A confirmation message, “Associate status has been changed to active,” will be displayed on the top of the page.
7. Click “Close.”

3.8.3 Steps to Offboard a DA

1. Automatically occurs for drivers not scheduled on a route for 90 days.
2. Your account management team can also manually off-board a driver if required. A maximum of 6 DAs per day are allowed to be off-boarded via the DSP Portal.
3. If you need to offboard more than 6 DAs in a single day, please call DSP Support at (888) 282-4481 (US) or 888-282-5514 (Canada), or email: dsp-info@amazon.com (US) dsp-info@amazon.ca (Canada)

3.9 Delivery Associate Turnover

Delivery Associate hiring is an ongoing process that needs to be addressed every week. Finding a good balance between too many and too few DAs will help reduce the stress created by 1) not having enough DAs to cover all your routes and 2) having good DAs that cannot get enough shifts and eventually leave your company.

Some DAs will provide notice when they quit, but many will not. You need to be prepared by scheduling backup DAs on a daily basis and always employing more DAs than needed. Keep a continuous pipeline of DAs in the interview and review status. You can manage too many DAs by rewarding your better DAs (for example, those who have the best metrics and reliability) with additional days of work each week and reduce days for DAs that call out more than an acceptable amount for your company.

3.9.1 Best Practices to Reduce Attrition

Reducing delivery associate attrition has a positive impact on morale, productivity, and your company’s profitability. The cost of losing an employee includes, but is not limited to, advertising, screening, interviewing, onboarding/training, lost productivity, and cultural impact to the existing workforce. You can try to mitigate this impact by following some of the best practices discussed in this section. Additionally, an engaged workforce has higher performance (such as delivery success rate) and tend to stay longer with your company. All of these aspects would save you money, time, and effort!

Highly engaged employees understand, are passionate about, and believe in their organization's goals and missions. Highly engaged employees see a direct line of sight between their organization's success and their personal success. Highly engaged employees have better safety records, deliver higher-quality work, are more productive, contribute more discretionary effort, and have better attendance and attrition rates. Studies have consistently shown that investing time, energy, and focus on engaging employees pays off tremendously. While there are many paths and strategies to engaging your workforce, here are some suggested best practices.

Search "attrition rate" on the resources tab of the DSP Portal for more information on attrition rate adjustments.

Setting a Positive Company Culture

Owners should make a focused effort to create and maintain a culture where DAs feel they are valued and are a critical part of the success of the business. Establish an identity for your organization, and center your communications on that identity. Your behavior, your words, the items you measure, the things you communicate about, and what you focus your and drivers' time on will be noticed every day. No one can be perfect, but your drivers will take their cues from you. In the end, you should be doing everything you can to generate and maintain excitement, enthusiasm, confidence, and optimism in your organization's culture.

[Questions to ask as you begin this journey and throughout your experience as a leader:](#)

Do you make your DAs' safety and well-being your first priority?

Are you upbeat, positive, and energetic?

Do you demonstrate compassion and emotional intelligence?

Do you act as a role model in showing how to persist with grace in the face of unforeseen difficulties?

Do you help others who appear to be overcome or overwhelmed?

Do you work to remove barriers in your DAs' paths to success?

Do you listen and provide attention to the right things?

Do you take a personal interest in your drivers' lives?

Do you celebrate successes, large and small, and invoke a sense of pride in doing the right thing?

Owners should be visible and get to know each delivery associate. When DAs feel a personal connection to the owner, they are more likely to feel engaged, which can lead to lower attrition and higher performance. Owners and others who support DAs (dispatchers or managers) should be approachable, friendly, listen to driver feedback, and ultimately value each driver as a customer.

Realistic Job Preview

Delivery associates who understand the challenges of the role before they start are more likely to overcome the initial difficulties of learning how to be a successful DA. You should provide as thorough and realistic a preview of the physical aspects of the job as possible. DAs should understand their specific schedules and what hours and days they will work. DAs should understand the expectations and goals of the day-to-day job and how their performance will be measured. DAs should learn how important meeting customer expectations are for their and your company's success. DAs should understand that their appearances, hygiene, and interactions with the public and Amazon customers are key parts of being successful.

New-Hire Orientation

DAs should go through an informative, detailed, and motivating new-hire orientation. New DAs should know from their first day how they will be paid, who to reach out to for help, what the company policies are, and what days and hours they will work. They should be able to find that information later in an employee handbook that you distribute to all new hires.

Pay Accuracy

Getting the basics right from the very start is highly important. DSPs with the lowest attrition rates typically ensure the following: (1) pay, incentives, and bonuses are simple to explain and to understand, and paystubs clearly display hours worked (regular hours, overtime hours) and unit rates; (2) all DAs, starting on the first day of employment, know exactly how and when they will be paid; and (3) there is a defined feedback mechanism for the DSP to hear about and immediately resolve pay discrepancies.

Establishing Feedback Loops

Every employee wants to feel he or she is important and has a voice that's heard. As much as possible, provide opportunities for DAs to voice their opinions, provide feedback, or suggest improvements, all of which can be defined as feedback loops. This can be a daily conversation before or after standup meetings, a phone number to call when on the road, or an email address for reporting and identifying problems. Identify specific paths for DAs to follow if they want to contact you, and be sure to manage those channels carefully. If DAs genuinely feel you are listening to them, advocating for them, and acting on their suggestions, they are more likely to be highly engaged and productive. And that's a big win.

3.10 Employee Handbook

We recommend you have an employee handbook for your DAs that, at a minimum, includes the policies that your company is required to have under the Program Policies and by local/state and federal law. This handbook should be created by your company or with the assistance of the DSP Navigator Program. As we covered above in this manual, you have an opportunity to enroll in [Navigator](#) which will allow you access to labor and employment attorneys who can work with you to create an employee handbook. State/local laws may require additional information be provided to employees at time of hire or annually. Navigator contains state/local specific information under "State Specific Documents" or can be obtained through your employment attorney.

Below are a few sample topics/titles to consider for various chapters. Please consult your employment attorney to determine the exact content to use in your handbook.

Welcome | At-Will Employment /Notice Period for job termination | Code Of Ethics| Tips To Become An Excellent Employee | Equal Opportunity Statement| Anti-Harassment| Confidentiality |

Training Program | Proof Of Ability To Work | Pay Period | Paycheck Deductions |

Final Paycheck | Non-mandatory Wage Deduction (If Any) | Wage Garnishments |

Direct Deposit | Work Hours | Time Tracking | Attendance | Job Abandonment |

Company Fuel Cards | Meal And Rest Breaks | Pay Increases | Standards Of Conduct

| Driving Record | Use Of Company Vehicles | Payroll Advances | Personal Phone

Use On Road | Health Insurance | Paid Time Off | Sick Policy | Jury Duty | Workers

3.11 Background and MVR Checks For Managers and Representatives

Background checks for non-drivers (e.g. managers, representatives) should be submitted directly through Accurate.

Submit Background Check For Non-Drivers (Managers, DSP Representatives)
1. Log in to Accurate: www.accurate.com www.accurate.com www.accurate.com www.accurate.com
2. Click “Order” in the navigation menu on the left side of the screen.
3. In the “Type of Search” box at the top of the screen, select Amazon DSP Non-Driver Package
4. Enter a unique reference number – driver’s license, candidate name and candidate email address in the required fields and submit.
5. The candidate will receive an email from Accurate prompting them to enter their personal information and submit for the background check.

3.12 Set Up DSP Representative (Non-driver) Credentials

If you decide to hire an employee that doesn’t drive and you want him or her to have access to the DSP Portal, you will need to set up a profile for that employee in the portal. You will need to complete the background check above and then follow the steps below to complete this process.

3.12.1 Set Up Manager Profile In DSP Portal

All DSP representatives should have individual login credentials to the DSP Portal. You can add a manager, edit the manager role, and off-board a manager.

Each manager role provides access to specific functions within the DSP Portal.

Account manager (owner): An account manager will have the same access as the DSP owner. He or she will be able to access all menus and information and add administrator roles.

Operations supervisor (owner, manager): An operations supervisor will have the ability to:

- View scheduled work, change the default schedule for shift times and DAs, roster DAs for route assignment, and update route assignments in the scheduling UI.
- Onboard DAs.
- See work confirmed in the WST and submit change requests if required.
- Review reporting in performance metrics - same as the DSP owner.

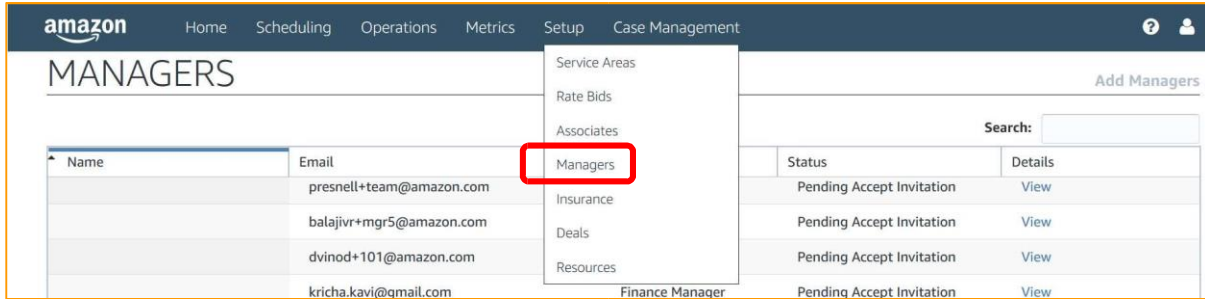
Finance manager (accounting): A finance manager will have the ability to:

- View scheduled work, change the default schedule for shift times and DAs, roster DAs for route assignment, and update route assignments in the scheduling UI.
- See work confirmed in the WST and submit change requests if required.
- Access the invoices in the payments UI.
- View, dispute, and/or accept invoices in the payment UI. View and/or add service areas.

SOP: Add A Manager

1. Sign in to the DSP Portal at <https://logistics.amazon.com>.

2. From the Setup menu, click “Managers.”



3. Click “Add Managers” in the top-right corner of the page.



4. In the Personal Information box, enter the email address for the manager, and then click “Next.”

Personal Information

Email*

Retype Email *

CANCEL NEXT

on.com account to be able to
their administrator accounts.
an create a new one.

5. In the Assign Role box:

- Select the relevant role from the list.
- Review the details of the assigned role.
- Click “Send Invitation.”

Assign Role

Assign Role Details

Select a role

Account Manager

Finance Manager

Operations Supervisor

BACK SEND INVITATION

Assign Role

Assign Role

Account Manager

The Account Manager will have the same access as DSP owner to all menus and functions in the DSP dashboard. Additionally Account manager will be able to add, edit and offboard user to manager roles

BACK SEND INVITATION

Note: An email will automatically be sent to the email address provided in the personal information pop-up window and will prompt the user to log in to his or her Amazon account and accept the assigned role invitation. If a user does not have an Amazon account, he or she will be prompted to create one at that time.

The email address and password used for the Amazon account will be the user’s login to the DSP Portal. The email address used to create the Amazon account needs to match the email address used for the invitation.



You will be taken to the Managers page, the message “An invitation has been sent successfully” will be displayed at the top of the page, and you will see the name added in the managers list.

MANAGERS				Add Managers
Name	Email	Role	Status	Search: <input type="text"/>
Vikas Gujjar	vggujjar+3@amazon.com	Account Manager	Active	
vggujjar Testdsp	vggujjar+testdsp@amazon.com	Account Manager	Active	

Note: After the new user accepts the invitation, the status will change from pending to active.

1. Call DSP Support at (888) 282-4481 to have Managers/Representatives verified. You will need the following information for verification:

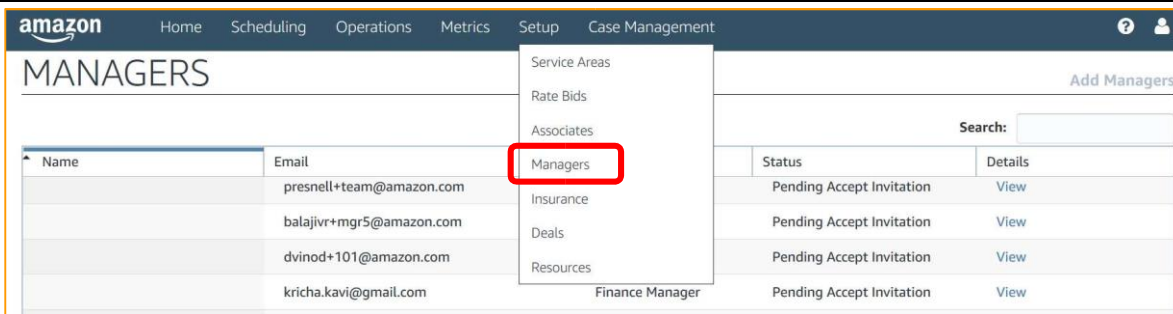
- Background Reference ID
- New DSP Manager/Representative’s Full Name
- Delivery Station to be Assigned
- DSP Business Name
- Last 4 of SSN of DSP Manager/Representative
- Date of Birth of DSP Manager/Representative

Note: DSP Support will not be able to address queries coming from Managers/Representatives unless you call DSP Support to get them verified first.

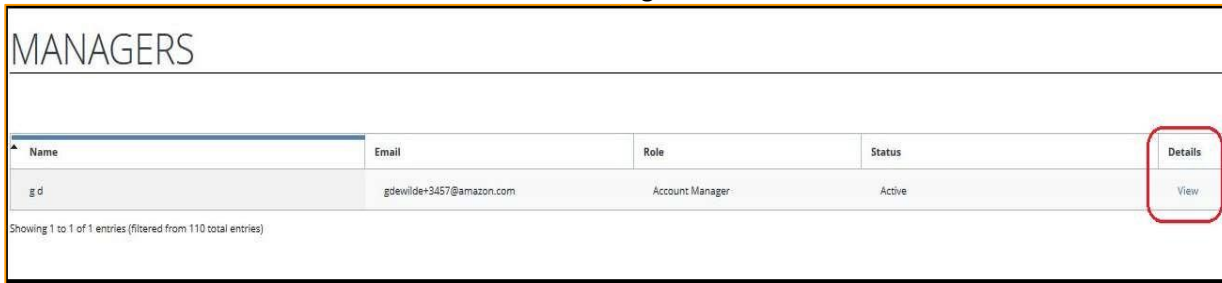
SOP: Edit Manager Role

You can edit the manager role for your DSP representative if he or she moves from one role to another in your DSP account. For example, if a DSP representative moves from the manager role to the accountant role, you can edit his or her role in the managers section from operations supervisor to finance manager. You can also edit location and status.

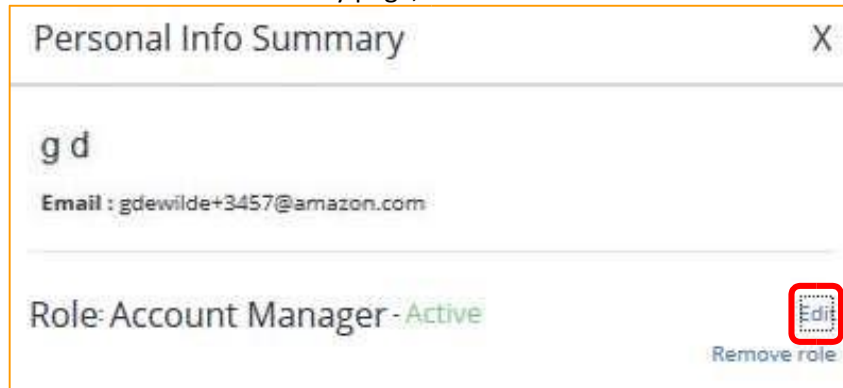
1. From the Setup menu, click “Managers.”



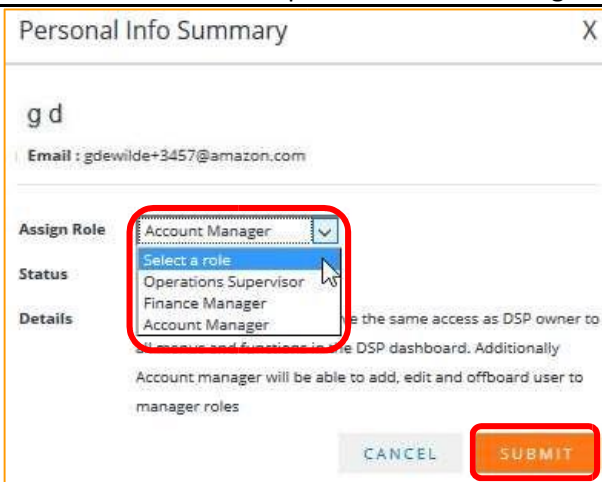
2. Click "View" under the Details column to edit the manager's role.



3. On the Personal Info Summary page, click "Edit."



4. Select a role from the drop-down menu to change the manager's role, and then click "Submit."

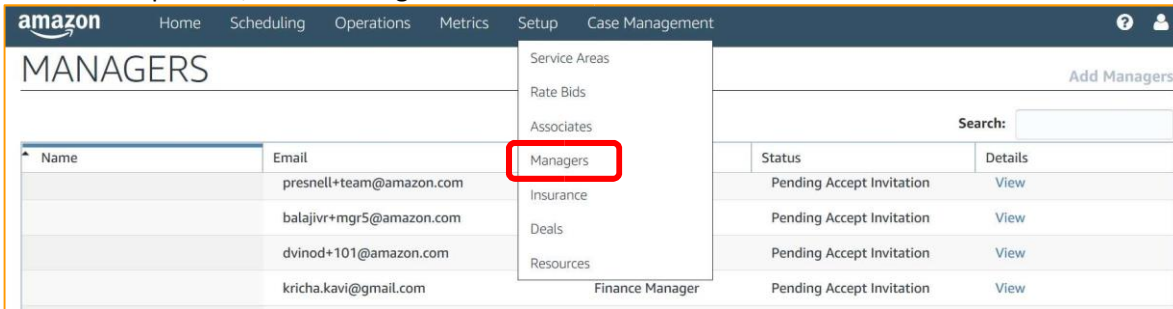


Note: You will see a list of permissions underneath the Status tab, next to Details. This permission list shows all the permissions and access given to the administrator according to the new role.

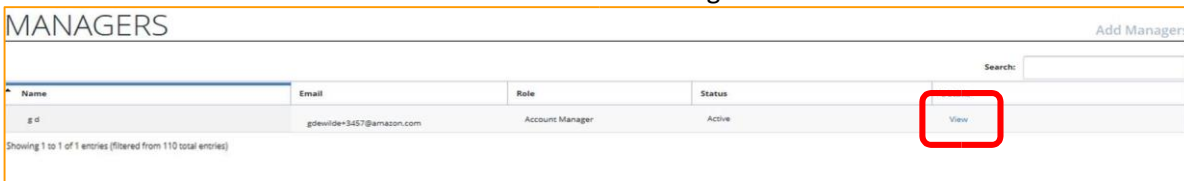
If the manager is no longer a representative of your DSP account, off-board his or her account in the DSP Portal by following the steps below.

After you have offboarded the representative in the DSP Portal, ask your account manager to submit an off-board dispatcher trouble ticket so Amazon can deactivate his or her login credentials.

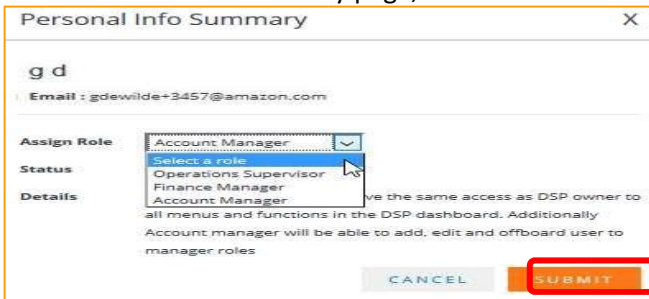
1. From the Setup menu, click “Managers.”



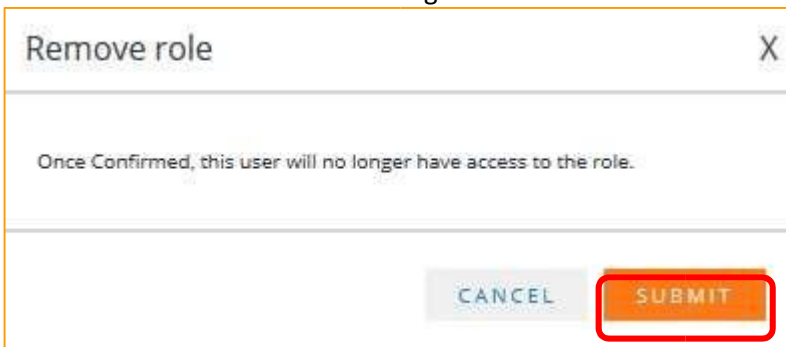
2. Click “View” under the Details column to off-board the manager.



3. On the Personal Info Summary page, click “Remove role.”



4. Click “Submit” to off-board the manager.



3.13 ID Check for DAs (US Only)

ID Check for DAs is an identity verification mechanism for your Delivery Associates (DAs). In the Amazon Delivery App, ID Check for DAs will automatically prompt your DAs to take a 'selfie' every 1 – 5 days when they click 'Ready to Deliver'.

This feature ensures that only DAs who have been background checked and meet Amazon's Program Policy requirements are permitted to execute deliveries, better protecting both you and your DAs from possible fraud. In doing so, we are also enhancing trust with customers, keeping our community safe, and safeguarding the Amazon brand.

Note: ID Check for DAs is mandatory and applies to any DSP employee if they deliver packages for Amazon at any time (i.e. Helpers, dispatchers, managers, etc.).

For more information on ID Check for DAs, including how DAs enroll and FAQs, search "ID check" on the resources tab of the DSP Portal.

CHAPTER FOUR

RAMP PLAN

4.1 Ramp Plan

DSPs typically launch with 5 vehicles and 5 daily routes. eBikes have a separate launch ramp plan.

Within months after launch, your business should grow to 20 vans and 20 daily routes for AMZL and 10 vehicles and 10 daily routes for AMXL. The speed of this growth will be determined by several factors, including your home delivery station, the time of year your business launches, and your ability as an owner to scale your business.

You will receive your ramp schedule when you begin the onboarding process.

The most common ramp plan is based on a 7 week schedule for AMZL and a 5 week schedule for AMXL, others may require you to ramp more quickly. All new DSPs are expected to meet their ramp plans. If you are struggling to meet the DSP service-level standards during your ramp period, Amazon may slow down your ramp schedule until you meet the minimal standards.

The ramp schedule for new AMZL DSP owners growing to 20 full routes over a 7 week period looks like this:

	S	M	T	W	TH	F	SA	Week	Cumulative
1	0	0	0	5	5	5	5	20	20
2	5	5	5	5	5	5	5	35	55
3	5	5	5	5	5	5	5	35	90
4	5	5	5	10	10	10	10	55	145
5	10	10	10	10	10	10	10	70	215
6	10	10	10	15	15	15	15	90	305
7	15	15	15	20	20	20	20	125	430

The ramp schedule for new AMXL DSP owners growing to 10+ full routes over a 5 week period looks like this:

	S	M	T	W	TH	F	SA	Week	Cumulative
1	0	0	0	5	5	5	5	20	20
2	5	5	5	5	5	5	5	35	55
3	5	5	5	7	7	7	7	43	98
4	7	7	7	7	7	7	7	49	147
5	7	7	7	10	10	10	10	61	208

4.2 Growing From 5 to 10 Routes (AMXL)/20 Routes (AMZL)

Stay in contact with your business coach throughout the ramp period. Keep them aware of your progress, your comfort level, and your success in hiring and training.

a. Hire Delivery Associates

It's never too soon to start thinking about adding new DAs. At least two weeks prior to your launch and each ramp event, start the interviewing and onboarding processes for new DAs. For AMZL, nine or ten new drivers are needed to operate each additional group of five routes. Many DSP owners hire more than 10 drivers for a ramp to account for unexpected attrition. For AMXL, twenty new delivery associates are needed to operate each additional group of five routes with many DSP owners hiring more than 20 delivery associates for a ramp to account for unexpected attrition.

b. Meet Service Level Standards

Your eligibility to increase routes depends on whether or not your company is meeting minimal service level standards. These standards include delivery attempts, delivery success, DNR DPMO, attendance rates and other measures. Meet with your business coach and visit the chapters on policies and performance for more information.

c. Communicate Clearly and Frequently

Get in touch with your business coach one week prior to your ramp date. The goal is to keep you on a path to ramp as scheduled. Your business coach will need to confirm that your new routes (blocks) are added to the Scheduling tool, the Amazon operations team is ready for your increased capacity, and there are no other blockers to add the new routes.

d. Verify All Vehicles

If you are receiving Amazon-branded vehicles, stay in touch with your fleet management company prior to your ramp date. This will help ensure your vans arrive as scheduled. Vans should arrive approximately seven days before your ramp date to allow you to gas and prep them ahead of time.

You will likely launch new routes on the same day of the week. Verify with the Amazon station operations team and your business coach which day(s) of the week is best to launch at your station.

CHAPTER FIVE

STATION SETUP

5.1 Delivery Station Training

Much of this chapter will be discussed in your Delivery Service Partner (DSP) training. Use this as a reference to present detailed questions during that time.

5.1.1 Delivery Station Process

Below is a summary of the package flow at Amazon. It provides a simple overview of the life of a package from beginning to end.

1. First, packages leave the Amazon Fulfillment Center or Sort Center.
2. They are sent in a line haul or directly to the Amazon Delivery Station.
3. Amazon Sortation Associates sort the packages according to the routes.
4. Packages are then loaded to the delivery vehicles and sent out in waves for delivery.
5. Lastly, Delivery Associates navigate to the delivery point and deliver the packages either directly to our customers or to a secure location at the delivery point.

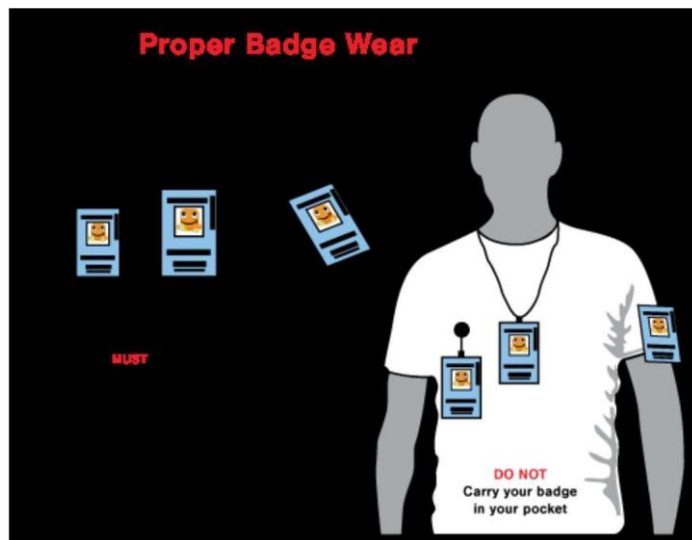


5.1.2 Delivery Station Safety

5.1.2.1 Safety Vests

Before you enter the delivery station, protect yourself with a high-visibility safety vest. Your safety vest must be worn on the outermost layer of clothing. This will make it easier for others to see you while you are at the station and while you are out delivering packages. Safety vests must be worn at all times in the station, even when you are not working. DSPs must provide all visitors, such as those interviewing for driver positions, with a safety vest to be worn while they are in the station.

5.1.2.2 Amazon Identification Badges



While your vest helps others see you, your badge helps others identify you and provides you access to secure areas of the Amazon building. When you enter the building, use your badge to open doors and turnstiles. Do not allow others to follow you or give others your badge to scan. Your badge is for your use only.

Keep your badge visible by placing it above your waist on the outside of your clothes. You can place your badge on an armband holder, on a retractable pocket clip, or on a lanyard. If you choose to wear your badge on a lanyard, use a breakaway lanyard to prevent injury.

Visitors should sign in and out of the building and be issued a visitor's badge upon entering. Visitors should be escorted at all times throughout the delivery station.

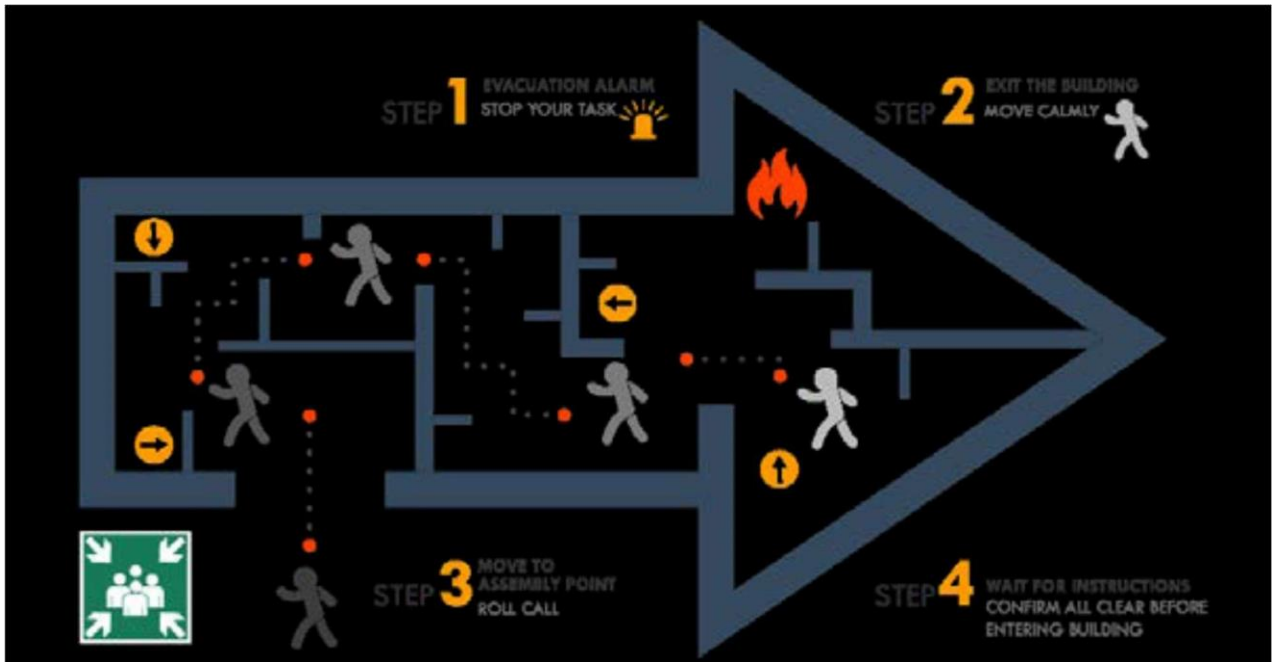
5.1.2.3 Entrances and Exits

When entering and exiting the delivery station, always use designated building entrances and exits, scan your badge when prompted, and never follow behind someone or use another person's badge. Follow the "one way in, one way out" policy.

Designated entrances and exits are the only means to access the building. Do not jump off dock doors, and never enter through open garage doors, including drive lane entrances.

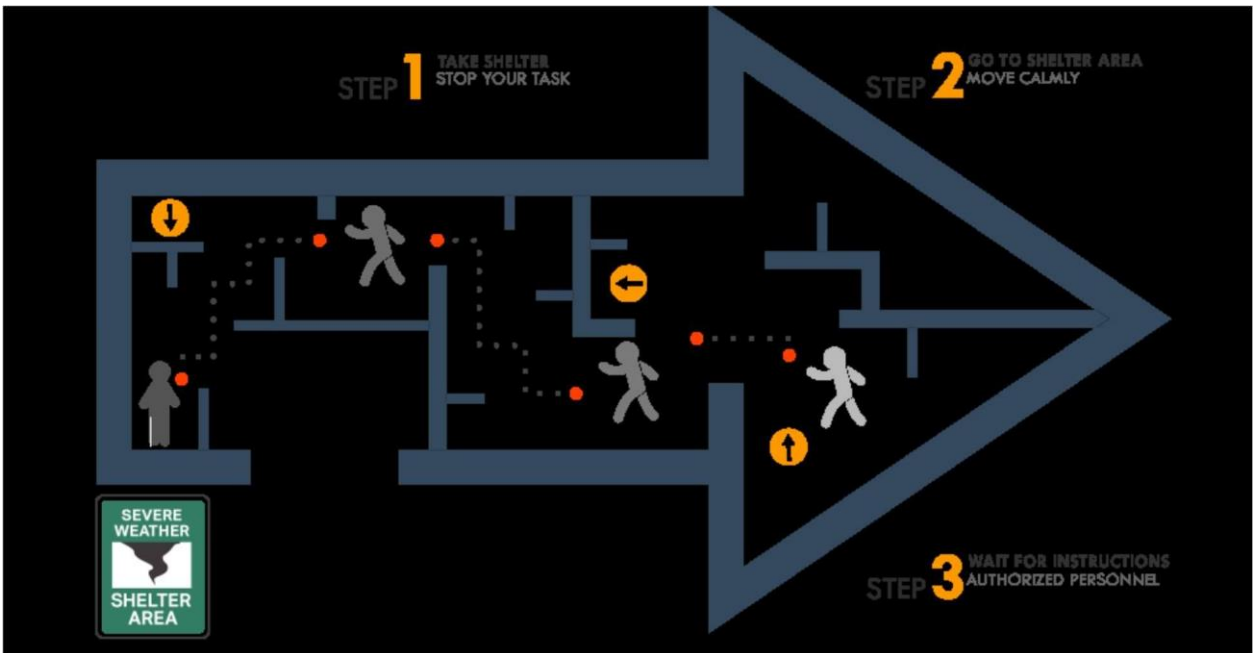
Emergency exit doors may be equipped with alarms to discourage unauthorized use. Do not prop or hold these doors open, disable door alarms, or use emergency doors if it's not an emergency.

If there is a fire in the delivery station or another emergency where you need to evacuate the building, use the following steps to evacuate safely:



1. When you hear the fire alarm, stop your task.
2. Calmly exit the facility using the nearest emergency exit.
3. Once outside of the building, proceed to the assembly point for roll call. Assembly points are designated by the green sign with arrows pointing toward a group of people.
4. Finally, stay at the assembly point and wait for further instructions.

If there is an emergency situation where you need to take shelter, you'll take similar safety steps:



1. When you hear the shelter alarm, stop your task.
2. Calmly proceed to the nearest shelter area. These areas will be designated by a green sign showing a tornado.

3. Finally, stay at the shelter area and wait for further instructions.

5.1.3 Station Hazards

The delivery station, staging areas, station docks, and your vehicle all have the potential to create safety hazards.

To minimize risks, take extra precaution:

1. Always wear closed-toe, closed-heel shoes in the delivery station and while making deliveries.
2. Follow posted speed limits—less than 5 mph in the delivery station, in the delivery station parking lot and yard.
3. Only park in designated parking spots. All other locations are subject to towing at the owner’s expense.
4. Headlights and hazard lights must be illuminated whenever a delivery van is in motion in the delivery station and/or in the delivery station yard.
5. Open driver-side window when driving into the delivery station.
6. Once parked, the vehicle needs to be turned off. Vehicles should never be idling in the delivery station.
7. Never back up your vehicle, unless it is absolutely necessary and a spotter is present.
8. Be aware of station crosswalks, sharp turns, and blind spots.
9. Only walk in designated walkways (“the green mile”). Never cross or stand in active drive lanes.
10. Consume all food and drinks in the break room. Only water in closed containers is allowed on the delivery station floor, which includes load-out, RTS areas, and dispatch desks.
11. Wait for instruction from your dispatcher before you start your vehicle to exit the station.
12. All DAs will follow the designated directional signage at the delivery station and exit points in the yard. For example, if it says turn left only, the driver only turns left.
13. Sound-cancelling headphones should not be worn in the delivery station or on the road.
14. Never stand on, sit on, crawl under, or hop over conveyor systems.

For AMXL, drivers will be required to go through a TDR process including chalking wheels, placing cones in front of the vehicle, and surrendering the keys to the AMXL station. Search “AMXL TDR” on the resources tab of the DSP Portal for more information.

5.1.3.1 Prohibited Items

To further support station safety, there are prohibited items and actions that will result in expulsion from the station. They are prohibited because they pose a safety risk to you and others, or they could cause a distraction resulting in an injury. Prohibited items and actions include:

1. Illegal drugs
2. Cameras or recording devices
3. Firearms or ammunition
4. Explosives
5. Violence

5.1.4 Station Rules

The following rules must be obeyed by you and your employees while inside the delivery station.

5.1.5 Workplace Anti-Harassment

Amazon won't tolerate inappropriate conduct, including discriminatory harassment of any kind. No one in Amazon facilities or delivering Amazon packages may harass anyone based on race, religion, creed, color, national origin, citizenship, marital status, sex (including pregnancy), age, sexual orientation, gender identity, veteran status, political ideology, ancestry, the presence of any physical or mental disabilities, genetic information, or other legally protected status.

Best Practices

Implement an anti-harassment policy that is distributed to your company's employees.

Have a well-established, secure escalation channel within your company for people to report harassment.

Provide employees with training designed to identify all forms of workplace harassment.

5.1.6 Tobacco Use

Smoking and the use of tobacco of any kind aren't allowed inside Amazon facilities, around Amazon customers, or anywhere where its use is prohibited by applicable law. Tobacco includes cigarettes, e-cigarettes, chewing tobacco, and smokeless tobacco. Smoking (cigarettes and e-cigarettes) is not allowed in a vehicle that contains Amazon packages.

5.1.7 Representing Amazon

Your employees will likely interact with Amazon customers in person or on the phone. They may also be asked to comment to media for publication. To avoid the mistaken impression they work or speak officially for Amazon, we ask them to make clear that they are not Amazon employees and do not speak on behalf of Amazon.

Best Practices

Emphasize to your employees that they work for your company and aren't Amazon employees.

Make sure your employees know that they should be clear in any statements to customers or media that they're not Amazon employees and aren't speaking on behalf of Amazon.

Train employees to introduce themselves to Amazon customers. For example, "Hi, my name is [employee's name]. I work for [name of your company], the provider that delivered your Amazon package."

5.2 Station Tour

5.2.1 Meet Amazon Station Personnel

During and after your training, prepare to spend time at your home delivery station. You should take this opportunity to meet and interact with the Amazon operations team at the station. This is a great opportunity to begin to build a positive relationship with the Amazon station team. When you launch your business, you'll need to rely on the Amazon operations team, and they will begin to rely on you and your team of drivers.

Meet with the Amazon station manager and get to know them. Ask about their team and get an understanding of who the key players are in the station. It's important to know who runs routing every night in case you want to confirm nursery routes or discuss other route concerns.

5.2.2 Important Information for Launch

When you meet the Amazon operations team before launch, make sure to review your routes and any preferred areas (including preferred nursery route areas). Determine your scheduled wave (time) and driving lane(s) for morning load-out.

5.3 Vehicle Parking

Personal Vehicles

Each delivery station has rules and locations for parking owner and DA vehicles. Please check with the operations team to learn the parking rules for your station. It's critical to follow the rules for parking personal vehicles. Vans may have assigned parking; tractor-trailers regularly enter the station grounds, and their paths should not be blocked. Cars parked in unassigned locations are subject to towing.

Delivery Vehicles

Some stations have parking on-site for delivery vehicles, and others require off-site parking. If you are asked to park off-site, and the station has a designated off-site parking lot, the operations team will provide directions to the parking and may adjust the route size based on the time it takes to get to and from the off-site parking. At some delivery stations, DSPs are required to find their own off-site parking. DAs may be allowed to leave their personal vehicles in the off-site delivery van parking lot while they are using delivery vehicles. If your vehicles are parked at the station, make sure your DAs park their personal cars in the designated parking for DA vehicles.

Note: Please verify the parking rules at your delivery station with the Amazon station operations team.

5.4 Workspace Setup

DSPs are provided a workspace at the delivery station. The setup varies by station and usually consists of a 6-foot-long desk, two chairs, and a lockable storage cage next to your desk. The cage can be used to lock up your assets (laptop, phones, chargers, uniforms, and anything else you do not want to "walk away" from your desk overnight). Please purchase a combination lock for your cage. A combination lock allows you to have a DA or assistant open the cage if you are not at the station first thing in the morning.

5.4.1 Office Supplies, Etc.

The station will provide the following supplies to assist in your daily tasks:

- Security Cage
- Door desk
- Door desk sign with DSP company name
- File cabinet
- Chair
- Network and Power drops
- Bin
- Trash can
- HDMI cable
- Flashlight with batteries
- First Aid kit
- Printer
- Inclement weather bags (for rainy and snowy days) – These bags should be used to protect smaller packages left in locations not protected from precipitation.
- We Missed You (WMY) notes – When a package cannot be delivered due to “no safe location” or if a customer is no home to accept a scheduled delivery, drivers should leave a WMY note affixed to the customer’s door. Please make sure the driver fills in the blanks on the WMY note before affixing it to the door.

For AMXL, stations provide additional delivery tools:

- Rubber tarp straps
- Ratchet Tie Downs
- Dust masks
- Skit-resistant shoe covers
- Spill kits
- Flashlights with batteries
- First Aid kit
- Nitrile gloves (XL, Large, and Medium sizes)
- Printer
- General Purpose Gloves
- Door Jamb Protector
- Moving Blankets
- Clear industrial tape and dispenser
- 121-piece tool set
- Padlocks for trucks
- Shoulder dollies
- Hand trucks

The following are recommended supplies you should purchase before launch.

- Laptop computer (please bring this to your DSP training classes)
- Pens – You will need pens constantly, and DAs will need these for completing WMY stickers or noting returns
- Sharpies
- Printer paper
- Portable phone chargers – Have a charger for each driver in case their device needs charging during the route.
- Power strips for charging phones and phone chargers overnight in the cage and for laptops, printers, and other devices on your desk.
- Phone charger cords – Make sure they work with the phone and charger you provide your drivers

- Key tags – To affix to the van keys so you know which van it operates
- Key storage – Used to access keys daily and a second storage box for backup keys
- Vehicle ID stickers – Best practice is to place a letter and number sticker on each vehicle. Two or three-inch-high stickers are available at hardware stores. Adhere these stickers to the front and back of each vehicle just above the bumpers (e.g., Sue’s Delivery might label its vans: SD1, SD2, SD3, etc.). Drivers can easily find their assigned vans, and the vans can easily be identified on the road.
- Additional items: Flash light, Foldable cart, Weather bag, DSP Insurance information, DSP contact number, We Missed You (WMY) cards, Fuel cards.

The following supplies are **required and must** be installed in each vehicle. Any vehicle without these supplies will be subject to grounding.

- Delivery device cradles for vehicles – These can be used to mount a delivery device to the vehicle’s dashboard or air vents. Windshield mounted device cradles are not approved due to the additional blind spots they create. Select a cradle that works best for your DAs.
 - Additional resources: <https://dsponlineorder.com/maxx-car-mount/>

Search “keep in vehicle” on the resources tab of the DSP Portal for more information on what to keep inside delivery vehicles.

5.5 Key Terms and Definitions Used At Delivery Stations

- Defects Per Million Opportunities (DPMO) – Normalized measure of performance calculated by dividing the number of conceded packages by the number of shipped packages and multiplying that ratio by 1,000,000.
- Delivered, Not Received (DNR) – A type of concession that occurs when a customer claims that he/she did not receive the package, but the DA marked the package as delivered in Amazon’s delivery software.
- Delivery Associate (DA) – Driver or helper for a DSP company; any person making deliveries.
- Delivery Exceptions – Use cases where a DA is unable to deliver a package to the customer.
- Unable To Access (UTA) – DA is unable to access the location of the customer.
- Unable To Locate (UTL) – DA is unable to find the location of the customer.
- No Secure Location (NSL) – DA is unable to deliver the package due to lack of a secure location.
- Business Closed (BC) – DA is unable to deliver the package during the closed hours of a business.
- Delivery Partner (DP) – Amazon Flex driver.
- Delivery Success Rate (DSR) – Percent of dispatched packages that are marked delivered to the customer in the Amazon Delivery app (Delivered Packages/Dispatched Packages). This metric is negatively impacted by Delivery Exceptions (UTA, NSL, etc.).
- Concession – Occurs when there is a partial or full refund or an item replacement because the customer did not receive the package or the package contained missing or broken items.
- Amazon Delivery App – App used by DAs and DPs to deliver packages to Amazon customers.
- Return To Station (RTS) – Process in which the DA/company representative checks out for the day with the station operations team, including when the DA returns any undelivered packages, including package missorts and delivery exceptions.

- Delivery Slot Performance (DSL_P) – Percent of deliveries that are successfully completed during the pre-determined 3-hour window [applicable for AMXL]
- Net Promoter Score (NPS) – Measure of customer’s satisfaction in form of question about likelihood to recommend [applicable for AMXL]

CHAPTER SIX
SCHEDULING DELIVERY ASSOCIATES

6.1 Scheduling Delivery Associates

Scheduling your DAs is a two-part process. The first part is to understand your team's availability (days off, preferred days, etc.) and merge this with the needs of your company to create a weekly schedule. The DSP Portal provides a full-featured tool for managing your team's schedule or you can use one of many 3rd party tools available. The second part is to assign drivers to the Amazon work you've committed to; this process is called "rostering" and must be completed in the portal prior to each day.

General Scheduling

Schedules are generally created weekly by the DSP owner. It's important to have the new schedule created several days before the workweek. Many DSPs have the schedule posted and sent to their drivers by Wednesday for the week starting the following Sunday. You can share schedules directly with your DAs from the Amazon scheduling tools via the AtoZ app (search "AtoZ" on the resources tab of the DSP Portal for details.) Each Friday, Amazon will publish the "work blocks" for the upcoming period which you can then use to roster your DAs.

Pick a consistent day to post the schedule, and establish a cut-off date and process for delivery associates to submit requests for days off. If a DA requests a day off after the schedule is posted, you can require that DA to find his or her own replacement based on the posted schedule. If you use this practice, make sure the switching DA agrees in writing through an email.

Standard vs. Flexible Schedule

You can set a standard schedule for your DA or change the days they work each week (flexible). Both options can be used, and it is important to let your DAs know during their interviews how your company operates.

With either scheduling option, you should ask employees (before hiring) if they have any restrictions that prevent them from working on a particular day of the week. A flexible schedule makes it easier for you to complete the schedule when DAs ask for days off, while the standard schedule allows you to use the same schedule week after week with minimal changes.

6.1.1 Backup Delivery Associates (On Call)

You are likely to find that a DA might not show up for work in the morning for a variety of reasons. A good practice is to have one or more delivery associates on call each day for every 10 employees scheduled.

There are various ways to schedule on-call DAs, such as setting a time in the morning to touch base and communicate to the DA if he or she is needed or other options as you determine. It's important to note that in some states, if you have a backup DA come to the station, you may need to compensate that DA even if you do not need him or her to work that day. In the Amazon scheduling tool, you can designate "backup" shifts to keep track of which DAs should be rostered the day before and which are available as backups.

We recommend that you consult DSP Navigator or your preferred labor and employment attorney about preventing any reporting time pay obligations associates with backup scheduling.

Best Practices

If you find that your DAs are regularly calling in sick, missing scheduled shifts without notice, or habitually late for work, consider reducing the number of days they are scheduled each week until they start showing the desired behavior.

6.1.2 Sample Schedule

Below is a sample schedule for a 5 route company. For AMXL, the same sample schedule can be used but a helper should be added to each route that requires 2 delivery associates. One driver is on call every day, just in case a scheduled driver does not show up for work. In this sample schedule, no driver is scheduled for more than 4 days. With a 10-hour estimated workday, a 4-day schedule is equal to a 40-hour workweek. Don't schedule a DA more than 4 days a week unless you are prepared to pay overtime (but note that some states require daily overtime if the DA works more than eight hours on any given day) or know that the DA regularly finishes his or her route faster than scheduled.

In the sample below, if Frisco is needed to work on Saturday (he is on call), he may accrue overtime (5 days of work) and will need to be compensated accordingly. The same situation applies to Kris on Thursday.

ABC DSP - Weekly Schedule							
	20-May	21-May	22-May	23-May	24-May	25-May	26-May
	<u>Sunday</u>	<u>Monday</u>	<u>Tuesday</u>	<u>Wednesday</u>	<u>Thursday</u>	<u>Friday</u>	<u>Saturday</u>
	Johnny				Johnny	Johnny	Johnny
		Sally		Sally	Sally		
		Stephen	Stephen			Stephen	Stephen
	Kris	Kris	Kris	Kris			
		Dolly	Dolly				
	Anton		Anton	Anton			
		Niki		Niki	Niki		
			Jessica		Jessica	Jessica	Jessica
						Tammy	Tammy
	Jen						Jen
	Frisco			Frisco	Frisco	Frisco	
Total	5	5	5	5	5	5	5
On Call	Niki	Jen	Sally	Dolly	Kris	Anton	Frisco
	6	6	6	6	6	6	6

6.1.3 What Is A 10.5-Hour Work Day?

It's essential to tell your delivery associates (during their interviews) how long their typical day will last. Our typical Cycle 1 route is planned for 10.5-hour, which includes a 30-minute unpaid meal break and ten hours of paid time. The 10.5-hour route includes:

- Attending the team Standup meeting
- Performing their pre-trip vehicle inspection
- Driving the vehicle to the station in the morning from off-site parking (if applicable)
- Loading the vehicle at the station or dispatching if vehicle is preloaded
- Stem time to get to the first delivery point
- Time allotted to deliver the packages
- A 30-minute unpaid meal break and two 15-minute paid rest breaks (30 minutes*)
- Stem time to return to the station

- Time to return undelivered packages to the operations team
- Time to return the van back to off-site parking (if applicable)
- Performing their post-trip vehicle inspection

All off-road tasks (station time at beginning and end of shift, off-site parking) reduce the scheduled on-road time for the driver.

Breaks are an important part of your delivery associates' day. The route plan includes two 15-minute paid rest breaks and a 30-minute unpaid meal break. Delivery associates should plan ahead in their route on when and where to take their breaks that may include restrooms, shade and eateries. The Amazon Delivery App will provide delivery associates with options to find nearby Points of Interest via 3rd party apps. It will also remind, and in some cases enforce, delivery associates to take their 30-minute meal break.

- States *with* Mandatory Breaks
 - For states that require the delivery associates to take meal breaks, the app will remind the driver to take a break at the 4-hour mark of their route. If the driver does not take a break at the 4-hour mark, they will receive another reminder at the 4.5-hour mark. At this time, the driver will be gated to the break screen for 30 minutes, and will not be able to access any delivery related features in the app. The delivery associate will be able to end the break and continue their route after the 30 minute timer expires.
- States *without* Mandatory Meal Breaks
 - For the states that don't legally require delivery associates to take meal breaks, the app will remind the driver to take a break at the 4-hour mark of their route. If the driver does not take their meal break, another reminder will populate at the 4.5-hour mark. As the meal break is optional, the Delivery Associate can choose to take a meal break at that time, at another time, or none at all.

Currently, our route plan does not take into consideration additional rest or meal breaks required by state law. DSP Owners should work with their legal counsel to ensure they are familiar with state law requirements for additional rest and meal breaks and offer those to their delivery associates. These additional rest or meal breaks will be incremental to the route plan.

It is imperative for you as the DSP to make sure your delivery associates are taking breaks (both the two paid 15-minute breaks and unpaid 30-minute meal break) for their safety and in accordance to the state law. In the states where the unpaid 30-minute meal breaks are optional, each driver should be encouraged to take the meal break.

There is no magic number of packages assigned to a 10-hour route. The number of packages and stops is highly dependent on the amount of time the DA is scheduled to be on road, the distance of the route to and from the station, and the density of shipments of the route.

** Shorter shifts may have reduced time for breaks*

Note: At some delivery station, Amazon has introduced shorter delivery routes as 8 and 9 hour route.

Best Practices

Set up your schedule the week prior to your first deliveries, either in the calendar view or as a schedule "template." Anytime you onboard a new delivery associate set aside time to add them to the schedule.

6.1.4 What Are Nursery Routes?

Nursery Routes are drivers' initial routes delivering independently and follow required new driver training and Ride Alongs, which are optional but recommended at DSP's discretion. Nursery Routes provide drivers with routes that have a lower planned workload - so that drivers can master the process while they build up to a full route. We currently offer two Nursery Route Levels (Level 1 and Level 2), which last four days each (eight days total). New drivers delivering for AMZL DSPs are provided 4 days at Level 1 and 4 days at Level 2 before graduating to a full route on day 9. New drivers delivering for AMXL are provided 3 days of nursery routes at a lower planned workload before graduating to a full route on day 4. . Thresholds are set to ensure the Nursery Routes are manageable, but acclimate drivers to the demands of a full route. We will adjust thresholds over time based on assessments of driver performance through the Learning Curve and other related factors such as training. Nursery Routes are generated automatically for correctly-rostered drivers during the drivers' first eight days. It is critical you correctly update your roster the night before a route is assigned to ensure new drivers receive Nursery Routes.

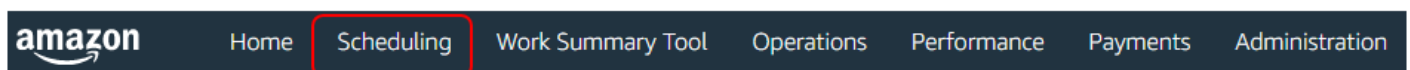
As Nursery Routes are your drivers first routes delivering independently, please make sure to provide them consistent support and encouragement. This is particularly true in their initial two days, and when they jump from Nursery Route Level 1 to Nursery Route Level 2, and then to a full route. Some drivers struggle--and even quit--when routes increase in difficulty, so make sure to check regularly on drivers as they progress in difficulty. New drivers are still acclimating to the role both mentally and physically and you should avoid asking new drivers who finish early to rescue other drivers.

Nursery Routes are intended to only be taken by new, inexperienced drivers. If a new driver is unable to attend their shift, they should be removed from the roster as soon as you are aware and your On-the-Road (OTR) lead should be notified so that the Nursery Route can be replaced with a Standard route. If a Nursery Route is generated for a new driver, but they do not show up for their shift, it will count as a no-show. After a driver no-shows multiple times, the system will no longer generate Nursery Routes for them. If your new driver has hit this attendance limit, you will have to request that a Nursery Route be manually routed via your On-the-Road (OTR) lead.

6.2 Building Your Schedule In The DSP Scheduling System

The DSP Portal enables you to easily build recurring schedules for your drivers with the shifts they typically work, week after week. If you implement a standard schedule, your drivers may appreciate a predictable schedule where they can count on working the same days every week. By building your schedule directly in the portal, you will be able to roster all of the DAs working a given day with a single click. The DSP Scheduling Use Guide provides an overview of the scheduling tools available in the portal; search "Scheduling User Guide" on the resources tab of the DSP Portal for more information. The Scheduling User Interface Resource Guide provides detailed instructions for building your schedules; search "Scheduling User Interface" on the resources tab of the DSP Portal. Both of these guides, and a video tour, are available in the DSP resources section of the portal.

You can access the scheduling tools from the link in the main navigation of the portal:



Business administration

The scheduling tool provides three types of calendar views to help you view and manage your schedule. The rolling 4-week view, provides an overview of your recent and upcoming work as well as indicating which days still require rostering actions.

Week	23 Sun	24 Mon	25 Tue	26 Wed	27 Thu	28 Fri	29 Sat
Week 35	100 Confirmed	35 Confirmed					
Week 36			1 Tue	2 Wed	100 Confirmed	105 Confirmed	100 Confirmed
Week 37	100 Confirmed	80 Confirmed	100 Confirmed	100 Confirmed	99 Confirmed	100 Confirmed	100 Confirmed
Week 38	250 Confirmed	250 Confirmed	202 Confirmed	6 Confirmed	249 Confirmed	250 Confirmed	250 Confirmed

From here, you can zoom into each week, which is a complete view of your team and you can manage shifts, apply templates, designate backup drivers, and make roster assignments.

	Sun, Sep 06	Mon, Sep 07	Tue, Sep 08	Wed, Sep 09	Thu, Sep 10	Fri, Sep 11	Sat, Sep 12
Work blocks	0 of 100 Auto-roster	0 of 80 Auto-roster	0 of 100 Auto-roster	0 of 100 Auto-roster	0 of 99 Auto-roster	0 of 100 Auto-roster	0 of 100 Auto-roster
Scheduled associates	4	6	6	6	6	6	4
Voluntary extra time & time off							
Ameia Moore		4:30 AM DOT	4:30 AM DOT	4:30 AM DOT	4:30 AM DOT	4:30 AM DOT	
Ben Stokes	4:30 AM	4:30 AM	4:30 AM	4:30 AM			
David Guetta	4:30 AM				4:30 AM	4:30 AM	4:30 AM
Dawit Kelete	4:30 AM	4:30 AM	4:30 AM				4:30 AM
Dinesh S				4:30 AM	4:30 AM	4:30 AM	4:30 AM
Rosaline Taylor			4:30 AM	4:30 AM	4:30 AM	4:30 AM	
saranya shankar	4:30 AM	4:30 AM				4:30 AM	4:30 AM
Steve Clark		4:30 AM	4:30 AM	4:30 AM	4:30 AM		

Finally, you can click into a single day for an hourly breakdown of shifts, Amazon work blocks, and apply rosters. This view makes it easy to visualize start times and durations of work.

amazon Home Providers Planning Operations Capacity Performance Payments Configuration

Schedule overview > Scheduling

Scheduling

Failed to publish all schedules. Please try again. [Publish \(32\)](#) Options ? Select a station

View today < 🗓 Week 37: Thursday, Sep 10 > 📄 Week Day

Search associa...	3AM	4AM	5AM	6AM	7AM	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM
> Work blocks Auto-roster	0/0	0/0	0/2	0/2	0/2	0/2	0/2	0/2	0/2	0/2	0/1	0/1	0/0
> Scheduled associates	0	6	6	6	6	6	6	6	6	6	4	4	0
Voluntary extra time & time off													
Ameia Moore Standard, DOT, Secure parcel Week: 0m • Day: 0m • New		4:30 AM DOT											
Ben Stokes Standard Week: 0m • Day: 0m • New													
David Guetta Standard Week: 0m • Day: 0m • New		4:30 AM											
Dawit Kelete Standard Week: 0m • Day: 0m • New													
Dinesh S Standard, DOT Week: 0m • Day: 0m • New		4:30 AM											
Rosaline Taylor Standard Week: 0m • Day: 0m • New		4:30 AM											
saranya shankar Standard Week: 0m • Day: 0m • New													
Steve Clark Standard Week: 0m • Day: 0m • New		4:30 AM											

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The are several tools included in the portal that you can use to create and maintain your schedule, including reusable “shifts”, “weekly patterns” which combine shifts with days to easily build common schedule patterns, and “schedule templates” that allow you to build an entire weekly schedule that you can apply to any week in the calendar. For more details on these features and other scheduling tools, search for “scheduling user” on the resources tab of the DSP Portal for detailed instructions for building your schedules.

CHAPTER SEVEN

DAILY OPERATIONAL TASKS

7.1 Morning Operations

As a DSP owner, your morning will usually begin up to an hour before your delivery associates arrive. When you arrive, there will be a few important tasks that need to be completed before you turn your attention to your DAs to make sure they are prepped, loaded, and off for a successful day of deliveries. This includes taking inventory of and preparing phones and chargers for your drivers, reviewing and adjusting your route assignments (if needed), and doing a quick inspection of your vehicles (if parked at the station).

When your DAs arrive at the station, you will provide them with their route assignments, Pick Lists (lists of packages and zones for their routes) or for AMXL Enhanced Manifests (illustrating any required time window slots for scheduled deliveries as well as the level of service); present a standup meeting to the team; assist and train as needed while they load their vehicles; and send them on their way to deliver their routes.

The goal of load-out and dispatch is for your delivery associates to spend 24 minutes or less in the station to maximize their on-road time. Amazon refers to DA time at the station as “under the roof” (UTR). A faster load-out time gives your DAs more time on the road to deliver packages and hopefully arrive back to the station on time.

7.1.1 Start Of Day

7.1.1.1 Managing Assigned Routes To DSP And DAs

Packages are inducted and sorted by Amazon associates

Prior to your scheduled loading time, Amazon associates sort the packages that your DAs will deliver that day. After sorting, Amazon sequences the packages into routes, a process called route planning. For AMZL, packages will be sorted into containers. For AMXL, packages will be sorted to routes according to LIFO (last-in-first-out). An Amazon operations team member runs the route planner every morning (usually between 11 p.m. and 5 a.m., but you should check with the Amazon team in your station for the exact time). He or she also uses the driver roster you submitted to auto-assign drivers to routes based on driver affinity. Driver affinity matches routes previously delivered by each driver and the success rates of scheduled drivers. Routes are assigned to your DSP based on the areas of town in which your team typically delivers. When you arrive at the station, your routes will be created and assigned to the drivers you rostered for that day. This chapter addresses when to set your roster and how to alter it when needed.

Quick Coverage Routes

When another DSP drops a route, you may be asked to pick it up (primarily applicable for AMZL DSPs). If you believe you're able to cover this canceled route from another DSP, make sure you have an extra van and driver ready before accepting a quick cover.

Amazon Cancelled Routes

Amazon does its best to schedule the correct number of routes each week based on expected volume. Occasionally, volume may drop to a degree where the Amazon station operations team needs to reduce the number of assigned routes on a given day. The Amazon team will try to provide you as much advance notice as possible if it needs to cancel one or more of your scheduled routes so you can adjust your driver schedules as needed. If the cancellation of a route is done in the scheduling system, you will receive a notification through email. If anyone from Amazon calls you to cancel or tells you he or she can't give you enough routes, please insist that he or she accurately update the scheduling system. This is the only way to make sure you will not be penalized for not completing an assigned route.

Amazon cancellation of a scheduled 8 + hour (8 hours or more) route is paid according to the following timeline prior to the route starting:

- More than 12 hours' notice (no cancellation fee) prior to Scheduled Dispatch Time.

- Less than 12 hours' notice (you will receive a cancellation fee of \$200, \$100 for routes 7 hours or less in local currency)



Policy

In the event that Amazon cancels previously scheduled work within 12 hours of the scheduled start time, your company will be paid a cancellation fee for each block that was previously scheduled.

See the policies chapter for more information.

To meet the customer promise, we try to ensure we leverage all of the capacity you have built on a daily basis. This includes situations, such as late line hauls or crash sorts, that can result in a delayed dispatch time—what we refer to as ad hoc routes. You will be notified of the need to manage an ad hoc route no later than your Scheduled Dispatch Time. This process gives you the opportunity to manage ad hoc routes from your current dispatch time to later in the day where it is most needed, rather than cancelling the route altogether. As with any route, acceptance of ad hoc route(s) is completely optional and at the discretion of the DSP Owner.

If you choose to accept the ad hoc route you will be paid the hourly base rate for the route length that was originally scheduled. If you were scheduled for a 10-hour route that was planned to dispatch at 10 a.m. and was changed to dispatch at 2 p.m., you would be paid for a 10-hour route and the route would be planned for no more than a 6 hour duration.

If your routes are reduced by our Routing algorithm and the station doesn't offer an ad hoc opportunity or replacement route (a route dropped by another DSP) by your Scheduled Dispatch Time, you will be paid an AMZL late cancellation payment. If you choose to not accept the ad hoc route, you will not receive the AMZL late cancellation payment for the originally scheduled route. Additionally, the original route will not be treated as a dropped route on your Scorecard and you will not be charged a dropped route fee.

A route will be considered 'dropped' if you have not picked it up within one hour of the start of your Scheduled Dispatch Time (i.e. DSP's dispatch time is 10:10 AM, they would have until 11:10 AM to pick up the route). This allows you time to secure capacity due to a no call no show or other various business variances you may experience without creating undo risk to meeting the customer promise of delivering all packages that day.

7.1.1.2 Preparing For DAs

These tasks should be completed before your DAs arrive at the station.

1. Set up workspace and equipment. Ensure all equipment is stocked and working properly (devices, chargers, We Missed You cards, weather bags, disinfectant wipes, etc.).
2. Check your route details (number of routes, number of packages, and number of stops).
 - a. The number of routes assigned to your DSP should reflect the number you accepted in scheduling, unless there was a quick coverage or cancellation.
 - b. If you've been asked to cover additional routes (and have accepted), take note and ensure that this is reflected in scheduling and that the route counts are correct in the WST on the following day. See the weekly operational tasks below for details on how to check scheduling.

- c. Ask your station manager for instructions if you are required to print your own picklist (AMZL) or enhanced manifest (AMXL).
 - d. Inspect vehicles (if parked at the station).
- 3. Visually check tires, body damage, interior cleanliness, and vehicle operation checks.
- 4. Make sure vehicles are stocked with everything your drivers need for the day:
 - a. Insurance information
 - b. Supplies
 - c. Emergency gear
 - d. Incident report checklist
 - e. Material Handling Equipment (applicable for AMXL)
- 5. DOT registered vehicles must include the following:
 - a. Emergency Equipment
 - b. Fire extinguisher- rated at 5lb B:C or higher (unless the CMV is transporting Hazardous Materials in which case the extinguisher must be rated at 10lb B:C or higher).
 - c. Spare fuses- one for each type/size needed
 - d. Warning devices for disabled vehicles- at least 3 bidirectional emergency reflective triangles.
 - e. Record of DOT inspection (if decal/sticker is not included on the vehicle)
 - f. ELD user manual
 - g. ELD driver instruction sheet
 - h. ELD malfunction process

For more information on the AMXL delivery process, search “AMXL Scheduled Delivery SOP” on the resources tab of the DSP Portal.

7.1.1.3 Checking In Delivery Associates

As your DAs arrive, make sure they clock in at their designated times or record their arrival for payroll. To manage DAs clocking in, be sure to have a system set up with your business to track driver arrival times (see driver chapter for best practices). The physical time clocks at the delivery station are only for Amazon hourly associates and will not track your DAs’ hours. ADP and Paycom offer physical timeclocks for an additional fee. Manage callouts and no-show DAs by calling in backup DAs as needed. Completion of a DVIC will be required daily and additionally, drivers operating a DOT-regulated rental vehicle will need to use an ELD daily.

Best Practices

Make sure to allocate appropriate time for drivers to complete any pre-loadout activities. These might include stand-up meetings, vehicle inspections, and driving to the loadout area. We suggest not allowing DAs to clock-in before their scheduled start times, unless there is additional pre-loadout work that needs completing.

7.1.1.4 Short on Drivers

Cancel / Drop Your Rostered Blocks (Routes)

If you need to cancel your confirmed blocks due to no driver availability or vehicle breakdown, notify an Amazon operations representative as soon as possible, and then cancel your blocks in scheduling. Calls and emails are not tracked in the system. To avoid disputes and possible delays with your invoice, please cancel your blocks in the system as soon as you can. Please note that cancelling a route in the system without documentation to your OTR

contacts of the reduction with the required 24 hour notice prior to scheduled start time will result in a dropped route chargeback.

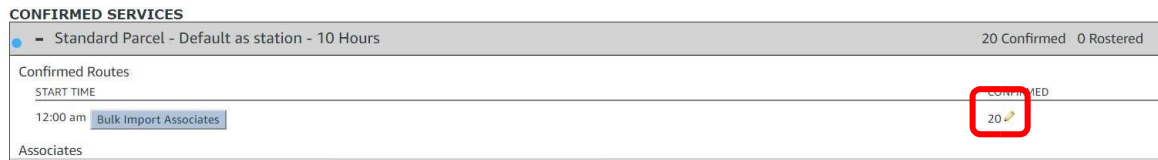
IMPORTANT: Dropped blocks will count against your attendance numbers and therefore should not be a regular occurrence.

To cancel blocks or adjust routes on the same day, use the Assignment UI, which can be reached by clicking the “edit route assignments” button in Scheduling or Cortex.

1. Click on the day you’d like to cancel blocks. This will bring up the roster page for that date.



2. Click on the plus sign (+) to expand the service type for which you’d like to cancel events.
3. Click on the pencil symbol to change the total confirmed blocks.



4. Decrease the total amount of confirmed blocks to the amount you can actually take.



5. Click “Submit.”

Splitting Routes

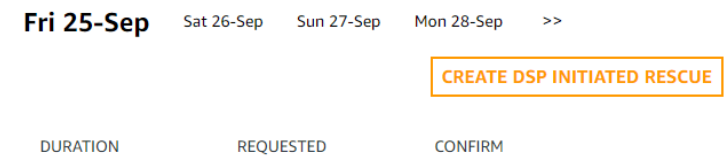
Due to the risk of DOT regulated hours of service and off-shift time, splitting routes in AMXL is discouraged. Split routes should only be considered to add Scheduled Delivery packages from the dropped route to another route that is within close proximity to the TBA destination. Multiple split routes within the same week highlights an issue with DA attendance or DSP staffing levels and may require the reduction of route allocations based on the reasoning for the split routes.

Instead of canceling a block when you are short on drivers, another option is to split the extra route into 2-3 sections. These sections can be added to existing routes effectively, increasing the existing routes by 33-50 percent. The process to split a route involves having the receiving drivers scan all new packages (or bags) into their existing routes. Please note that split routes should only be assigned to your strongest drivers or delivery teams. Your company is expected to deliver all packages on the routes you accept. If your DAs return un-attempted packages from split routes, you may lose this option to split routes.

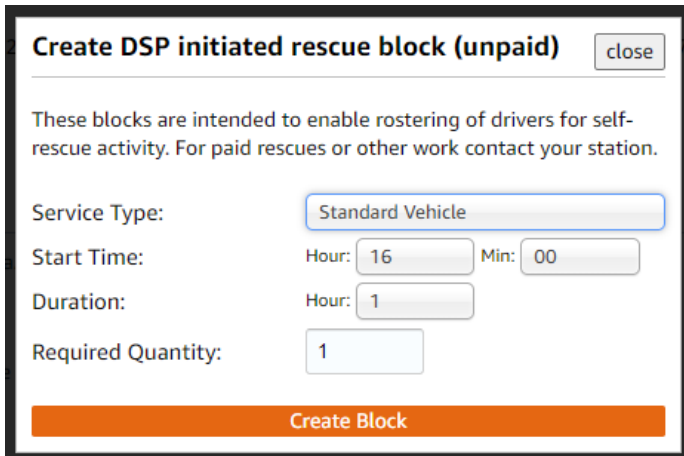
In addition to only offering split routes to your strongest drivers or teams, determine the additional pay you will provide DAs that take on additional partial routes (e.g., a bonus on top of the DA's regular hourly wage). If you choose to do this, please ensure that you are taking the bonus into account when calculating the DA's regular rate of pay in your payroll system. Please remember that split routes will extend the days of your strongest drivers, so they may reach a 40-hour week sooner.

All DAs must be rostered before they can use the Amazon Delivery app. When splitting a route, you will need to create a "DSP Initiated Rescue" block so you can roster any DAs who are not assigned an Amazon-generated route.

From the Assignment UI, click on the "Create DSP Initiated Rescue" button:



You can specify the number and type of blocks you need to create.



Once created, you can then roster and assign the additional DAs you need to split the route across.

Nursery Routes

Nursery routes are routes with a lower planned workload that are assigned to new drivers to help them complete their routes on time while they are learning the delivery process. Nursery Routes are intended to only be taken by new, inexperienced drivers; drivers with more than 8 days of on-road experience should not be rostered to them.

New drivers delivering for AMZL DSPs are provided 4 days at Level 1 and 4 days at Level 2 before graduating to a full route on day 9. New drivers delivering for AMXL are provided 3 days of nursery routes at a lower planned workload before graduating to a full route on day 4. *The day before a nursery route is expected, you should confirm with Amazon operations. To ensure your new drivers receive nursery routes, you must complete your roster the night before. If a new driver is rostered, but misses their shift multiple times, you will need to request that a Nursery Route be routed for them manually from your On-the-Road (OTR) lead. For help rostering your drivers, see the end-of-day section below.*

Checking For Uniform Compliance

As your DAs check in with you, be sure they are wearing the approved uniforms. Do not allow DAs that are not in uniform to deliver Amazon packages. Check out the uniform guidelines in the business setup chapter.

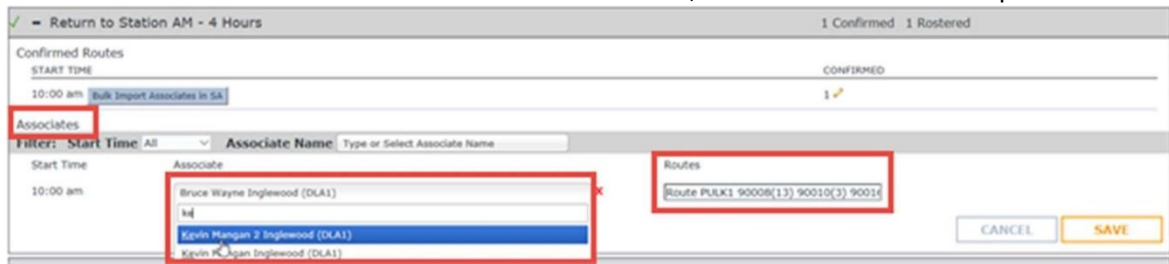
7.1.1.5 Changing Or Canceling Rostered DAs To Routes (If Necessary)

The routing system automatically assigns your scheduled drivers to the most appropriate routes. You still have the option to change your drivers' or helpers' assignments for any reason. If a DA calls out sick or does not show up for his or her shift, or if you just want to switch for any reason, you can adjust the assigned routes in rostering. The Amazon station management team can also adjust route assignments for you using Routing Tools, but only ask an Amazon representative to make changes if you are not able to make the changes yourself.

IMPORTANT: Tell your drivers NOT to sign in to the Amazon delivery application until they're ready to depart the station. The driver will not be able to view his or her itinerary in the delivery app if the correct route was assigned after he or she logged in.

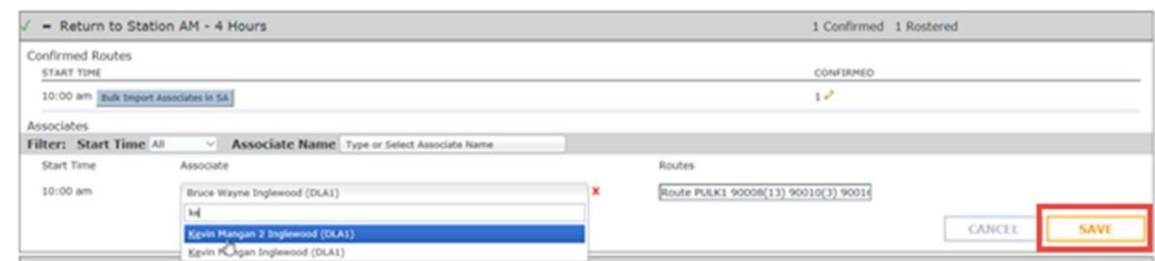
SOP: Change A Rostered DA To Another Route

Click on the associate's name under the associate section, and choose from the drop-down to



select a route you want to assign to the DA.

Click "Save."



Note: Changes to a DA's route must be made before the DA logs in to the delivery device. After the DA logs in, the DSP cannot change the assignment until the DA logs back out.

There may be instances where routes that have already been rostered are canceled.

SOP: Cancel Accepted Rostered Routes

Standard Parcel - 10 Hours		12 Confirmed 2 Rostered
START TIME	CONFIRMED	
1:00 am Bulk Import Associates in SA	3	

Click on the pencil icon on the right side of the screen.

A new box will open. Type in the desired number of routes in the box provided by NEW.

Cancel Required Quantity	close	Cancel Required Quantity	close
CURRENT:	3	CURRENT:	3
NEW:	3	NEW:	2
Change Summary:	Cancelling 0 Service Requests	Change Summary:	Cancelling 1 Service Requests
<input type="button" value="Submit"/>		<input type="button" value="Submit"/>	

Click "Submit."

Cancel Required Quantity	close
CURRENT:	3
NEW:	2
Change Summary:	Cancelling 1 Service Requests
<input type="button" value="Submit"/>	

When you click submit, you will see that changes have not been made, and you'll get an error message stating the DAs have already been rostered to the routes you are trying to delete.

Note: The error message must be addressed by removing the extra DAs from the roster to ensure the quantity of accepted routes matches the number of DAs rostered.

Standard Parcel - 10 Hours		47 Confirmed 48 Rostered
START TIME	CONFIRMED	
7:00 am Bulk Import Associates in SA	47	

⚠ Action required
Number of people rostered to start at 7:00 am is greater than the confirmed 47 routes. Please cancel some assignments to match confirmed quantity.

To remove a DA from the roster, click the **x** icon next to the name of the DA.

7:00 am	Pam Richardson	Miramar (DSD1) - Amazon...	X
7:00 am	Omar Alnuaimi +	Miramar (DSD1) - Amazon.c...	X

If a DA calls out and you need un-roster that DA and reassign to another driver you will use the Scheduling Tool 'Un-Roster/Reassign' feature.

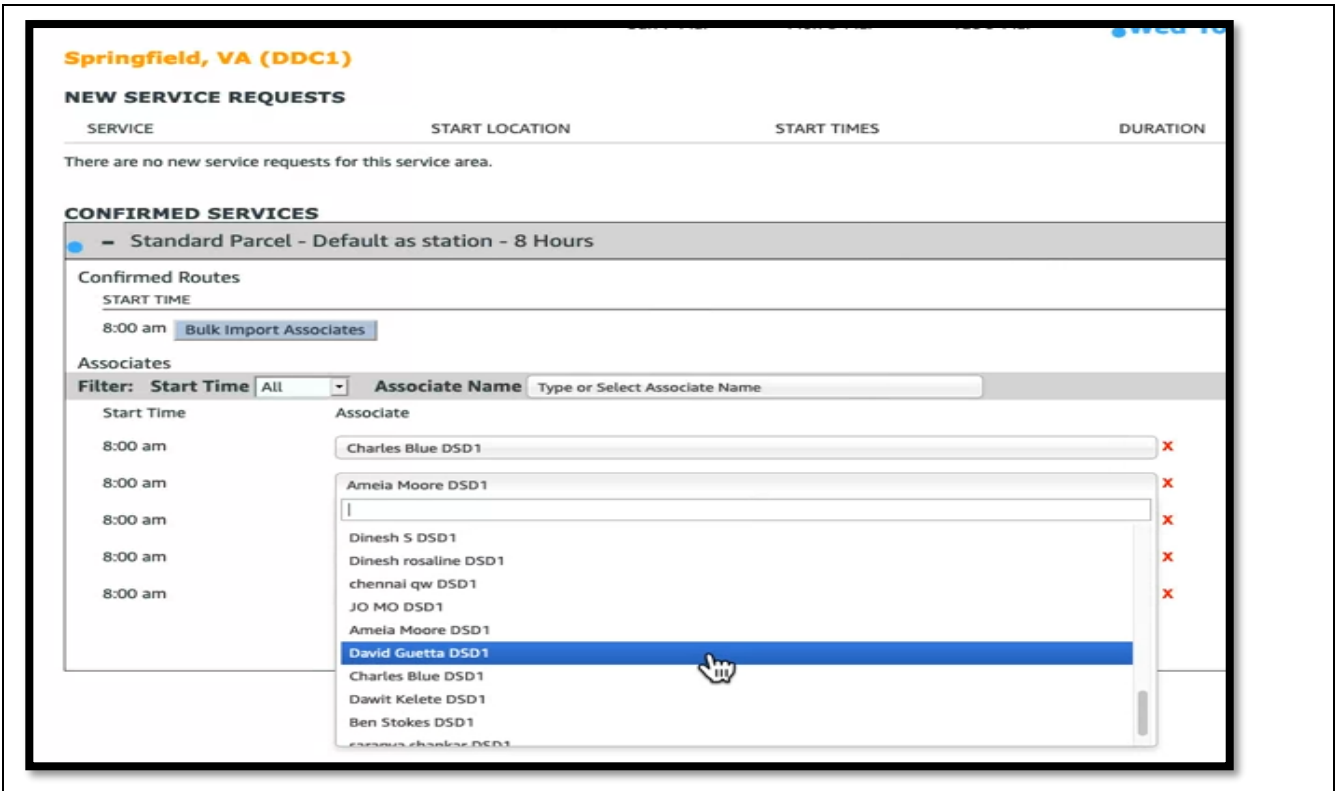
You can un-roster DAs that have an active App session, and re-assign that route to another DA in Scheduling UI/ Note that un-rostering a DA with an active App session will log the DA out of the App-the feature will provide a warning to ensure you do not inadvertently un-roster a DA who is already on a route. Additionally, to further avoid any inadvertent un-rostering, our system will only allow un-rostering to occur within 60 minutes after the block start time.

SOP: Un-Roster/Reassign Scheduled Routes

The screenshot displays the Scheduling UI for Springfield, VA (DDC1) on Wednesday, March 10th. It shows a 'NEW SERVICE REQUESTS' section with no requests. Below is a 'CONFIRMED SERVICES' section for 'Standard Parcel - Default as station - 8 Hours', showing 5 confirmed and 2 rostered routes. A table lists confirmed routes at 8:00 am, with one route assigned to 'Bulk Import Associates'. Below this is an 'Associates' section with a filter for 'Start Time' and a search bar for 'Associate Name'. A table lists associates for the 8:00 am start time, including 'Charles Blue DSD1' and 'Amelia Moore DSD1', both marked with a red 'X'. To the right of the associate names is a 'Routes' column with 'No Route Generated' for each. A 'SAVE' button is visible at the bottom right.

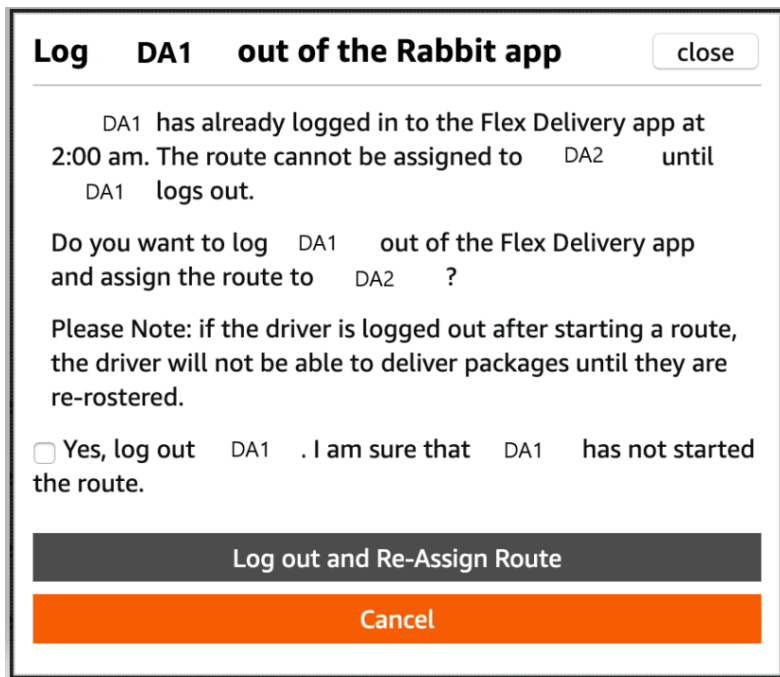
If you have two DAs that are rostered and one driver calls out, you will sign into Schedule UI, Click on “Edit Route Assignments” (Which brings you to the screen above, and click on the DA you want to reassign.

Click on the DA you want to re-assign the route to from the menu.



If the DA is logged into Rabbit (or had previously logged in), a warning message will pop up (like below).

- Check Box to confirm that the Driver has not started the route.
- Then Click Log out and Re-Assign Route.
- Click Save.



Please Note: If the DA is inadvertently logged out after starting a route, the DA will not be able to deliver packages until they are re-rostered.

To Unassign the route, click on the “X” button next to DA you want to Unassign.

7.1.2 Equipment And Vehicles

A well-maintained vehicle and functional, protected phone are required for a successful day of deliveries.

7.1.2.1 Distributing Delivery Equipment To DAs

Provide equipment that DAs will need to make successful deliveries for the day. The following items may be on your list:

- WMY (we missed you) cards
- Vehicle keys
- Pick Lists or Enhanced Manifests
- Delivery device
- Weather bags
- Flash light
- Phone charger
- Appropriate MHE
- Disinfectant Wipes
- Tire Gauge (eBikes)
- Windshield Squeegee or Microfiber Cloths (eBikes)

As required by law, all drivers must have a valid driver's license and carry the license while on the road. DOT Regulated drivers are required to carry their medical certificates on their person while operating a CMV. We highly recommend you advise your drivers to always bring their driver's licenses and medical cards with them, not only on days when they're scheduled, but any time they're operating a motor vehicle. We encourage you to remind your drivers that this will help them get on the road on time, as they will not be allowed to deliver packages without a license or their medical card Amazon will conduct regular driver's license and medical card audits during morning load-outs in the stations to ensure that all drivers are carrying their licenses while on the

7.1.2.2 Logging In To The Amazon Delivery App At Scheduled Start Time

Your scheduled start time is assigned to your company by the Amazon station operations team. It is important to note that your assigned scheduled start time may fluctuate due to station changes, Peak needs, and more. The Amazon station operations team will let you know of any changes.

Steps to log in to the Amazon delivery application:

1. Login to the app (refer to the delivery app Workflow).
2. Enter mileage, and select "go on duty."
3. Click "I have arrived" (at station).

Best Practices

If you need to make any rostering adjustments to the routes in the morning, go to the route visualization page in Routing Tools to find your route details (number of packages, number of stops).

Don't hand out delivery devices to DAs until all routes are assigned (100 percent rostered with any necessary adjustments)—DAs often log in to the Amazon delivery application as soon as they receive their devices but notice that their routes are not populating.

7.1.3 Standup Meetings

The daily standup is an opportunity to communicate with all your DAs at once and provide information on success stories, safety tips, updates, and areas to improve. Standup meetings are the most common communication forum between owners and DAs. Conducting a standup meeting before DAs begin loading their packages into the vehicles is a great opportunity to set the standard for the current day.

As an owner, you decide the content to include in your daily standup meetings. Use this time to call out any topics that may have been discussed during your DSP meetings with Amazon, DA trends, metrics, or anything you might find beneficial to share with your DAs. The Amazon station operations team may ask to present information to your team during the standup. Please build in time to allow these guest speakers as requested.

To conduct a standup meeting, we recommend your DAs congregate in an available space in the station near their parked vehicles. We suggest allocating 3-5 minutes delivering stand-up content and then allocating an additional 5-10 minutes to allow drivers to complete the remainder of pre-loadout activities.

A successful standup meeting could include:

- Safety tips
- Standard work tips
- Loss prevention tips
- Success stories
- Updates that the drivers need to be aware of before they head out on road
- Customer interactions or escalations, if applicable
- Key metrics (concessions, TOC call compliance, delivery success)

Amazon provides you with standup meeting guides that include key talking points on important topics, which you can use to guide your standup meetings.

7.1.4 Loading Vehicles

7.1.4.1 Loading a Vehicle

Generally, your drivers are responsible for loading their own vehicles. In some circumstances, DSPs will have their vehicles loaded by Amazon sort associates (preloaded) before your DAs arrive at the station. Once you verify that your routes have been picked (the step after sort), your delivery associates can find their completed routes that were loaded onto carts or pallets and staged (ready to access), according to the route code, near your company's assigned staging area. For AMXL, routes will not be loaded into containers. Products will be sorted and staged according to LIFO (last-in-first-out) and in certain stations, AMXL may pre-load a portion of the vehicles according to LIFO. For information about loading and delivering safely, search "package prep," "entering and exiting the vehicle," and "opening and closing doors" on the resources tab of the DSP Portal. For more information on loading and delivering from step vans, search "Step Van Package Loading" or "package seek SOP" on the resources tab of the DSP Portal.

Your drivers can use their Pick Lists or Enhanced Manifests to identify their route assignments.

Best Practices

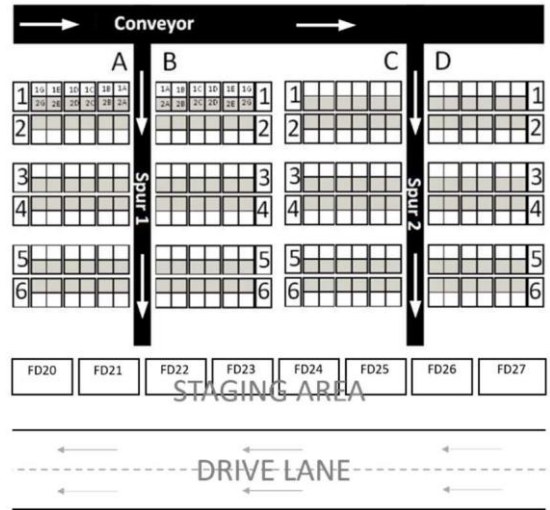
Train your DAs to work as a team to finish loading their vehicles as fast as possible. When one DA finishes, have him or her help another DA until everyone is loaded and ready to depart. This system will get your DAs on the road faster and free up space in the station so the next DSP can start loading. This focus on speed helps build a solid relationship with the Amazon station operations team.

Pick List Example

Floor Map Example

CX12

14 bags			13 overflow		
Sort Zone	Bag	Pkgs	Sort Zone	Bag	Pkgs
1	B-23.2B	Black 891	1	B-25.2B	2
2	B-23.4B	Navy 852	2	B-23.4B	2
3	B-23.3B	Black 804	3	B-23.3B	1
4	B-23.1B	Green 286	4	B-23.1B	4
5	B-23.2A	Green 759	5	B-23.3A	3
6	B-23.3A	Orange 304	6	B-25.1B	1
7	B-25.4C	Green 218	Total packages		250
8	B-25.1B	Navy 713	Commercial packages		23
9	B-25.3B	Black 454			
10	B-25.2C	Yellow 108			
11	B-25.3C	Orange 305			
12	B-25.1C	Orange 596			
13	B-23.1A	Orange 584			
14	B-23.4A	Navy 850			



Staged Route Example



Understanding The Pick List or Enhanced Manifest

The Pick List (AMZL) is a sheet of paper that lists the containers (bags) assigned to a route with each container's route code, ID, and number of packages. The Pick List is a helpful tool for your drivers to load their vehicles, to verify all

packages are included in the staging, and to understand their routes for the day. Packages that are too large for the containers (or bags) are staged along with the containers/bags to be loaded in the van. These packages are called overflow. The Enhanced Manifest (AMXL) illustrates any required time window slots for scheduled deliveries and level of service (e.g. threshold, room of choice, swap outs).

CX12

14 bags

	Sort Zone	Bag	Pkgs
1	B-23.2B	Black 891	19
2	B-23.4B	Navy 852	14
3	B-23.3B	Black 804	20
4	B-23.1B	Green 286	12
5	B-23.2A	Green 759	14
6	B-23.3A	Orange 304	18
7	B-25.4C	Green 218	20
8	B-25.1B	Navy 713	11
9	B-25.3B	Black 454	14
10	B-25.2C	Yellow 108	22
11	B-25.3C	Orange 305	15
12	B-25.1C	Orange 596	13
13	B-23.1A	Orange 584	21
14	B-23.4A	Navy 850	24

13 overflow

	Sort Zone	Pkgs
1	B-23.2B	2
2	B-23.4B	2
3	B-23.3B	1
4	B-23.1B	4
5	B-23.3A	3
6	B-25.1B	1
Total packages		250
Commercial packages		23

Note: Some stations provide Pick Lists with each staged route. Please ask Amazon Operations for a set if required.

Note: If Pick Lists are not available in the station, they can be provided as PDFs, which will require a printer and desk/power suitable for a printer.

7.1.4.2 Loading Vehicles Using The Last-In, First-Out (LIFO) Method

Our top-performing DSPs encourage their DAs to use the Last-In, First-Out (LIFO) loading method when loading their vehicles from the Pick List or Enhanced Manifest. This way, the DAs know where each package on the route is located, and the packages in the beginning of the route are the easiest to access. Properly loaded vehicles improve on-road productivity and efficiency, which results in lower costs and better service.

As you oversee the load-out process, ensure that your DAs are following all station-specific safety guidelines as they load their vehicles and that they are out of the station by the scheduled departure time. Depending on the number of waves and lanes in the station, your DAs may need to load their vehicles outside. Safety conditions may vary depending on the loading location, so it's important to ensure you are available throughout the load-out process.

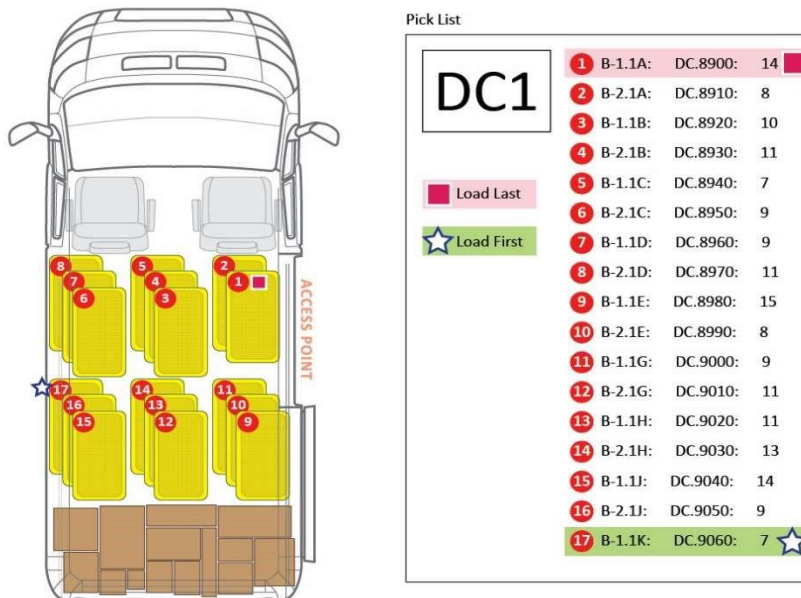
NOTE: In some stations, your DAs will pick and stage their own routes. Consult with the Amazon station operations team to receive step-by-step directions to complete this task.

Best Practices

Never sacrifice loading quality and accuracy to reduce “under the roof” (UTR) time. Making this trade-off will negatively impact a DA’s on-road performance and hinder customer experience. Loading from the rear is recommended for safety.

An organized vehicle helps DAs quickly find packages on their routes. Provide examples of loading vehicles, such as the LIFO method, for your DAs to use.

One option to load is to place bags flat in the vehicle, with the short end facing the front and back of the vehicle and the mesh facing up. All oversize packages should be placed at the back of the vehicle. See example below. Consult the Amazon station operations team for additional load options.



When loading the vehicle, start with the last container on the Pick List and move up as shown in the diagram.

AMXL Box Trucks typically follow a modified LIFO method with load securing nets, as can be seen below.

Job Aid: Using Load Securing Nets

Audience: Delivery Associates







Equipment Needed: Load Securing Cargo Nets (along w/ 4 straps per net)

Area Readiness: Box truck TDR must be completed before loading can begin.



This job aid should be used by DAs to understand how to best use the load securing cargo nets to effectively secure packages while out for delivery.


⚠️ Safety: Any safety callouts that apply to the over all process

<p>1 Pre-Hang Straps in Box Truck</p> 	<p>2 Load Packages Using Bookshelf Method</p> 	<p>3 Use Pre-Hung Straps to Connect Nets (1st Set)</p> 
<p>Before loading any shipments in the truck, pre-hang the straps in the box truck. Hang the straps using the following guidelines:</p> <ul style="list-style-type: none"> - Hang from the upper-most load bar and lowest load bar - Total of 4 straps should be used per net 	<p>Load each package in LIFO order, 1 by 1, ensuring to pack items tight like a book shelf. Load up to 2 rows before applying the 1st net.</p> <p>⚠️ Critical to keep items tight to minimize movement in transit.</p>	<p>Use the pre-hung straps to connect the nets in the 4 different corners. Determine which holes to use on net based on configuration of package being secured.</p>
<p>4 Pull Strap to Add Tension</p> 	<p>5 1st Set Complete</p> 	<p>6 Continue Loading Shipments</p> 
<p>After connecting all 4 straps to the nets, add tension on the nets by pulling the tension strap on each connection to the nets.</p>	<p>Once complete, your first set of packages should be tightly secured. (add additional tension to nets by pulling the straps if not secured tightly enough to protect items from falling in transit.)</p>	<p>Continue loading shipments; Load each package in LIFO order, 1 by 1, ensuring to pack items tight like a book shelf. Load up to 2 rows before applying the 2nd net.</p>

Last updated 7/25/2019

Job Aid: Using Load Securing Nets



<p>7 Use Pre-Hung Straps to Connect Nets (2nd Set)</p> 	<p>8 Pull Strap to Add Tension</p> 	<p>9 2nd Set Complete</p> 
<p>Use the pre-hung straps to connect the nets in the 4 different corners. Determine which holes to use on net based on configuration of package being secured.</p>	<p>After connecting all 4 straps to the nets, add tension on the nets by pulling the tension strap on each connection to the nets.</p>	<p>Once complete, your 2nd set of packages should be tightly secured. (add additional tension to nets by pulling the strap if not secured tightly enough to protect items from falling in transit.)</p>
<p>10 Repeat for any additional sections needed</p> 	<p>11 At Each Stop-Release Tension</p> 	<p>12 Unhook Clip from Net to Obtain Package for Delivery</p> 
<p>Repeat this process for any additional shipments loaded in the box truck.</p>	<p>At each stop, to find the needed shipment for delivery, start by pressing down on the release lever to release the tension on the strap. Complete this step for the top & bottom straps on ONLY one side of the nets.</p>	<p>After releasing the tension unhook the bottom clip from the net to secure the shipment needed for delivery. Once found, re-secure the nets and pull strap to add tension.</p> <p>Important! Load straps should also be used to secure items to the sidewall of the trailer as the load is being emptied.</p>

Last updated 7/26/2019

7.1.4.3 Loading AMZL Branded Vans with Shelving

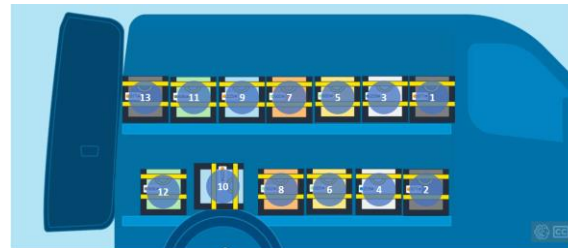
1. Van set up Before start loading, DA should Pull down shelf on driver side and Lift passenger side shelf



2. Load out packages - driver side (rear/side door) Load bags into vehicle before oversized, with bags 1 & 2 closest to bulkhead at driver side of vehicle in alternative vertical pattern overhanging the shelf 'lip'. Bag 1 contains first stops on route, with each sequential bag containing next stops in sequence.



Continue to fill above and below shelf on driver side of vehicle in sequential order as per diagram until you are out of driver side shelf and floor space



The loading can occur using rear or side doors depending on site characteristics and preferences

3. Load out packages – Passenger side Lower the passenger side shelf If you still have bags, begins loading passenger side shelf sequentially, only using the floor behind the shelf DO NOT use alternate pattern following the diagram.

18 Bags or less



- i. If all bags are on the Van begin loading OV on the available shelf space and floor space.

More than 18 bags

- ii. If you still have bags after filling the passenger floor continue loading bag on the shelf starting on the middle of the shelf.

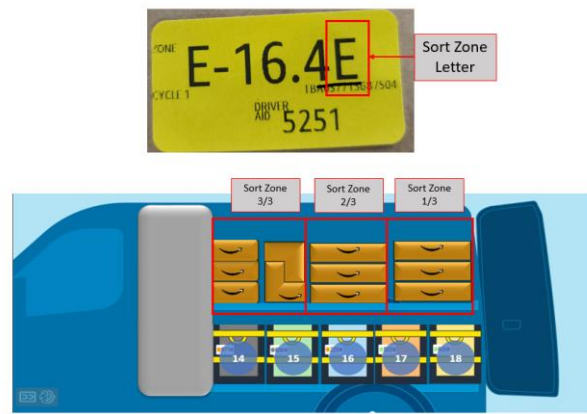


4. Load out OS

Beginning with available shelf space, begin loading OS by the last letter of the sort zone using logical section, the first third of the OS must be at the end of the Van, second third must be load in the middle of the shelf and third in front of the shelf (OS on the third section are the first to be deliver within the route).

Once the shelf space is utilized begin loading OS on the aisle.

No packages on the ground on the launch pad, loading should be one-piece flow



7.1.4.4 Returning Carts To Staging Area/Clearing Drive Lanes

Make sure that the drive lanes and staging areas are clear of any trash or clutter left over from load-out. Consult with the Amazon station operations team to identify where the empty racks should be placed.

7.1.5 Using an Electronic Logging Device for DOT Compliance

Drivers operating DOT-regulated vehicles under long-haul rules, must use an Electronic Logging Device to log their Hours of Service (HoS). Amazon operates under the Short Haul Exemption (SHE) which states that it is not required to use an Electronic Logging Device (ELD) for HoS tracking as long as they follow the outlined parameters for the SHE. Hours can be tracked for drivers operating under the SHE through payroll records. Since a DAs payroll records are the source of truth for their HoS logs, they must be accurate. If a DA forgets to clock out or makes a mistake in their hours worked, this must be adjusted to ensure the payroll records are a correct reflection of total hours worked.

7.1.6 Completing a Driver Vehicle Inspection Checklist (DVIC) for DOT Compliance

For all drivers operating a DOT-regulated branded or rented vehicle, pre- and post-trip inspections or DVICs are to be performed in the Amazon Flex App. If your station or program has yet to launch DVIC, drivers operating any DOT-regulated vehicle will be required to report pre-and post-trip DVIR through the Encompass ELD app. Similar to the DVIR, the DVIC entry is completed before using a vehicle and at the end of use. No vehicle can be utilized for any routed or un-routed trip without performing a pre-trip inspection and again, during return to station a post-trip inspection is required. An efficient vehicle inspection should take about 5 minutes. This ensures that the vehicle is safe to operate and defects are regularly discovered, reported, and resolved. For more information, search "DVIC" on the resources tab of the DSP Portal.

As a DSP Owner, you are responsible for following an effective, comprehensive fleet management plan that includes ensuring out of service, defects found during DVICs are addressed and immediately scheduling and completing

repairs in a timely manner. Please reference the Amazon Roadworthy Policy by searching “roadworthy guidelines” on the resources tab of the DSP Portal. by searching “roadworthy guidelines” on the resources tab of the DSP Portal. by searching “roadworthy guidelines” on the resources tab of the DSP Portal. by searching “roadworthy guidelines” on the resources tab of the DSP Portal.

7.1.7 Dispatching

7.1.7.1 Dispatching Vehicles Out Of The Station

The dispatch process begins immediately after the vehicles are loaded. Your driver should follow the drive lanes to exit the building with his or her assigned wave. For AMXL or in stations where your drivers are loading their vehicles outside, they can dispatch directly from their loading sites instead of going through the station.


Amazon operations and DSPs work together to safely dispatch vehicles from the building. When exiting the building, drivers must:

1. Fasten seat belts.
2. Look and honk before moving.*
3. Drive under 5 mph.
4. Keep headlights on, hazard flashers on, radios off, and windows down.

*For stations that are located 1,000 feet or less from residential neighborhoods, there may be noise restrictions in place, which limit the use of honking. Please check with your OTR Lead to see if this affects your station.

7.1.7.2 Unplanned Delays (UPD)

In the event that Amazon delays your drivers more than 15 minutes beyond their schedule block time, Amazon will reimburse your company for lost time. The calculation is made by multiplying the delay time by 1.5 x your scheduled hourly rate. The scheduled hourly rate corresponds to the variable hourly rate in your company’s rate card.



Policy

In the event that Amazon is responsible for causing a late departure from the station or on-road delays that in either case result in your DAs completing a delivery block more than 15 minutes after the end of the scheduled block time, Amazon will reimburse your company in the amount of: delay time x (1.5 x scheduled hourly rate).

Follow the below steps to submit a request for Unplanned Delays.

Open Unplanned Delay Portal using this link:
US: https://amazon88.au1.qualtrics.com/jfe/form/SV_6rsDTpDHvbkgT1b
Canada: https://amazon88.au1.qualtrics.com/jfe/preview/SV_cOPfE1jUJpHavEV
This will open the below portal.



Complete each of the required questions.

Select the date the route(s) were executed. If you are requesting Unplanned Delay time for more than one day, a separate request must be submitted for each day.

Select date the route was executed (MM/DD/YYYY)

← January 2019 →						
Su	Mo	Tu	We	Th	Fr	Sa
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

01/21/2019

Select your DSP code from the drop down list. If you do not know your DSP code or if you don't see it in the list, reach out to your Business Coach.

Select your DSP code from the drop down list.

Enter your email address(s). This email address will be used to communicate the status of your Unplanned Delay request. For multiple people to receive notification, submit multiple email addresses by separating with a comma.

Enter your email address. Use a comma to separate multiple email addresses.
We will communicate the status of your request to the email addresses listed here.

Select the delivery station where the Unplanned Delay occurred.

Select the Delivery Station from the drop down list.

Select the reason for the delay from the available options, following the guidance of what's included for each category. Note that the DA's delivery block (e.g. more than 10.5 hours) must be exceeded by more than 15 minutes for a route to be eligible for Unplanned Delay reimbursement.

Select the reason for the delay from the below options.

Late Departure

Includes:

- Late sortation
- Late line haul
- Late staging
- Congestion resulting in late departure from station

On-Road Delay

Includes:

- Delivery of missorted packages
- Unexpected traffic delays

Amazon Authorized

Includes:

- Safety delays
- Station debrief (including Return to Station delays)
- Station or Customer Service requested reattempts
- Station requested rescue routes
- Severe weather
- App crashes

Note: AMXL DSPs should only select Amazon Authorized as reason.

For Amazon Authorized Unplanned Delay requests, enter the log-in of the person who authorized the delay. Note that for all Amazon Authorized requests, the station must pre-approve the Unplanned Delay (e.g. check with the station on whether your DA should stay on the road to complete customer reattempts if it will require them to extend beyond their planned block time). This field is not required for late departures or on-road delays.

Enter the log-in of the person who authorized the delay.

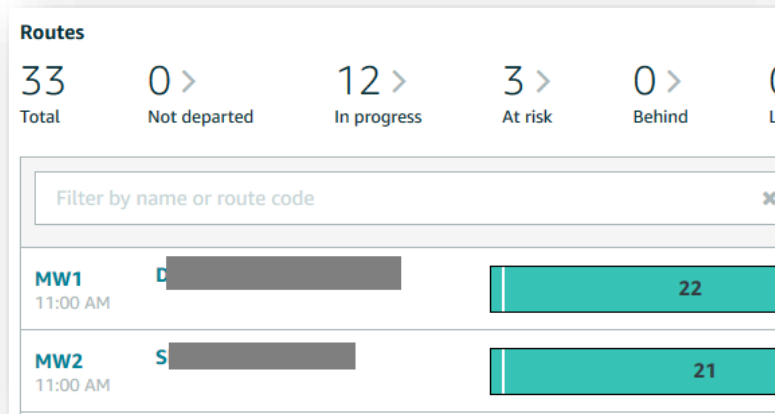
Enter the total number of routes for which Unplanned Delay time is being requested.

Enter the number of impacted routes.

Enter the route code for the impacted routes on the left and the number of minutes of requested UPD on the right (examples in the image below). While there are 20 available entries, the number of routes input should match the number of routes from the previous question. If more than 20 routes were impacted, please submit a new UPD request for the remaining routes.

Note: Only enter the number for minutes requested. Do not include “minutes” or “mins”.

The route code can be obtained from Cortex on the day of execution.



Enter any additional information that may help the reviewer understand what happened and why UPD time is being requested (e.g. description of the safety issue, roads that were closed).

Enter any additional information that is pertinent for the evaluation of the UPD request.

Select the orange button to continue to the next screen. You will not be able to change any information once this has been selected.

On the next screen you will see confirmation of the number of total minutes requested for all routes.



UPD Portal

You have requested UPD for 65 minutes

You will receive a response on your request in 24-48 hours.

Selecting the orange button again to complete your request. Response will not be recorded until the below step is completed.

You are done when you see the below screen.



UPD Portal

We thank you for your time spent taking this survey.
Your response has been recorded.



Below are categories and guidelines for when unplanned delays will be reimbursed.

Category	Included	Excluded
<p>Late Departure: Amazon will evaluate paying for unplanned delays when DA departure is delayed by 15 minutes or more from planned departure time <u>and</u> beyond on their scheduled block because of delays in the Amazon process.</p>	<ul style="list-style-type: none"> • Late line haul • Late sortation • Late pick and stage that results in late departure from the delivery station • Congestion in the building or yard (e.g. delays due to prior waves) that results in late departure from the delivery station 	<ul style="list-style-type: none"> • DSP late arrival to the delivery station • DSP standard vehicle maintenance • Stand-ups longer than 5 minutes • DA reorganizing packages after van has been loaded • Off-site parking
<p>On-Road Delays: Amazon will evaluate paying for unplanned delays when on-road delays cause the DA to be delayed by 15 minutes or more past their scheduled block time.</p>	<ul style="list-style-type: none"> • Delivery of mis-sorted packages • Unexpected delays due to traffic (e.g. accident, road closures) 	<ul style="list-style-type: none"> • Unplanned stops by DA to buy fuel • Unplanned stops by DA to reorganize packages after route departure • Preventable vehicle maintenance issues • Higher density of commercial addresses on the route • On-road delays caused by DA driving behavior
<p>Amazon Authorized: Amazon will evaluate paying for unplanned delays because the station requested or authorized keeping the DAs on the road for at least 15 minutes beyond their scheduled block time. In order to be eligible for UPD payment, the DSP must include the login ID of the station operator who requested or authorized the UPD in the request form.</p>	<ul style="list-style-type: none"> • Safety delays that put the safety of the driver at risk • Station debrief • Station or Customer Service requested delivery of customer reattempts • Station requested rescue routes • Severe weather events (e.g. flooding) • Issues with Amazon-owned software (e.g. app crashes) 	<ul style="list-style-type: none"> • DSP issued rescue routes • Device connectivity issues • Non-requested or non-authorized instances of a DA returning to station after planned return time; i.e. in order to be eligible for UPD the DSP must be in contact with the station and obtain either the request or authorization

7.1.7.3 Reviewing Route Details And Requesting Changes In The Work Summary Tool (WST)

The WST is Amazon’s work tracking tool. It tracks your blocks and deliveries every day for payment. Your company’s work is collected during the workweek from Sunday through Saturday. It uses data from scheduling/rostering, Routing Tools, and the delivery application to capture all the payable work your business is doing. The operations team verifies that the captured work is correct, and manually adds Amazon cancellations, adds UPD, and submits the

day's work. Every day, Amazon station operations will submit the previous day's completed blocks by noon. When the Amazon operations team submits the day, you can then see it in the DSP Portal.

You should review the WST every afternoon and check that your block counts, cancellations, and any UPD are recorded correctly. If all entries are correct, you don't need to take any action. If any entries are wrong, request a change within 2 days from when the service was executed. Remember, the WST is tied directly to payments, so make sure operations submissions are accurate.

SOP: Review Route Counts, Cancellations, Quick Coverages, And UPD

Open the WST and manage it using the navigation bar.

Work Summary Tool Performance Payments Setup

Select your station by entering the station code into the search bar on the top left.

Carlsbad (DSD2) Region: San Diego Service Area: Carlsbad (DSD2) < Prev Week 38 (Sep 17 - Sep 23) Next >

Use the blue week identifier to select the finance week you'd like to view/edit.




amazon
 DPH2 Region: Philadelphia Service Area: King of Prussia (DPH2) < Prev Week 37 (Sep 10 - Sep 16) Next >

Select the day you'd like to review by clicking on the day near the top of the page.

Sunday (October 14) ✓ Monday (October 15) ✓ **Tuesday (October 16) ⚠** Wednesday (October 17) Thursday (October 18) Friday (October 19) Saturday (October 20)

Review Route Counts

You will need to review services validated by operations. Use the following symbols to guide you.

	Services that need review
	All work is completed but the day is not yet submitted
	All work is submitted; no action required

- Review the total counts of routes in the “completed” column. Ensure the counts are correct and that there are no service types missing. Pay close attention: If it’s not confirmed in the WST, it will not be paid for. Also, ensure that the duration is correct, as different durations have different prices.

← Back

Approved

Carlisle (DSDZ) - Amazon.com - June 17, 2018

View 0 unplaned delay 27 completed routes 7,605 delivered packages 1,447 miles + Add Service Submit Day Weekly Export

Changes to this day's work can be made on or before June 20, 2018 Change work

	DSP late cancel	AMZL late cancel	Quick coverage	accepted	completed routes
+ Standard Parcel - 10 hr	0	0	0	0	22
+ Standard Parcel - Large Van - 10 hr	0	0	0	0	5

- Click the + sign to view more details about the services provided for each service type.

+ Same Day - 4 hr	0	0	0	4	4
+ Standard Parcel - 10 hr	0	0	0	11	11
+ Training - 8 hr				1	1

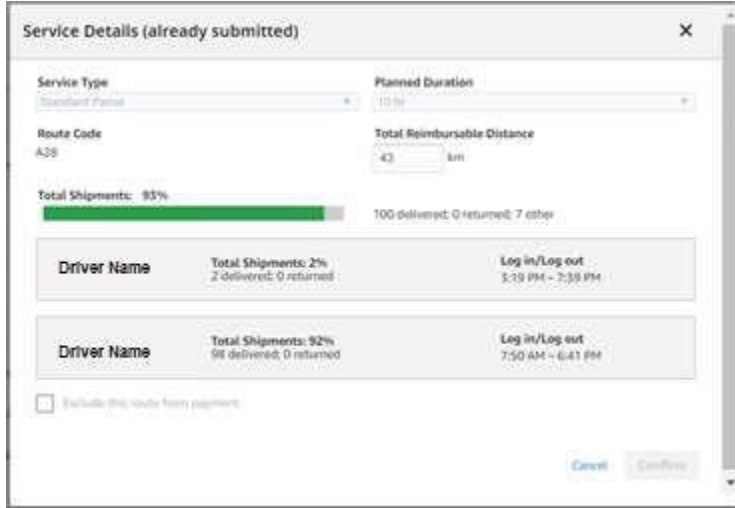
- The green completion slider shows any parcel that was attempted.
- The DA name, completion percentage, and reimbursable distance will be available for review.

- Standard Parcel - Large Van - 10 hr		0	0	0	0	12
		DSP late cancel	AMZL late cancel	Quick coverage	accepted	completed
Route DSPB88	2 Drivers	<div style="width: 76%; background-color: green;"></div>	76%	56 mi	View	
Route DSPB89	Driver Name	<div style="width: 100%; background-color: green;"></div>	100%	68 mi	View	
Route DSPB91	Driver Name	<div style="width: 100%; background-color: green;"></div>	100%	73 mi	View	
Route DSPB92	Driver Name	<div style="width: 90%; background-color: green;"></div>	90%	71 mi	View	

Note: Reimbursable distance is automatically calculated based on the planned distance plus a station-average buffer. This distance may not be the exact driven distance—it may be more, or it may be less—but over the course of a day/week/month, it will very closely resemble what your DSP drove in actuality. Do not request a change of reimbursable distance. For DSPs using Voyager fuel cards, you will not be reimbursed for fuel. For those who do not have the fuel cards, this distance will be multiplied by the rate per mile, which will make up your fuel reimbursement payment. Ask your Business Coach what your fuel rate per mile is.

3. Click on the route/service to view more details.

- a. You will see the DA name(s), service type, planned duration, route code, login/logout time, completion percentage, and reimbursable distance available for review.
- b. If more than one driver delivered parcels on the route, both drivers will show up when you click on the service details.



Review Cancellation Penalties

1. Verify that the correct amount of Amazon late cancellations has been entered by operations.

+ Standard Parcel - Large Van - 10 hr	0 DSP late cancel	2 AMZL late cancel	0 Quick coverage	0 accepted	14 completed routes
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Definitions

- a. Amazon late cancellation: Any Amazon-initiated cancellation within 12 hours prior to service execution start time.
- b. DSP late cancel: Fee payable by the DSP in an amount determined by Amazon.

Check Unplanned Delays (UPDs)

The UPD calculator will be used for UPD requests and approval. Ensure that unplanned delays that were approved were entered by Amazon station operations, or else the UPD will not appear on your invoice.

1. Verify that the correct amount of UPD has been entered. UPD is entered in minutes. The total amount will display at the top of the page with “unplanned delay” written underneath the minutes.

View 1 hr 35 min unplanned delay	29 completed routes	6,451 delivered packages	1,802 miles
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2. Click “View” in order to see the breakdown in UPD added by each type of delay.

Unplanned Delay

** Only use whole numbers for delay and impacted routes.*

Late departure - total delay in minutes	Impacted routes
<input type="text" value="0"/>	<input type="text" value="0"/>
On-Road Delay - total delay in minutes	Impacted routes
<input type="text" value="0"/>	<input type="text" value="0"/>
Amazon Authorized - total delay in minutes	Impacted routes
<input type="text" value="95"/>	<input type="text" value="4"/>

Notes

Previous wave left late. Routes impacted: MW1, MW10, MW20, DT2

[Cancel](#) [Confirm](#)

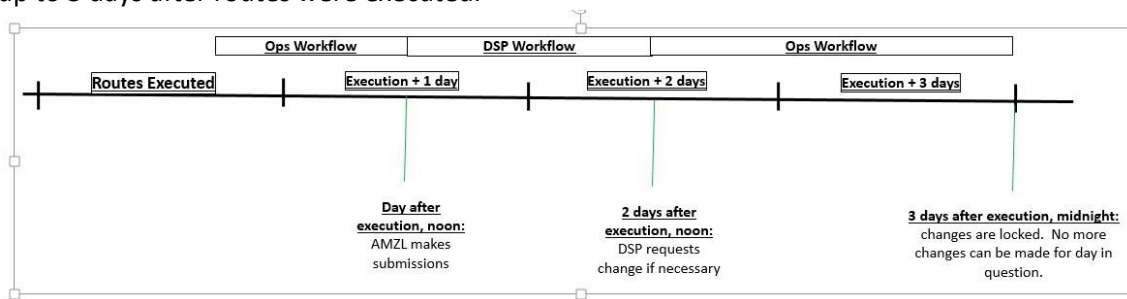
1. Shipment counts indicate how many shipments you delivered on this date with 99.9 percent accuracy.

View **1 hr 35 min** unplanned delay | **29** completed routes | **6,451** delivered packages | **1,802** miles

- a. These are shipments in a delivered state from all services, so these are the ones that will incur payment.
- b. Deliveries indicated on service details pages and in the service details report may not add up to this number. That's OK. The number of packages delivered at the top of the screen is the actual amount of shipments.
- c. There is no action to take from this number. The Amazon station operations team cannot edit it. If you submit a change request if you disagree with the number, the Amazon station operations team cannot change this number.
- d. If you have good reason to believe it is off, the Amazon station operations team can file a trouble ticket for Amazon tech teams to look into it.

SOP: Request A Change

1. If any of the entries are wrong or if your DSP is missing any services altogether, you will have to request a change. You should request a change as soon as possible so the change can be made prior to the submissions being locked and un-editable. Changes can be made by the Amazon station operations team up to 3 days after routes were executed.



2. Click "Request Change" at the top right.

amazon

Region Service Area

< Prev Week 17 Oct 16 - Oct 22 Next >

Sunday October 16	Monday October 17	Tuesday October 18	Wednesday October 19	Thursday October 20	Friday October 21	Saturday October 22
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DHP 1 - North London [Needs Review](#)

0 unplanned delay 16 completed 1072 miles [Dispute Day](#)

Review unplanned delay, late cancel, quick coverage, and completed service. If everything looks good, you don't need to take action, otherwise, click "Request Change."

+ Same Day - 4 hr	0 DSP late cancel	0 AMZL late cancel	0 quick coverage	4 accepted	4 completed
+ Standard Parcel - 10 hr	0 DSP late cancel	0 AMZL late cancel	0 quick coverage	11 accepted	11 completed
+ Training - 8 hr				1 accepted	1 completed

3. The request change dialogue box will appear for you to add details. Be specific.

- If a route/service is missing, identify the issue clearly by service type/duration. If you can, identify which DA provided the service.
- If UPD is missing, ensure you specify how much time is missing, what type of UPD it is, the affected amount of DAs, and which Amazon representative authorized it. If it was not authorized by an Amazon representative, it will not be awarded.
- If a cancellation is missing, specify how many are supposed to be there and who canceled the blocks.

Request Change? ✕

This dispute will be reviewed by AMZL and should be resolved within 1 business days.

Details

Add detail notes to clearly indicate route code, driver and the problems.

Cancel Submit

4. Your request will be sent to the Amazon station operations team. Meanwhile, your change request details will publish on that day in the WST.

The screenshot shows the Amazon WST interface for a dispute. At the top, there are dropdown menus for 'Region' and 'Service Area'. Below that is a calendar view for 'Week 17' (Oct 16 - Oct 22). The current day is Tuesday, October 18, which is marked with a blue 'i' icon. Below the calendar, the dispute is identified as 'DHP 1 - North London' with a status of 'Pending AMZL Review'. A summary shows 0 unplanned delay, 16 completed, and 1072 miles. A blue banner states: 'The dispute is under AMZL review and it should be resolved within 1 business day. Contact AMZL Operations if you have any questions.' Below this is a 'Dispute Details' section with contact information for Scott Lane (scottlane@gmail.com, 714.123.4567) and a placeholder for details. At the bottom, there is a table of metrics for different service types:

Service Type	DSP late cancel	AMZL late cancel	quick coverage	accepted	completed
+ Same Day - 4 hr	0	0	0	4	4
+ Standard Parcel - 10 hr	0	0	0	11	11
+ Training - 8 hr				1	1

5. The Amazon station operations team will see your change request and resolve it. “Resolving” a change request doesn’t necessarily mean they will grant you what you are asking for. It means they have seen your change request and responded to you in the tool. You will see their comments below yours on the day of the request.

SOP: Download The Weekly Summary

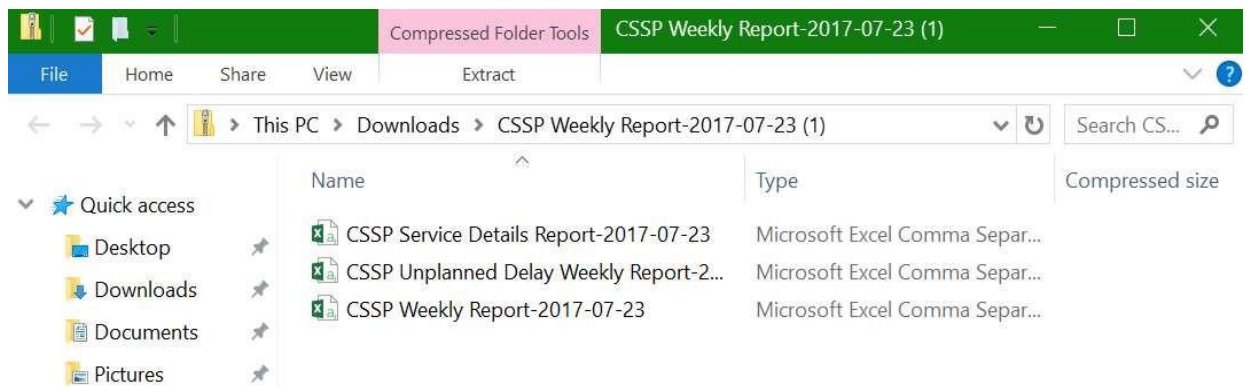
You can download the weekly summary after the Amazon station operations team submits at least 1 day of work.

1. Click on the blue “Weekly Export” button at the top right of the screen. It will be deactivated if there are no submissions from the Amazon station operations team for the week.



2. A zipped folder will download. Open the folder, and multiple reports will be inside.

- a. [DSP short code] Service details report [date]
This is a DA-by-DA report of every route run on the day specified. It includes the DA name, DSP, date, service type, duration, route code, planned distance, reimbursable distance, login/logout times, deliveries, and whether the service was suppressed or not. This will have duplicate entries when more than 1 DA delivers on the route, so it is not to be used to reconcile payments. It's simply an operational metrics download.
- b. [DSP short code] Unplanned delay weekly report [date]
This is a weekly report of all unplanned delays by reason code that were entered into the WST for that station.
- c. [DSP short code] Weekly report [date]
This is a weekly report of all confirmed services arranged by service type and planned duration. This will give you exactly what will be on the invoice for services for the week.



Below is a sample of the weekly report.

	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Station	DSP short	Delivery Associate	Route	Service Type	Planned Duration	Log in	Log out	Total Dist:	Total Reim	Distance u	Deliveries performed	Deliveries returned	Excluded?
2	Wednesb	APLE	A2KG53M3POBIP2	B11	Standard Parcel	PT9H	2017-07-23T07:06:27.624Z		39		miles	144		no
3	Wednesb	APLE	A11RHTLRQ2FXS4	B12	Standard Parcel	PT9H	2017-07-23T06:03:47.439Z		52	58	miles	21		no
4	Wednesb	APLE	A3KPCQ2M1KFF45	B12	Standard Parcel	PT9H	2017-07-23T06:06:42.302Z		52	58	miles	161		no
5	Wednesb	APLE	A1Z85BNRG97EBB	B13	Standard Parcel	PT9H	2017-07-23T07:25:18.234Z		46	51	miles	170		no

Best Practices

The WST has many inputs. Here are some important details that will make every invoice accurate and streamline your workflow. Make sure all services are scheduled and that you accept them and roster a DA for all of them. This is to make sure all services show up in the WST correctly.

1. Roster DA names for all accepted routes in scheduling. This will ensure the maximum amount of automation, as well as enable DA affinity for route assignment.
2. Don't accept any route in the station if it isn't scheduled. Even at load-out, the time cost to making sure the Amazon operations team schedules the work and you accept it is 2 minutes or less. It could be the difference between an on-time payment and a late payment.
3. If you need to request changes frequently, it's time to improve the process of work tracking at your stations. Team up with the Amazon station operations team at that station and find a better way to keep track of all executed services. Take ownership of making correct invoices.
4. Requesting WST changes is the appropriate way to make sure payments are correct (rather than filing an invoice dispute). Follow this process to have correct invoices generated the first time.

7.2 On-Road

There are many contacts your driver may need to reach out to on the road. If your driver can't reach a customer for more information on delivering a package, he or she will call driver support for assistance. Please check with the Amazon station operations team to determine who handles on-road delivery questions. You are the main point of contact for your drivers for any support not related to packages. They will call you with questions on routing, the delivery application, accidents, or other concerns.

Consider the following:

1. Have a dedicated phone with an assigned dispatch phone number near you at all times during the day.
2. Program the number for driver support (also available through the Amazon delivery app).
3. Stay in communication with your drivers throughout the day if they are falling behind. Help your drivers troubleshoot and work through any difficulties.

7.2.1 CO – Driver Support

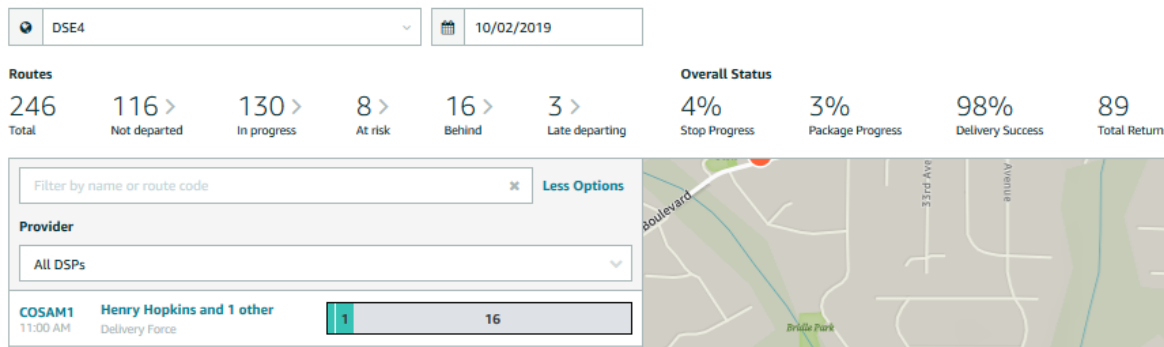
Central Operations provides remote driver monitoring to track the performance of drivers and their routes throughout the day. This allows the DSP owner to focus on other tasks throughout the afternoon. Throughout the day, Central Operations will stay in contact with you through Chime to keep you updated on driver progress and alert you to any issues. If drivers are falling behind, Central Operations will alert you and will work with drivers to coordinate rescue routes to ensure that every package gets delivered. You will also have access to Cortex to be able to track the performance of your drivers.

7.2.2 Tracking Driver Progress Using Cortex

Cortex is utilized by DSPs to visually track the performance of drivers and their routes throughout the day in order to ensure that all packages are delivered. Use this tool to track driver progression (attempted vs. delivered packages) and to identify issues early. If there is a route falling behind:

- Use Cortex to see the driver’s last stop, the delivery order, and whether the area has delivery challenges, such as crossing busy roads or stops not in a logical order.

Keep Cortex up on your desktop to view. The page refreshes itself periodically so overall status is easily seen. You can use the Firefox add-on ScrolloFox to automatically scroll and refresh the page.



Best Practices

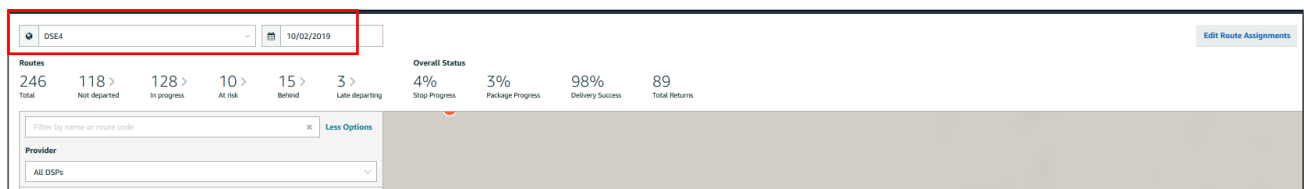
If you don't have access to Cortex, contact your station's learning coordinator or your On-Road Management Team. Ensure you have the proper Amazon credentials.

7.2.3 Cortex SOP

This SOP provides DSPs a step-by-step workflow to use Cortex for dispatch and on-road monitoring. The tool will enable DSPs to 1) get a complete real-time overview of delivery performance of all DAs 2) drill down individually on DAs, service types, and risks and 3) monitor DA-level, route-level, and package-level information.

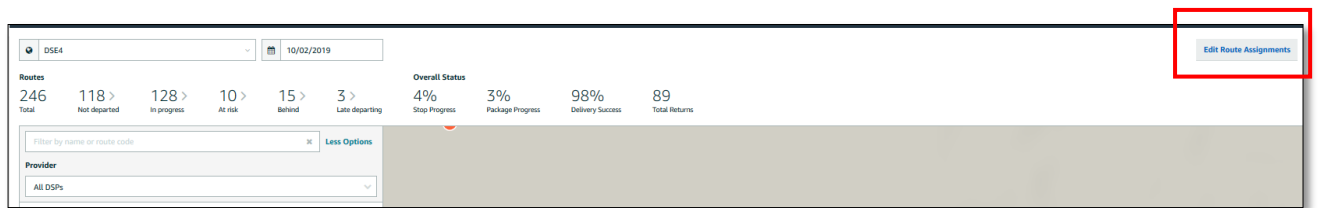
Getting Started

1. Sign into Amazon logistics portal.
<https://logistics.amazon.com/operations/execution/>
2. Make sure the station listed next to the globe image is your home station. In this instance, CORTEX will display active and completed routes for DSE4. Clicking the globe or the down arrow beside the station will create a search field and drop-down list to select the correct station.



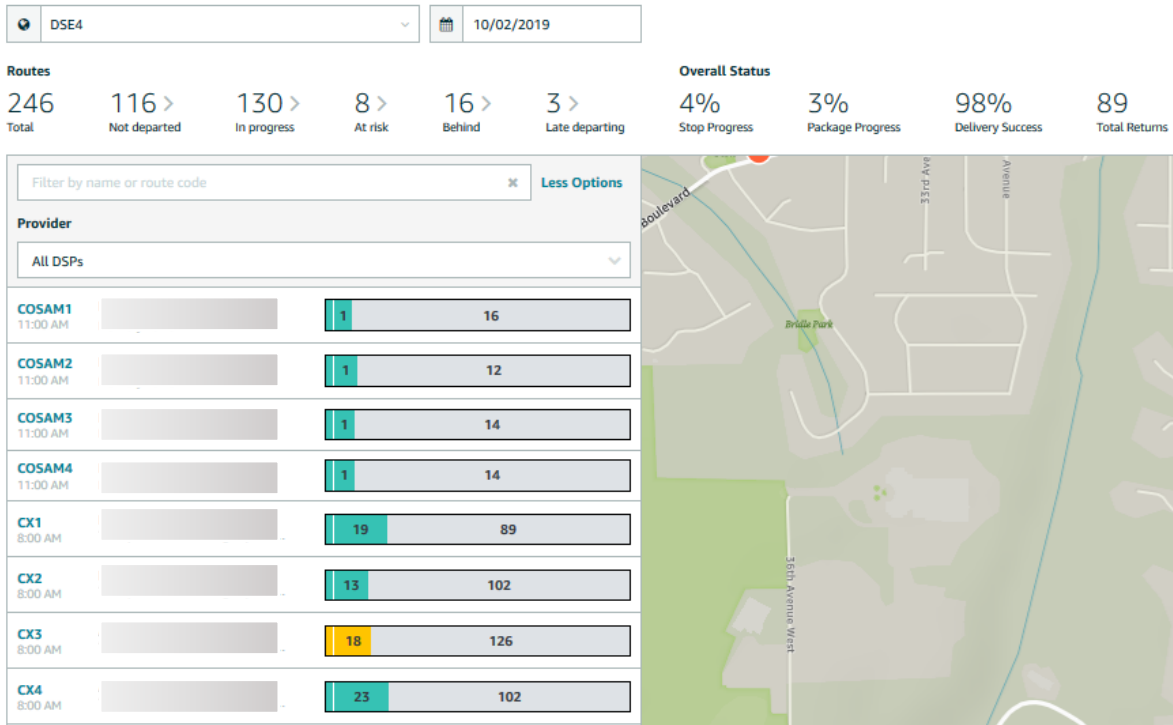
Route Assignments

To edit route assignments for drivers after auto assign, DSPs can use 'Edit Route Assignments' feature in the top right corner of Cortex. This option is also available from the weekly and daily schedule views.

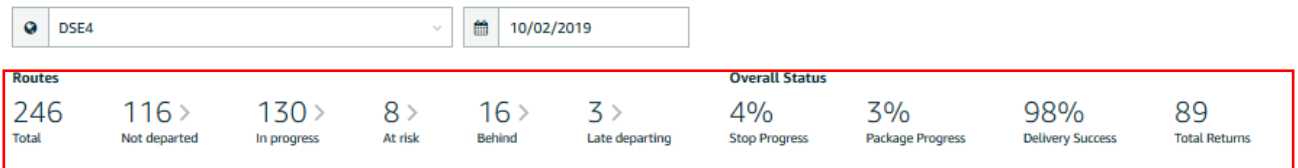


Understanding Routes display and Summary

1. The active route details can be viewed in the portal for selected station after the Amazon station operator runs auto assign of routes on day of execution.



2. The dashboard provides a quick summary of routes



Routes will display the total number of routes assigned, routes that have not departed virtually from the home station and total number of routes currently delivering.

It also lists routes that may have issues on road and are not meeting the delivery windows set by the routing team’s plan.

At Risk Routes: Routes that might fall behind soon.

Behind Routes: Routes that are falling behind expectations.

Late Departing: Routes that did not depart from the station on time.

Overall Stats

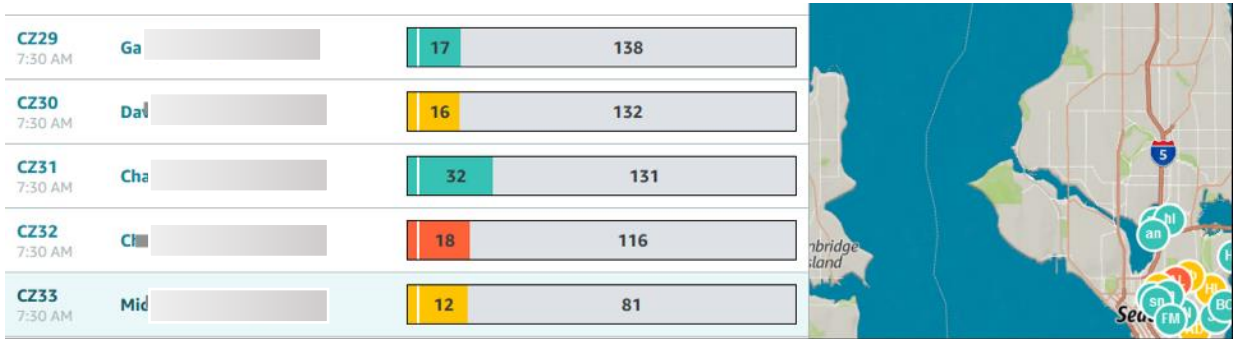
Stop Progress: Total of delivered and attempted stops out of all assigned stops.

Packages Progress: Total of delivered and attempted packages out of all assigned packages.

Delivery Success: Total of delivered packages out of all delivered and attempted packages. For example, Bob has 30 packages, out of which he has completed 20 packages. From these he could deliver 18, while for 2 he was unable to deliver. The delivery success rate for Bob will be $18/20 = 90\%$

Total Returns: Total packages expected to return to the station due to failed delivery. *Currently this metric is susceptible to distortion as it accounts for shipments that are not delivered due to orders cancelled, packages delayed at station, mis-sorts, cube outs, etc. However, any inaccuracy in this metric does not impact the delivery success % or effect the performance rating.*

3. The progress of routes can be monitored in real time after a driver departs the station.



Green (on-time or ahead) means on track with the route’s planned deliveries. **Yellow** (at-risk) signals that the route is at risk and **Red** (behind) indicates a route that has fallen behind and urgently needs the attention of a DSP operator.

4. **Filter Routes:** The routes can be filtered by searching the route or delivery associate’s name in the search field. This is useful when multiple routes have been rescued and the DSP operator is looking for routes covered by a specific driver. Searching for a specific driver also allows a DSP operator to quickly locate the delivery device phone number a driver is using with the Amazon delivery app. This number is located directly under the driver’s name after the route they are listed under is

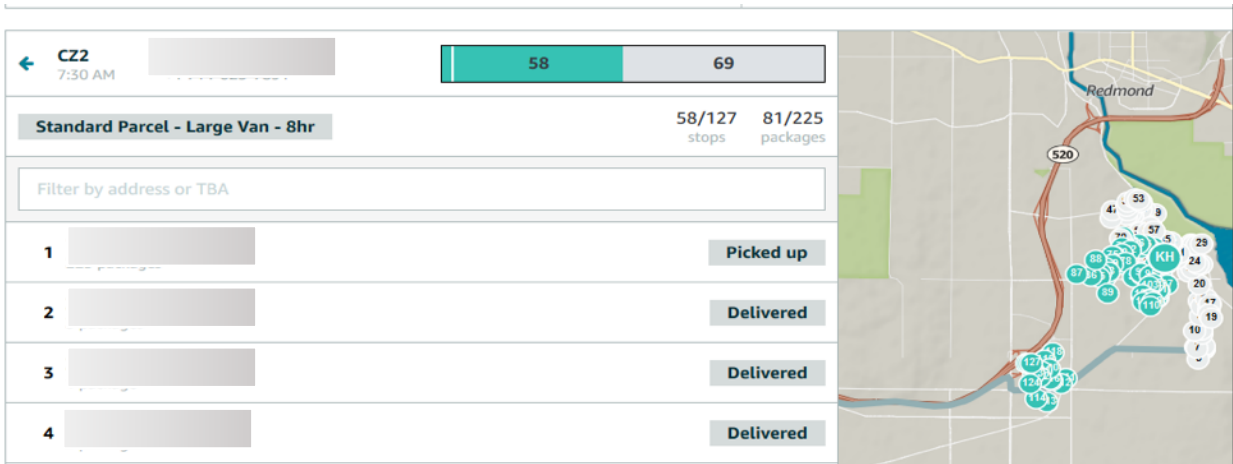


selected.

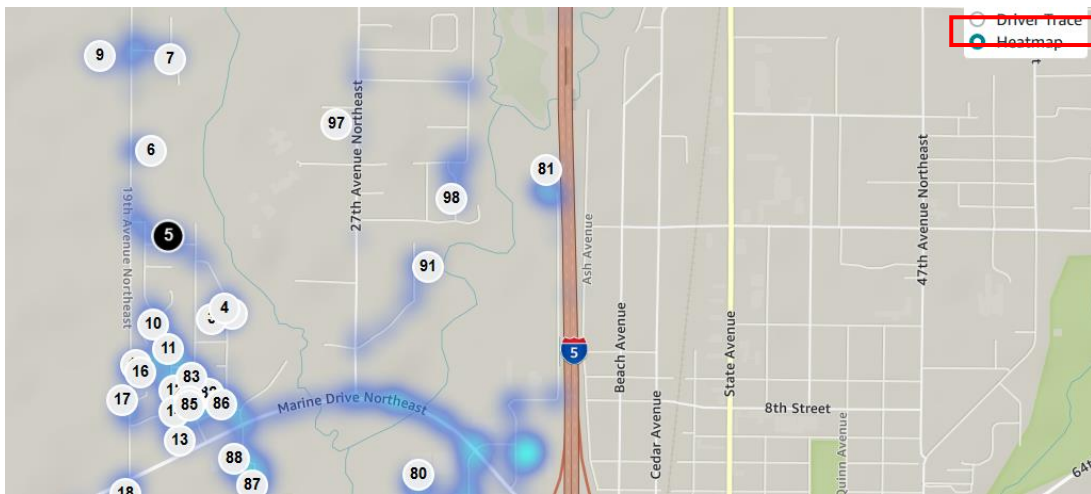


Taking closer look at a route

1. Click on any route to monitor driver progress stop by stop and view expected delivery times. Completed stops are greyed out. Map view shows: Grey stops, already completed; Turquoise stops, yet to be completed.



2. Enable heat map to identify unknown stops where excessive time has been spent. Look at delivery times before and after stops with large heat signatures to determine when and for how long unknown stops take place. Bright red, orange and yellow spots also indicate areas where a driver has spent excessive amounts of time.



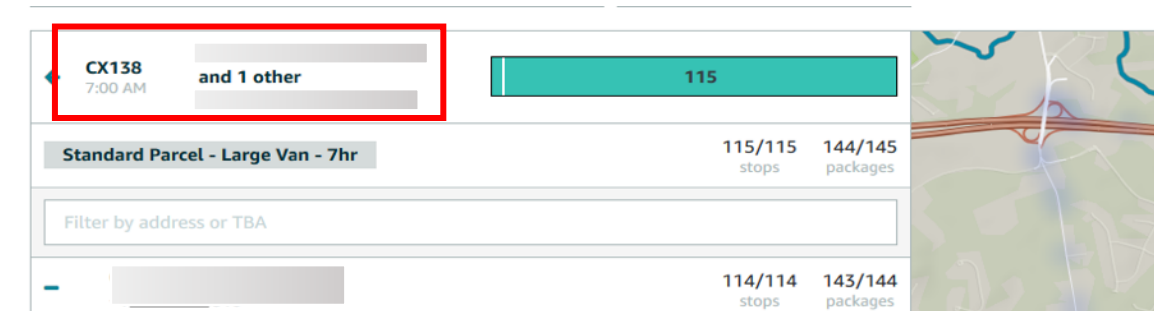
3. The grey line represents the geo-trace of DA, this is the actual path of driver. The option on the top right corner of the screen needs to be selected to be able to see the geo-trace of DA.



4. The location of drivers on the map helps the DSP operator to identify the potential rescuers due to geographical proximity and route progress.

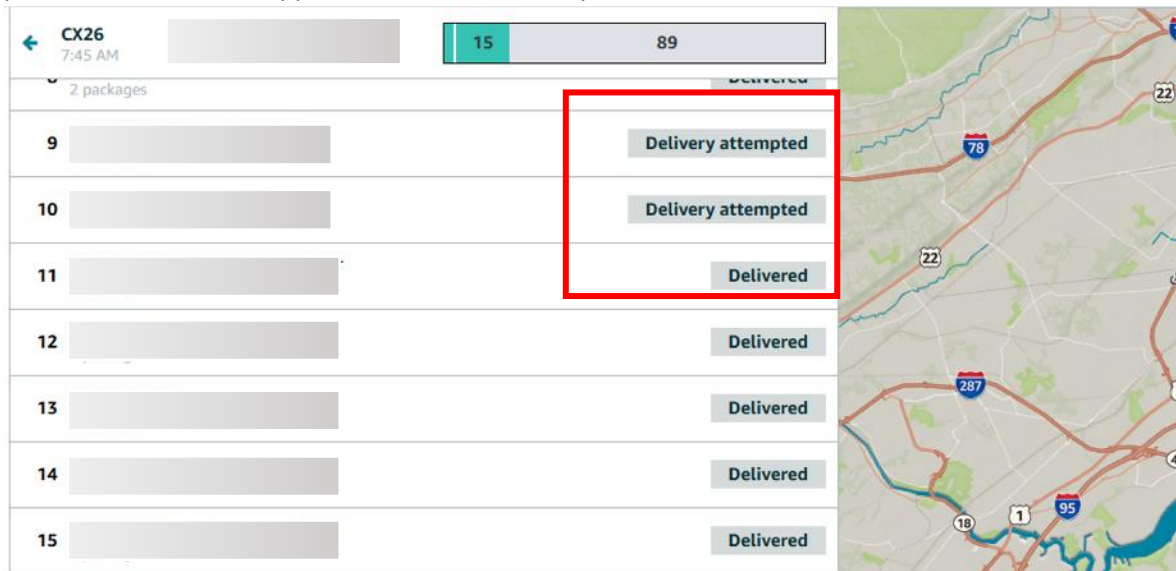


5. Multiple drivers are assigned to a single route in Cortex when:
 - a. When a driver rescues another driver through pick up scanning, the packages they have picked up will be reassigned under their name in Cortex. The remaining packages will be left under the original driver and both names will appear next to the route code.
 - b. When the route is auto assigned and then changed to another driver, some packages in return to station status will remain under the original driver who was assigned to the route.
 - c. Occasionally other DSPs are captured in the progress bar due to delivery of mis-sorts or return to station TBCs originally assigned to them.



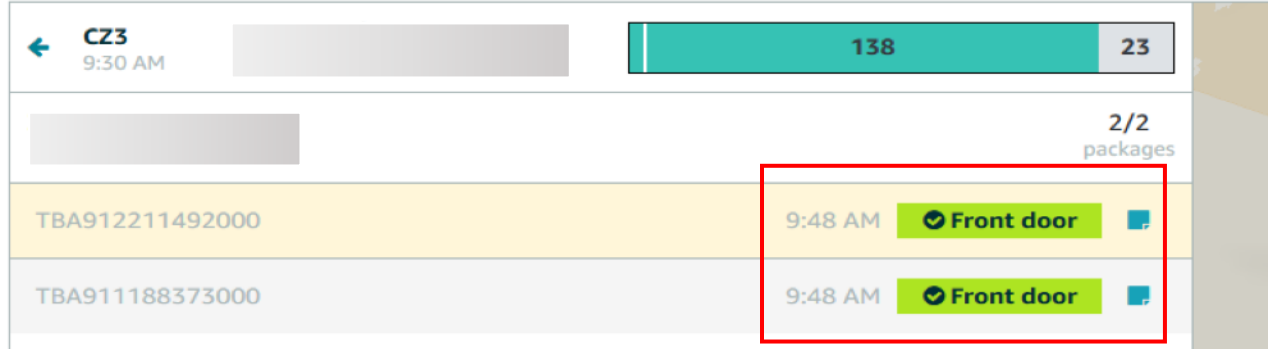
Taking Closer look at Stop view

1. The stop view shows the status of delivery in the stop level view that will help DSP identify the potential returns and opportunities for re-attempts.



2. Click on any stop to view the reason codes for delivery status of all the packages for that stop, as well as the delivery time (scan time). The delivery times will help identify problem addresses as well as gaps in

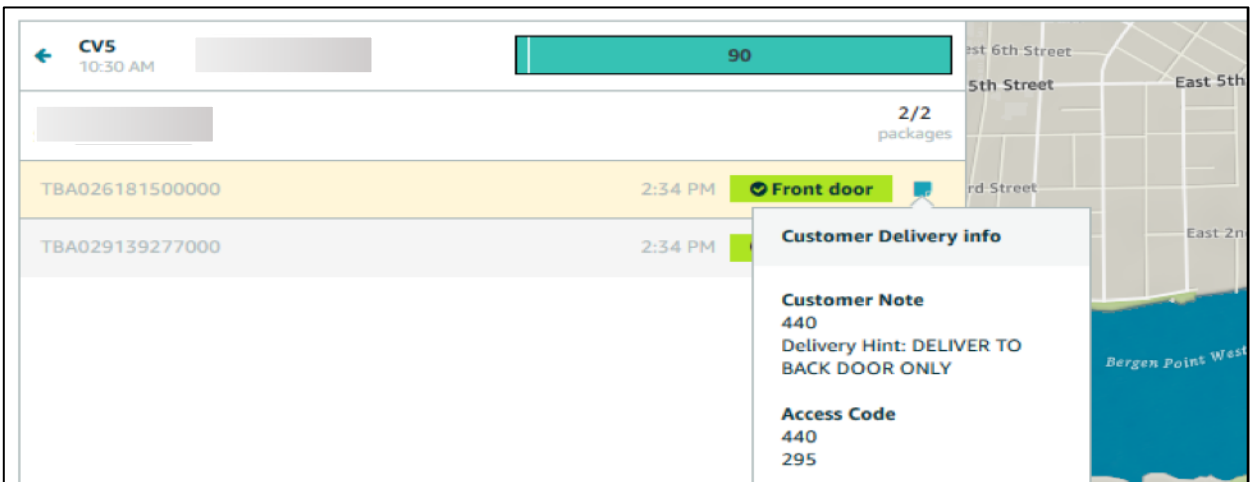
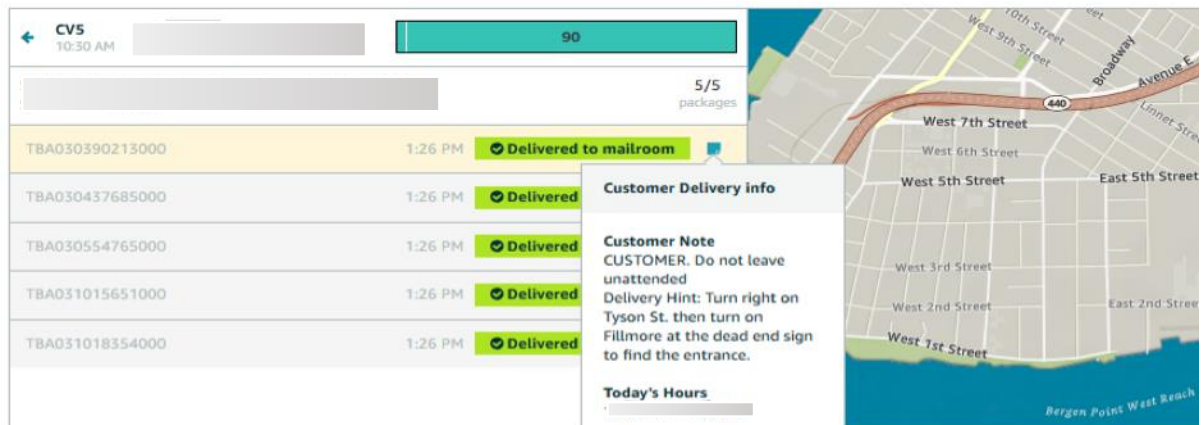
the delivery schedule. For example, look at the last completed stops' delivery time to identify how long a driver has been on break or lunch.

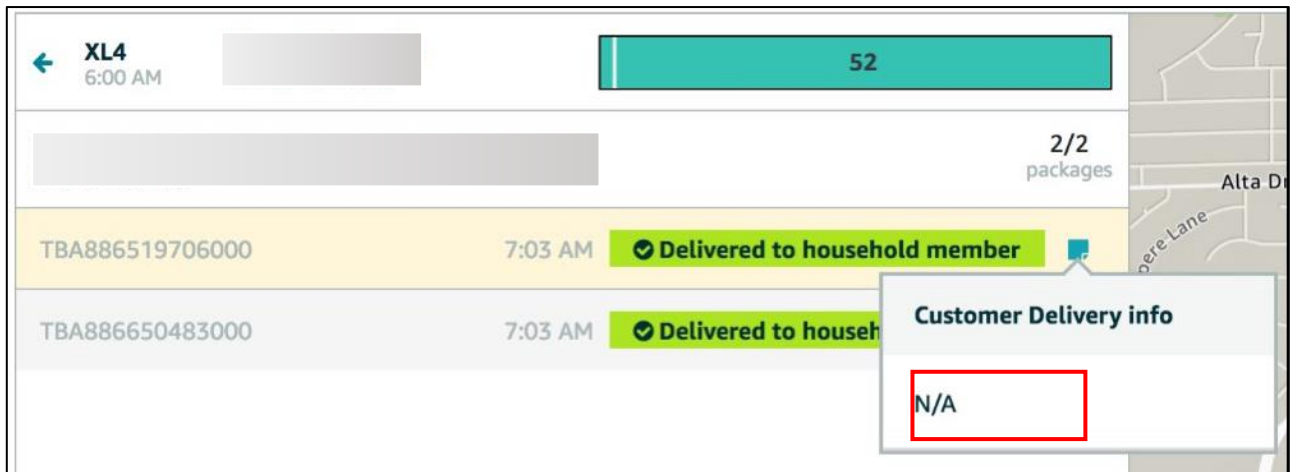
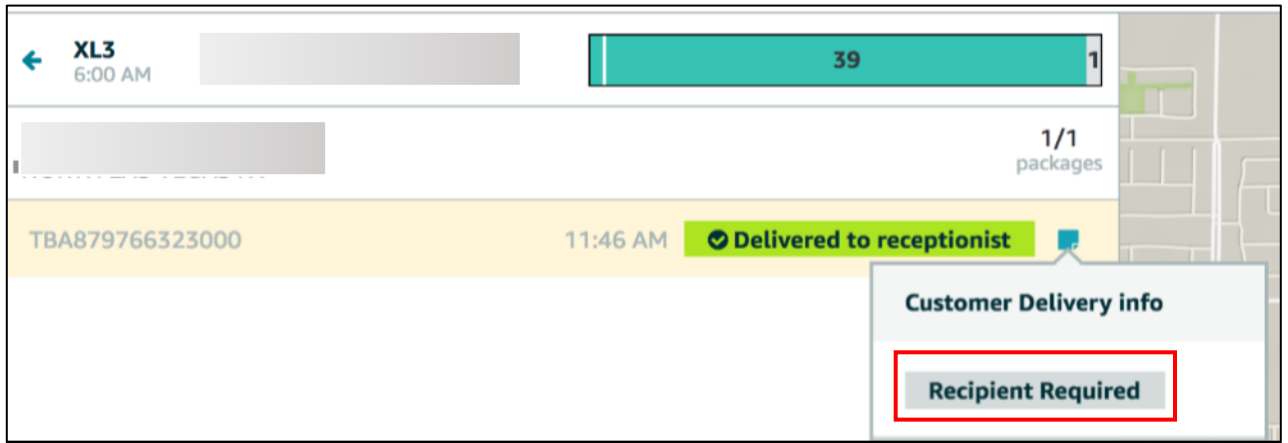


- The sticky notes available next to reason code shows customer notes, access codes, hours of operation, attended/unattended delivery

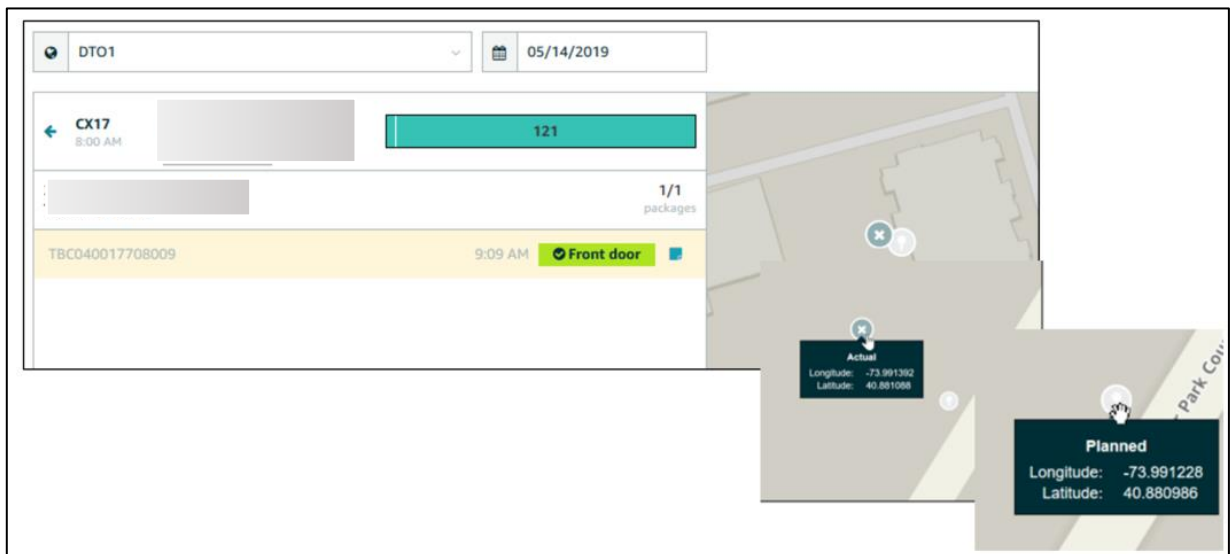
For attended deliveries, Customer delivery info will show as "Recipient required"

For unattended deliveries, Customer delivery info will show as "N/A"





4. To view the GPS coordinates for Plan v. Actual delivery stop locations with GPS coordinates, click on an individual stop and TBC to find these details. These coordinates will change when clicking through multiple TBCs for a single stop.
- 5.



Historic Route Support

1. To view the route data for previous day, select the desired date from calendar drop down as shown below. Cortex can go back up to 14 days from day of execution.

The screenshot shows the Cortex interface for route DDC3. At the top right, a calendar icon is next to the date 10/21/2019. A hand cursor is pointing at the calendar icon. Below the date, a calendar for October 2019 is displayed, with the 21st highlighted in a dark grey box. The calendar is enclosed in a red rectangular border. On the left side of the interface, there are route statistics: 332 Total, 5 Not departed, 299 In progress, and 101 At risk. Below the statistics is a filter input field labeled 'Filter by name or route code' and a 'Provider' dropdown menu set to 'All DSPs'.

2. To go back to the default view/current date, click on the hyper link as shown below

The screenshot shows a yellow banner at the top of the interface with the text 'You are viewing data for Wednesday, October 16, 2019 12:00 AM EDT'. To the right of this text is a blue hyperlink that says 'Click here to view data for today'. Below the banner, the date in the top right corner of the interface is 10/16/2019. The rest of the interface is partially visible but mostly obscured by a grey bar at the bottom.

Track Route Progress

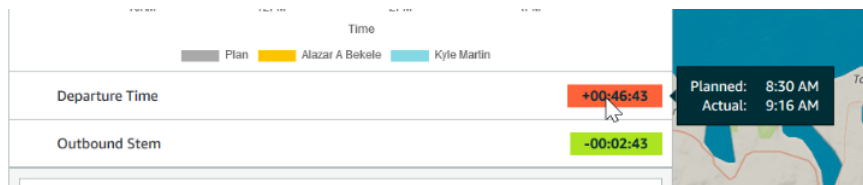
To enable dispatchers to monitor the on road performance on day of execution and quickly identify if the DA is deviating from the plan, progress chart is included in the stop level view of a given route.

Navigate to the desired route and click on the chart icon to see the progress chart. The Y-axis shows the planned sequence of stops and X-axis shows the delivery time. Each circle represents a package. The planned delivery time of the package, actual execution (Delivery/Delivery attempted), stop and TBA details can be seen by hovering the cursor over the circles in the chart. The gap in the chart shows if the stops were skipped or deviated from actual.



The multiple DAs on the route are represented by different colors on the progress chart. The driver name details can be obtained from the tool tip.

The Departure time and Outbound stem time of the DA can be obtained from the Key metrics table below the progress chart.



Hovering over the metric shows the actual and planned times. The metric shown in the table is delta between planned and actual times.

Unknown Stops

The summary of unknown stops with the duration of each stop is provided in the route level view. The dispatcher can use this information to validate if DAs are taking required breaks and to monitor the DA performance when more breaks than required are taken by the DA.

Click the desired route to see the unknown stop summary and hovering the mouse over unknown stop highlights its location on the map. Currently, Cortex does not differentiate the planned breaks and unplanned breaks in unknown stops. The dispatcher needs to validate if the DA is taking required number of breaks.

By hovering the cursor over the unknown stop in map, user can see the lat and long details of the stop, the time DA has arrived to this stop and the departure time. It also includes the previous stop details of unknown stop.

CX2 Richard T Gans
8:30 AM +1 425-655-9610

47 70

Standard Parcel - 7hr 5/01:07:06 47/117 74/161
unknown stops stops packages

Filter by address or TBA

U1	47.921625, -122.240785 unknown stop previous stop # 1	Stop duration 00:06:25
U2	47.746167, -122.065628 unknown stop previous stop # 1	Stop duration 00:10:55
U3	47.745085, -122.094250 unknown stop previous stop # 21	Stop duration 00:05:25
U4	47.756243, -122.081272 unknown stop previous stop # 28	Stop duration 00:05:42
U5	47.756298, -122.081330 unknown stop previous stop # 71	Stop duration 00:38:39

1	6611 Associated Blvd 161 packages	Picked up
2	20249 NE 164TH PL 1 package	Delivered
3	16325 - 202nd Avenue NE 2 packages	Delivered
4	16424 202ND AVE NE 3 packages	Delivered
5	20208 NE 160th Street 1 package	Delivered

Filter by address or TBA

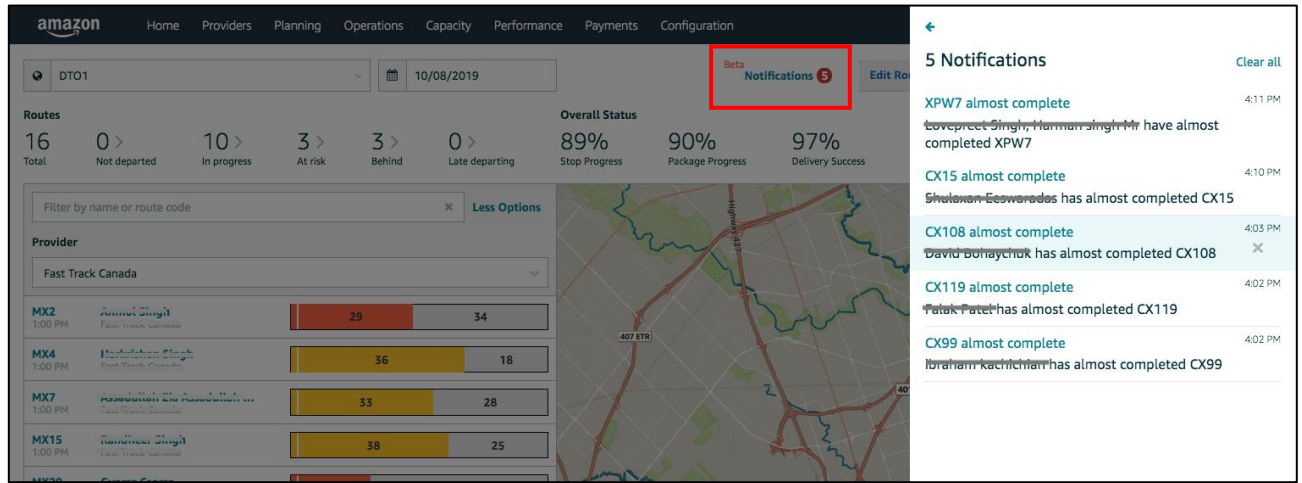
U1	47.921625, -122.240785 unknown stop previous stop # 1	Stop duration 00:06:25
U2	47.746167, -122.065628 unknown stop previous stop # 1	Stop duration 00:10:55
U3	47.745085, -122.094250 unknown stop previous stop # 21	Stop duration 00:05:25
U4	47.756243, -122.081272 unknown stop previous stop # 28	Stop duration 00:05:42
U5	47.756298, -122.081330 unknown stop previous stop # 71	Stop duration 00:38:39

Unknown Stop
Latitude: 47.921625
Longitude: -122.240785
Arrival: 8:31 AM
Departure: 8:37 AM
Duration: 00:06:25
Previous Stop #: 1

Notifications for Route 'Almost Complete'

When a route is nearing completion, Cortex will trigger an 'almost complete' notification in a window on the right side of the screen. These notifications enables DSP to understand if there is available capacity to plan a rescue or check if any packages are remaining with the driver, which DA should be asked to reattempt before he/she returns to the station.

- The notification calls out the DA name and the route code along with the time when the notification was triggered.
- Clicking the "Notifications" text opens the notifications pane, clicking on the back arrow on the top left side or clicking anywhere outside the notifications pane will take the user back to the Cortex active page.
- A user can mouse over on a single notification and close it or can clear all notifications from the "clear all" button on the top right corner of the notifications pane.



When does a notification come up?

The current 'almost complete' notification will pop-up when a route is on time or ahead of planned route time and has 10 stops left.

Do I need to keep the browser window open to see the past notifications?

Yes, the browser window needs to be kept open to see all notifications. Closing the browser window/ or refreshing the tab will reset the notifications panel and you will lose all past notifications. Consider this as a limitation of the current Beta launch. We will be addressing this issue once we move from the Beta to the full feature launch.

7.2.4 Sending Rescue Drivers SOP

Drivers and delivery teams may experience unexpected delays due to on-road issues, inexperience in a new area, or other delays that may put their packages at risk of not being delivered on time. Central Operations Driver Support (CO-DS) monitors DA progress throughout the day and will alert you to any issues. If you have drivers or teams that are likely to complete their routes earlier than the planned time, Central Operations will coordinate with these DAs to pick up and deliver packages from a driver that needs assistance; this is typically referred to as a rescue.

Central Operations Driver Support associates monitor a tool called Grok Rescue Planner that shows which DA is behind and which DA is available to rescue for any given DSP. The CO AA will determine the distance between the two DA's and will execute the rescue if their distance falls within an appropriate threshold. CO AA Rescue Planning standard work:

Plan

- Monitor Grok until a rescue becomes available.
- Cross reference rescue with DSP Preference Quip

Execute

- Contact the rescue DA.
- Notate the outcome in Grok.



CO-DS maintains dedicated Chime chatrooms which include all DA's, DSP leadership, and Area Managers from the delivery station. All rescue activity is posted and communicated within the dedicated chat room.

When a rescue is determined to be feasible, the CO-DS AA will notify both DA's and DSP leadership through correspondence in the DSP's dedicated Chime room:

A screenshot of a Chime chat room interface. At the top, there is a navigation bar with links for Home, Contacts, Message, Rooms, and Meetings. Below this is the chat room header for "Rhino Logistics", indicating 110 external participants. The date "Tuesday, March 17, 2020" is displayed. The main chat area shows a message from "Goodman, Gail" at 5:14 PM asking for assistance with a rescue. The message text includes route information and a request for a response. Below this, a response from "Zane Burton <external>" at 5:18 PM says "Yep". A third message from "Goodman, Gail" at 5:19 PM says "thank you @Zane Burton". A red box highlights the first message and the "Yep" response. The text "In reply to message" is partially visible at the bottom of the chat area.

If the DA does not respond, the CO-DS associate will attempt to Chime the driver directly, then will use Chime to call:

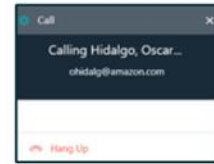
Chime
Put the plan in Chime



Chat
Message the DA privately



Call
Call the DA for confirmation



The rescue status will then be updated in the chatroom as confirmed, refused, or unreachable based on the response from the DA:



Disclaimer: Central Operations will not give rescue routes to Nursery Route drivers, who are physically and mentally acclimating to the demands of the job. If a Nursery Route driver falls behind and has at-risk packages, CO-DS will provide a veteran driver to rescue the Nursery driver's packages if possible.

Approximately one hour into your delivery day, you will begin to receive Gemba reports from Central Operations alerting you to which of your drivers are on schedule, ahead of schedule, or behind schedule. This report will be delivered to you in chime as a webhook every 30 minutes and can be viewed from any internet capable device.

Recommended Rescue Routes								
(+) Route Code	Driver Name	Minutes Remaining	Remaining Stops	Packages Completed	Packages Total	Current %	Target %	Delta %
(+) MX140	RG	250	10	110	123	89.43%	47.92%	41.51%

Routes at Risk								
(+) Route Code	Driver Name	Minutes Remaining	Remaining Stops	Packages Completed	Packages Total	Current %	Target %	Delta %
(+) MX153	GR	250	68	51	137	37.23%	47.92%	-10.69%

At the end of the day you will receive a summary report (Wash) from Central Operations. Delivery of this report will be the same as the Gemba, via webhook in chime.

DDE5 RHLO Overview

Total Packages	10502
Total Delivered	10455
Total Attempted	20
Total Returned	23
Percentage Attempted	99.74%
Percentage Delivered*	99.55%
Number of Routes	54
Number of Rescues Planned	2
Number of Rescues Executed (CO)	1
Number of Rescues Accepted	2
Number of Rescues Refused	0
Number of Rescues Unreachable	0
Percentage of Executed Planned Rescues (CO)	50.00%
Number of Recommended Packages To Rescue	20
Number of Packages Rescued	10

**Disclaimer: Preliminary data see DSP Portal for final numbers.*

CX142	<p>Receiving Rescue [16:06]</p> <ul style="list-style-type: none"> • DMB (HZA5) → 🚚 → JC (CX142) • Rescue EXECUTED with 10 packages • Requested to pickup: 20 packages
CX144	
CX145	
HZA1	
HZA10	
HZA2	
HZA3	
HZA5	<p>Sent Rescue [16:06]</p> <ul style="list-style-type: none"> • DMB (HZA5) → 🚚 → JC (CX142) • Rescue EXECUTED with 10 packages • Requested to pickup: 20 packages <p>Sent Rescue [13:36]</p> <ul style="list-style-type: none"> • DMB (HZA5) → 🚚 → RRH (MX110) • Rescue NOT EXECUTED • Requested to pickup: 2 packages
HZA6	
HZA9	
MX110	<p>Receiving Rescue [13:36]</p> <ul style="list-style-type: none"> • DMB (HZA5) → 🚚 → RRH (MX110) • Rescue NOT EXECUTED • Requested to pickup: 2 packages

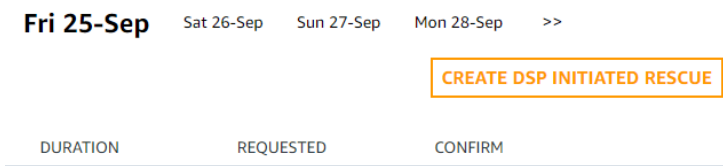
How to pick up packages for a rescue

To pick up packages from another driver, a DA should scan each individual package within the bag/tote, as well as any overflow (OV) packages (packages that do not fit into the bag/tote) to ensure they have picked up all packages within a zone. Clicking yes will assign the packages to the DA's itinerary. Choosing no will cause the packages to remain with the initial DA. CO-DS associates are trained to walk through execution of rescues with any driver who requests assistance with the process of picking up packages from a fellow driver.

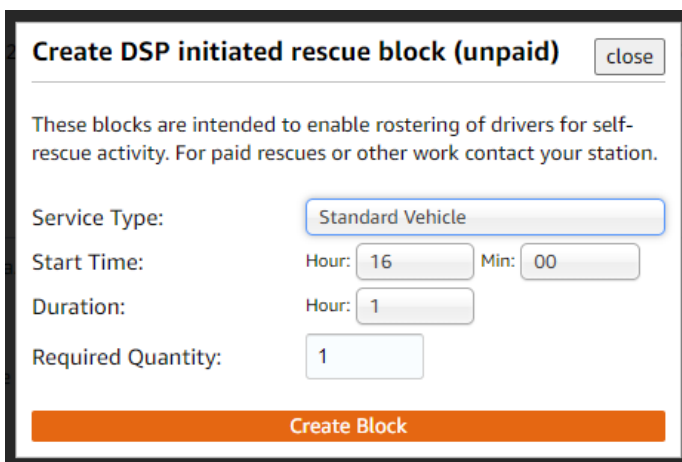
Rostering Rescue Drivers

If you need to send a driver on a rescue that was not already rostered to a route for the day, you will need to create a DSP Initiated Rescue block. For example, if a driver was working as a dispatcher in the morning and helping with rescues in the afternoon.

From the Assignment UI, click on the “Create DSP Initiated Rescue” button:



You can specify the number and type of blocks you need to create.

A screenshot of a form titled 'Create DSP initiated rescue block (unpaid)'. The form includes a 'close' button in the top right corner. Below the title, there is a note: 'These blocks are intended to enable rostering of drivers for self-rescue activity. For paid rescues or other work contact your station.' The form fields are: 'Service Type' (dropdown menu with 'Standard Vehicle' selected), 'Start Time' (Hour: 16, Min: 00), 'Duration' (Hour: 1), and 'Required Quantity' (input field with '1'). At the bottom of the form is an orange 'Create Block' button.

Once created, you can then roster and assign the additional DAs you need to split the route across.

Your drivers are valuable resources for collecting on-road data that will make deliveries better for the next day. Certain on-road challenges at specific addresses should be reported to Amazon operations for resolution. Amazon may determine that it should no longer service this address, or it may be able to provide a solution for future deliveries. Drivers should always be encouraged to submit challenges with specific deliveries through the in-app option.

Items to consider reporting include but are not limited to:

- Houses with big dogs that do not allow access to the property. Search “pet avoidance” on the resources tab of the DSP Portal for more information.
- Complex apartments that are not mapped properly
- Other factors that do not allow access to properties

7.2.5 Reporting Accidents, Incidents, Property Damage, or Negative Interactions

Your company is responsible for notifying Amazon about any incidents, accidents, property damage, or any negative interactions you or your employees have with customers or the general public. As soon as you are aware of the incident, begin completing your incident reporting documentation. That documentation should be

emailed to your local on-road manager. Search “incident packet” on the resources tab of the DSP Portal for more information.



Policy

While performing services or while on Amazon property, your company and its employees must:

Immediately report any interactions, incidents, or occurrences that may impact customer trust of your company or of Amazon, including safety incidents described below in the safety and service standards, any violations of law, any negative interactions with customers or the general public, or any vehicle accidents that result in human fatalities, bodily injuries to any party that require treatment away from the scene, any disabling damage to motor vehicles that require a tow away, or any damage to a customer or community member’s property. See the policies for more information.

7.2.6 Managing Incidents

Please make sure your drivers are aware of the following process. Report all incidents and vehicle accidents immediately, regardless of severity or fault.

Incident Management Process

1. Stop. Do not leave the scene.
2. Assess the situation.
 - a. High Risk or Critical Safety Issues: includes but is not limited to Vehicle vs. Vehicle, Vehicle vs. Pedestrian, Structural damage (home, garage, building, or carport), damage that interrupts daily life (loss of power, water, or other life support systems), or any injury/medical incidents.
 - i If there is an injury, threat of injury, or the safety of any party is threatened, call emergency services (911) immediately.
 - ii Call your DSP owner or representative.
 - iii Call the Last Mile Emergency Team (LMET), either through the delivery app main menu by selecting ‘Emergency Help’ or calling 844-311-0406 in the US or 877-311-0406 in Canada. This will open a trouble ticket for the incident that will be used for tracking purposes.
 - iv Exchange the company’s insurance information (not yours or your driver’s personal insurance information).
 - v Document vehicle-related accidents, using the “DA Incident Packet.”
 - b. Low Risk or Non-Safety Issue Property Damage: includes but is not limited to damage to mailboxes, lawns, landscaping, driveways, parked and unoccupied cars, and decorations or other nonessential items
 - i For minor incidents where property is damaged, the DA should first ensure they move to a safe location
 - ii Call the LMET, either through the delivery app main menu by selecting ‘Emergency Help’ or calling 844-311-0406 in the US or 877-311-0406 in Canada.
 - iii Provide Amazon with details of the incident, including your name, DSP name, delivery station, the Date/Time the incident occurred, the tracking number or address where the incident occurred, and a description of what happened
 - 1 Amazon will file a claim through ARC, and contact the property owner

- 2 After the claim is filed, the DA should attempt to locate the property owner and inform them of a claim, as well as that no additional action is needed from them.
 - iv If the damage occurred at a non-package recipient's property, such as a neighbor, the DA should attempt to locate the property owner and collect their contact information
 - 1 If the owner is located, Amazon will file a claim through ARC and contact the property owner
 - 2 If the owner cannot be located, leave a note on a "We Missed You" card, that instructs the property owner to contact Amazon for assistance. DO NOT leave contact information for a DSP owner, manager or dispatcher.
 - 3 In either scenario, the DA should contact Amazon to report the issue
 - v After the incident is reported, the DA should continue with their route if it's not an emergency situation
- 3. Investigate. Collect accident report information, and report findings to Amazon.
 - a. For all On-Road Vehicle vs. Vehicle accidents, contact your company's insurance provider to report the incident. It may have a specific resolution process.
 - i The one exception to this is if the driver hits a parked, unoccupied vehicle. These should follow the Low Risk/No Safety issue process
 - b. Collect any additional information (photos, DA statement, police report, etc.).
 - c. Investigate all safety incidents and report findings to the Amazon delivery station management within 24 hours using the First Report of Safety Incident Form.
 - d. If the DA calls you to report a Low Risk/No Safety Issue incident, you can report the issue on the DA's behalf by calling 844-311-0406 in the US or 877-311-0406 in Canada to initiate an ARC claim.
 - i In order to initiate a claim, Amazon will require the Date/Time the incident occurred, the location of the incident (and tracking number if available), the delivery station, the DSP Name, the driver's name, and also the property owner's name and phone number or email. It's important to have this information so Amazon can ensure a claim is filed and so they can contact the property owner.
- 4. Follow-up.
 - a. For High Risk or Critical Safety issues, follow up with your insurance company to assist them with their investigation and complete all actions identified in your safety incident investigation.
 - b. For Low Risk/No Safety issue incidents, Amazon will open a claim with ARC. After the ARC claim is opened, the DSP will receive an email from ARC within 24 hours that contains details of the claim, as well as a link to provide additional details to ARC, such as a statement from the DA, or photos of the delivery vehicle.

Every time your Delivery Associates experience a safety incident on-road, including but not limited to accidents or harassment, it is required that it be reported to the Last Mile Emergency Team (LMET). DAs should secure their own safety first, call 911 if police or emergency medical services are needed, and then you or your DA should report the incident to the Last Mile Emergency Team (LMET). 24/7 immediate assistance is available via LMET, accessible via the 'Emergency Help' button in the Amazon Delivery App or at (844) 311-0406 in the US or 877-311-0406 in Canada. Reporting all incidents to LMET is imperative and required, as it allows Amazon safety teams to investigate the incident and take additional steps with the customer, community member, or law enforcement, as needed. Your team's safety remains our top priority. Please report every on-road issue related to safety, an accident, harassment, customer property damage, or otherwise so that it can be properly investigated. Search "support channels,"

“roadside assistance,” and “support services” on the resources tab of the DSP Portal for more information on the support available to Delivery Associates.



Policy

In the event that (1) Amazon determines that your company is responsible for any third -party bodily injury or property damage, (2) your company damages/loses any equipment that is owned or leased by Amazon, or (3) Amazon pays or becomes obligated to pay any amount to any third party in satisfaction of any obligation (contractual or otherwise) of your company, Amazon may withhold and offset future payments to your company (from any component) by the amount that Amazon paid to the third party or the replacement value of the damaged/lost equipment, as applicable.

See the policies for more information.



Policy

ARC Claims Management is a 3rd party vendor that Amazon works with to administer property damage claims for a variety of logistics programs offered by Amazon. While they are not a full-fledged insurance company, ARC is able to assist property owners by collecting details of an incident, photos, videos, and estimates for repairs. ARC will review all documentation provided by a property owner, and in some cases will conduct an independent appraisal of the damage. Once a claim is approved, ARC will arrange for payment to the property owner.

Search “property damage guide” on the resources tab of the DSP Portal for more information.

7.2.6.1 Post-Accident Drug and Alcohol Tests

Following an accident, you may be required to conduct drug and alcohol testing on your driver. Per the Program Policies, you must conduct a five-panel drug and alcohol testing on your driver following an automobile accident (a) that results in (i) human fatality, (ii) bodily injury to any party that requires treatment away from the scene, or (iii) disabling damage to any motor vehicle that requires a tow away, or (b) at Amazon’s request..

Best Practices

Set up a company policy to test drivers following accidents and for reasonable suspicion. It is best practice to use a certified independent lab to conduct a five-panel drug and alcohol screening tests following accidents. It ensures accurate testing results and alleviates putting you or your employees in the position to bear the responsibilities of interpreting and determining test results.



Policy

To be eligible to perform Services, you and your company's employees must:

- Pass a five-panel drug test administered by your company or a third party vendor where allowed by applicable Law;
 - Your company will be required to maintain appropriate records and acknowledge in the onboarding process that a five-panel drug test has been administered and passed by each of your company's employees.

Additionally, on an ongoing basis:

- Your company is required to conduct drug and alcohol testing on your company's driver following an automobile accident (a) that results in (i) human fatality, (ii) bodily injury to any party that requires treatment away from the scene, or (iii) disabling damage to any motor vehicle that requires a tow away, or (b) at Amazon's request. If your company's driver fails or refuses to submit to drug and alcohol testing, the driver will no longer be permitted to provide Services; and
- Your company is required to conduct drug and alcohol testing on your company's employee when there is reasonable suspicion that he or she is under the influence of drugs or alcohol.

See the policies chapter for more information.

7.2.7 Reporting Accidents and Inspections for DOT Compliance (US)

Section 7.2.7 is relevant only to locales that operate US DOT regulated vehicles. If you operate in Canada, this section will not be relevant to your business.

7.2.7.1 DOT Reportable Accidents

Every time your Delivery Associates experience a safety incident on-road, it should be reported to the Last Mile Emergency Team (LMET). DAs should secure their own safety first, call 911 if police or emergency medical services are needed, and then you or your DA should report the incident to the Last Mile Emergency Team (LMET). 24/7 immediate assistance is available via LMET, accessible via the 'Emergency Help' button in the Amazon Delivery App or at (844) 311-0406 in the US or 877-311-0406 in Canada. Reporting all incidents to LMET is imperative, as it allows Amazon safety teams to investigate the incident and take additional steps with the customer, community member, or law enforcement, as needed. Your team's safety remains our top priority. Please report every on-road issue related to safety, an accident, harassment, customer property damage, or otherwise so that it can be properly investigated.

7.2.7.2 DOT Reportable Roadside Inspections

Roadside Inspections (RSIs) serve as an on the spot safety check-up for commercial motor vehicles and drivers. During a roadside inspection, the driver and vehicle are assessed by a law enforcement agent for compliance and safety. Please be sure to follow the directions of the law enforcement agent as they conduct the inspection.

To help ensure your DAs are fully prepared for an RSI, check out the Roadside Inspection Guide as well as the Checklist of Items to Keep in DOT-Regulated Vehicles found in the DSP Portal Resources tab. This checklist goes into more detail about the items that are required to be carried in all DOT-regulated vehicles in case of an RSI, including primary and secondary insurance nuances depending on if you have LeasePlan vehicles.

Report All Roadside Inspections to the DSP: [Driver Action Required](#)

In the event of a Roadside inspection involving a DOT regulated vehicle regardless of location or severity, Amazon requires the driver to report the inspection to the DSP immediately. After the inspection, the law enforcement agent will provide the driver with a roadside inspection report. The report will indicate whether the driver and vehicle passed the inspection, or whether the driver, vehicle, or carrier was issued citations or violations of requirements. Violations issued should be addressed with the DSP Manager before the driver or vehicle can be put on the road.

Submit RSI Documentation to Amazon and J.J. Keller: DSP Action Required

The DSP Manager should send an email to Amazon (dot-escalations@amazon.com) and J.J. Keller (amazoncsa@jkkeller.com) within 24 hours including the following information:

1. A copy of the roadside inspection report signed by the driver. Ensure they do not sign on the line for the carrier signature.
2. A copy of the signed citation or final court documents if a citation number is listed on the roadside inspection report.
3. Proof of Vehicle Repair receipt if driver received any violations.
4. Proof of driver compliance for any out of service violations.

7.2.7.3 Roadside Inspection Results in Driver or Vehicle being placed Out of Service

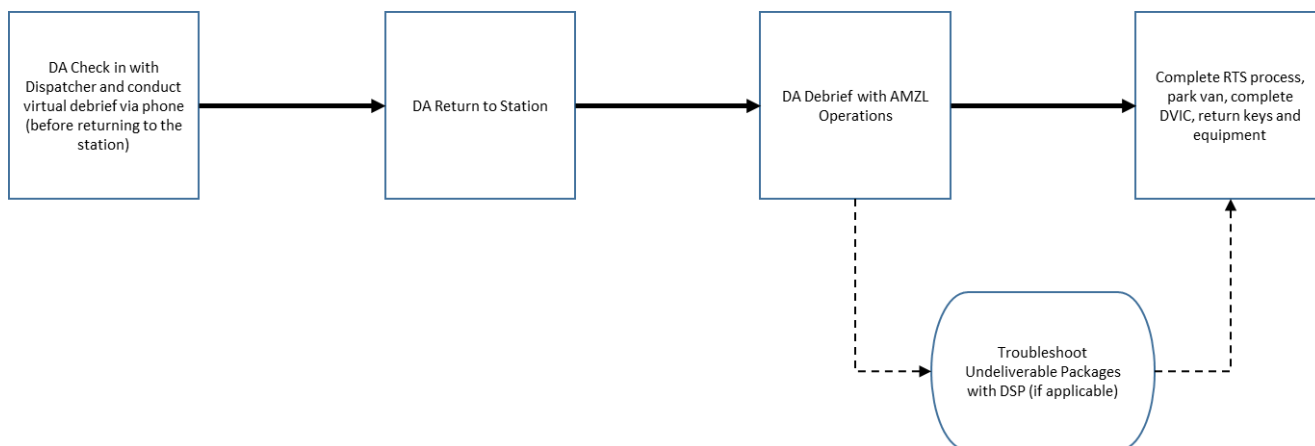
If the driver is placed out of service they cannot operate another vehicle. If your driver is issued a citation or conviction that results in a suspended license they are prohibited from driving while the license is suspended.

If the vehicle is placed out of service it cannot be operated and has to be fixed or towed. If you have a repair receipt for the out of service violation the vehicle may continue to be operated. Drivers must complete post-trip inspections on the vehicle before it is towed.

For vehicles with citations, the driver must complete a Driver Vehicle Inspection Checklist (DVIC) on the same day as the roadside inspection. Additionally, the driver must provide documentation confirming the vehicle defect has been resolved or if the driver fixed the issue roadside.

7.3 Return To Station (RTS)

The return to station (RTS) process addresses a DA's end-of-shift process and ensures all undelivered packages are returned to the station and correctly handled. As your DAs complete their routes, they will return to the station to debrief with an Amazon representative and the DSP if support is required, to return any packages that weren't delivered, return any delivery equipment, and return vehicles to their assigned parking spaces.



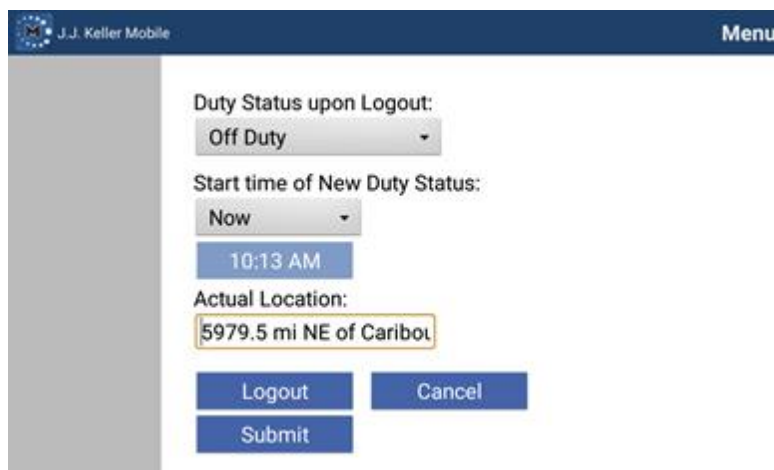
7.3.2 Driver Check-In With DSP Owner

When a driver has completed his or her itinerary, the Amazon delivery app will automatically prompt the driver to return to the station.

It's good practice to have drivers who complete their routes notify Central Operations before heading back to the station. If the driver still has any packages on the van, Central Operations may request the driver to make one last attempt before bringing back any undeliverable packages.

7.3.3 Driver Return To Station

If the driver does not need to rescue any additional packages or reattempt any packages, he or she should drive back to the station and prepare to debrief.



- Make sure the driver parks in the designated parking area or spot within the parking lot, or pulls the vehicle into designated RTS lane in the station.
- Take note of the mileage on the vehicle (this may be used during the debrief meeting).

7.3.4 Driver Debrief With DSP Owner

The driver should virtually debrief with the DSP once they have completed their route and before they return to the station to update about their day, any issues, explain undelivered parcels etc. This can be done via call or message. When the driver returns to the station, the driver will debrief with an Amazon associate and if there are any issues or the DA needs coaching support during the RTS process then you'll need to discuss his or her route and any issues he or she encountered on the road. Our top-performing DSPs keep a record of any packages that have been returned to the station.

Ask the driver to enter the mileage into the Amazon delivery app and then click "go off-duty."

7.3.5 Driver Refuels The Vehicle

When a driver is done with his or her route, it is best practice to have the driver fill the gas tank prior to returning to the station. This has several key benefits: (i) it ensures all routes begin with a full tank so that drivers do not end up stranded outside of the fuel network if they have a longer route, (ii) it saves time by avoiding the need to refuel in the morning when a large number of drivers are leaving the station at the same time, and (iii) it saves time for the driver at the end of their shift by staggering the refueling times across all DSPs as routes finish at different times and are returning from different locations.

7.3.6 Troubleshooting Undeliverable Packages, If Applicable

In some cases, the driver may not be able to deliver all of the packages and will need to return them to the station. It is good practice to have the driver walk you through the reason each package was undelivered. You can use this time to dispense any quick advice that may help the driver have more delivery success on his or her next route or in a similar situation.

7.3.7 Driver Debrief With Amazon Operations

When the DSP owner debrief is complete, the driver will deliver any returned packages to the Amazon shift manager. If asked, have your driver share the reasons why the packages could not be delivered to the shift manager, this will assist the manager in properly scheduling the packages for redelivery.

7.4 End Of Day

7.4.1 Rostering Drivers To Blocks For The Next Day

Rostering refers to the process of assigning your drivers to your accepted blocks and is mandatory for all DSPs to complete by 7pm local station time the night prior to the day of the routes. If you manage your schedule directly in the portal, rostering is a simple task that can be done automatically with the “autoroster” feature. If you use other tools, including 3rd party tools, to manage your schedule, then you will need to manually assign each block to the appropriate driver. Maintaining an accurate roster is critical to ensure a smooth dispatch process the next morning, enable the routing system to assign optimal routes to each DA, and ensure new drivers receive nursery routes. You can manage callouts and additions manually both before and after route planning and assignment. If a new driver is unable to attend when they are scheduled for a nursery route, notify the On-the-Road (OTR) lead as soon as possible to avoid the driver incurring a no-show.

Reminder: A DA moves into your Active roster once he or she has completed the DA Onboarding Process.

Best Practices

To best prepare for the next day of operations, consider the following:

- Your drivers can't be assigned routes unless they are rostered. The route planning tool used by operations gets driver count and availability from Scheduling UI.
- You can roster drivers at any time after blocks have been scheduled. Most blocks for the following week will be scheduled on Fridays.
- Double-check the driver schedule to confirm all blocks are scheduled and assigned to active drivers.
- To reduce no shows or callouts, reach out or send reminders to drivers the day before their assigned block.
- Lock away and conduct inventory of your assets and equipment. This is a good way to keep track of any equipment that is missing or needs repair.
- Complete an end-of-day log of any issues or success stories to report to drivers during the following morning standup.

Every evening, you'll assign drivers who are available to work the next day to your accepted routes. Overnight, Amazon station operations will run auto-assign which assigns your routes automatically to drivers that you have selected in Rostering. You can adjust your assigned routes (add, edit, and remove drivers) in the morning once you have checked in all your drivers for the day.

Note: You can roster your routes as soon as they are published scheduling every week, typically on Fridays.

1. From your 4-week scheduling page, click on the date that you'd like to roster your DAs.

Scheduling -DSD1 August 30th - September 26th

Week 36	30 Sun	31 Mon	1 Tue	2 Wed	3 Thu	4 Fri	5 Sat
Week 37	6 Sun	7 Mon	8 Tue	9 Wed	10 Thu	11 Fri	12 Sat
Week 38	13 Sun	14 Mon	15 Tue	16 Wed	17 Thu	18 Fri	19 Sat
Week 39	20 Sun	21 Mon	22 Tue	23 Wed	24 Thu	25 Fri	26 Sat

2. From the weekly view you, expand the “Work blocks” section to show all of the blocks remaining to roster. You can also click into a single day to view work at an hourly-level of granularity. To manually assign work to each DA, click on the unassigned work and choose “assign”:

amazon Home Providers Planning Operations Capacity Performance Payments Configuration

Schedule overview > Scheduling

Scheduling

⚠ Publishing schedules to AtoZ. **Publish (42)** Options Edit route assignment ? Select a station

View today < 📅 Week 37: Sep 06 - Sep 12, 2020 > 📄 Week Day

Q Search associa...	Sun, Sep 06	Mon, Sep 07	Tue, Sep 08	Wed, Sep 09	Thu, Sep 10	Fri, Sep 11	Sat, Sep 12
▼ Work blocks	0 of 100	0 of 80 Auto-roster	0 of 100 Auto-roster	0 of 100 Auto-roster	0 of 99 Auto-roster	0 of 100 Auto-roster	0 of 100 Auto-roster
⊕ Unassigned	Secure Parcel 5:00 AM 50 blocks	Secure Parcel 5:00 AM 50 blocks	Secure Parcel 5:00 AM 50 blocks	Standard ... 5:00 AM 50 blocks	Box Truck Parcel 5:00 AM 49 blocks	Standard Parcel 5:00 AM 50 blocks	Box Truck Parcel 5:00 AM 50 blocks
> Scheduled associates	0	6	6	6	6	6	4
Voluntary extra time & time off							
Ameia Moore 👤 Standard, DOT, Secure parcel 🕒 Week: 0m		4:30 AM DOT	4:30 AM DOT	4:30 AM DOT Assign	4:30 AM DOT	4:30 AM DOT	
Ben Stokes 👤 Standard 🕒 Week: 0m		4:30 AM	4:30 AM	4:30 AM Assign			
David Guetta 👤 Standard 🕒 Week: 0m				Assign	4:30 AM	4:30 AM	4:30 AM
Dawit Kelete 👤 Standard 🕒 Week: 0m		4:30 AM	4:30 AM	Assign			4:30 AM
Dinesh S 👤 Standard, DOT 🕒 Week: 0m				4:30 AM Assign	4:30 AM	4:30 AM	4:30 AM
Rosaline Taylor 👤 Standard 🕒 Week: 0m			4:30 AM	4:30 AM Assign	4:30 AM	4:30 AM	

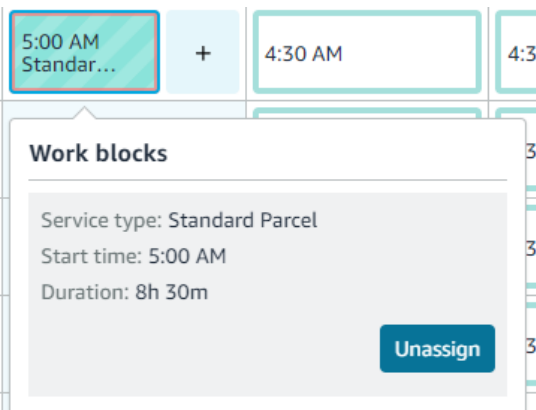
Site Terms Privacy Notice © 2020 Amazon.com, Inc. or its affiliates. All Rights Reserved

You can assign work to any active, qualified driver. Standard parcel blocks can be assigned to any DA, however work that is associated with Step Vans or other DOT-regulated vehicles can only be assigned to DAs who have completed the required compliance steps. See section 3.3.8 for more details.

3. If you maintain your schedule directly in the portal, you can use the “Auto-roster” feature to assign work blocks to your DAs by automatically matching your shifts with the work blocks (start times, qualifications). You use auto-roster by clicking the link for the desired day:

Sun, Oct 11	Mon, Oct 12	Tue, Oct 13
0/50 Auto-roster	0/50 Auto-roster	0/50 Auto-roster
Box Truck Parcel 5:00 AM 50 blocks	Box Truck Parcel 5:00 AM 50 blocks	Box Truck Parcel 5:00 AM 50 blocks

Prior to the day of the routes, you can unroster any drivers directly from the schedule by clicking on a rostered block and selecting “unassign”



This work is now available to be rostered to another driver.

6. Click on any of the DA names and begin typing to roster a different DA's name. Let's say, for example, that Calvin cannot work today, and we have to replace Calvin with a different DA.

Best Practices

Roster Planning

- Keep your default schedule up-to-date. If you maintain your schedule in the portal, rostering is a quick task.
- After you auto-roster, you can action callouts by manually editing a DA's assignment one by one.

7.5 Weekly Operational Tasks

7.5.1 Managing Scheduled Blocks

Every week, Amazon schedules your company work blocks through the scheduling system which allows you to manage your scheduled drivers and set a default weekly schedule for all of your drivers. It's good practice to review your scheduled blocks every week and update your default schedule if necessary.

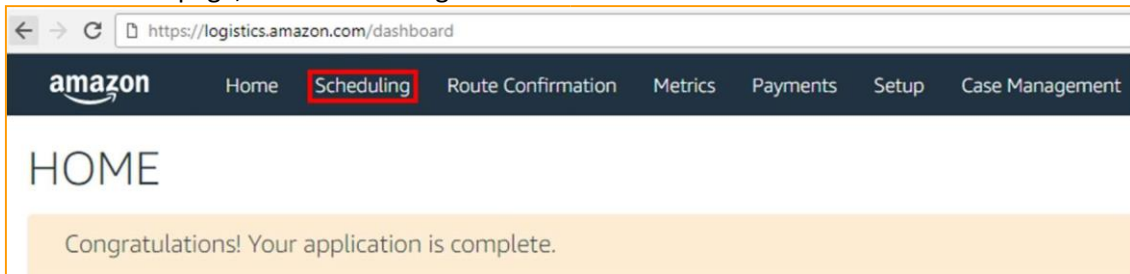
- Friday: Routes are uploaded on the scheduling page.
- Saturday: Review all uploaded blocks and cancel any blocks you are unable to complete. Then, make sure your default schedule is accurate for the week.

Follow the steps below to accept your routes in scheduling:

SOP: Accept Routes In Scheduling

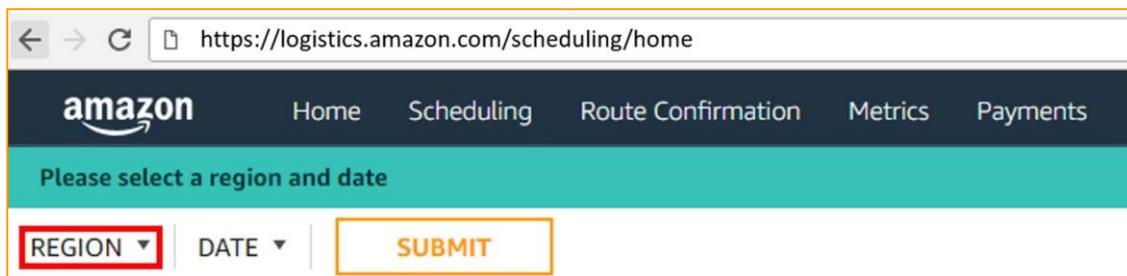
1. Go to the [DSP Portal](#).

2. From the Home page, click "Scheduling."



Note: From anywhere within the logistics.amazon.com website, you can navigate to the scheduling page by clicking "Scheduling."

3. Follow the onscreen instructions to select your station, and click "Submit." Entering a date is not required—the scheduling tool will always default to "today."



The scheduling homepage shows the 4-week summary of your routes. Once Amazon allocates blocks to you, you will see the blocks scheduled for you on each day.

Each week begins on Sunday and ends on Saturday. Week numbers are viewable on the left and days of the week, similar to a calendar, are viewable on the right.

Hemel Hempstead (DHP1) - AMZL		September 10th - October 7th						
Week 37	10 Sun	11 Mon	12 Tue	13 Wed	14 Thu	15 Fri	16 Sat	
	11 Confirmed	11 Confirmed	11 Confirmed	13 Confirmed	16 Confirmed	16 Confirmed	11 Confirmed	
Week 38	17 Sun	18 Mon	19 Tue	20 Wed	21 Thu	22 Fri	23 Sat	
	9 Confirmed	12 Confirmed	12 Confirmed	12 Confirmed	11 Confirmed	11 Confirmed	8 Confirmed	
Week 39	24 Sun	25 Mon	26 Tue	27 Wed	28 Thu	29 Fri	30 Sat	
Week 40	1 Sun	2 Mon	3 Tue	4 Wed	5 Thu	6 Fri	7 Sat	

On each day of the week, your total route counts are listed by service type. To view the routes per-service type, you can hover over any day with your mouse.

Hemel Hempstead (DHP1) - AMZL				
Week 37	10 Sun	11 Mon	12 Tue	13 Wed
	11 Confirmed	11 Confirmed	11 Confirmed	13
Week 38	17 Sun	18 Mon	19 Tue	20 Wed
	9 Confirmed	12 Confirmed	12 Confirmed	12
Week 39	24 Sun	25 Mon		
Week 40	1 Sun	2 Mon		

1 Nursery Route Level 2

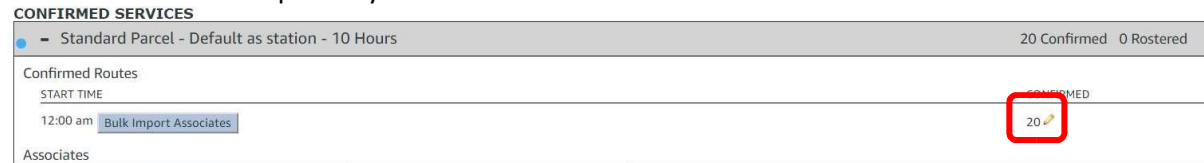
11 Standard Parcel

If you're unable to fulfill all the blocks allocated to you on any particular day, you can cancel blocks.

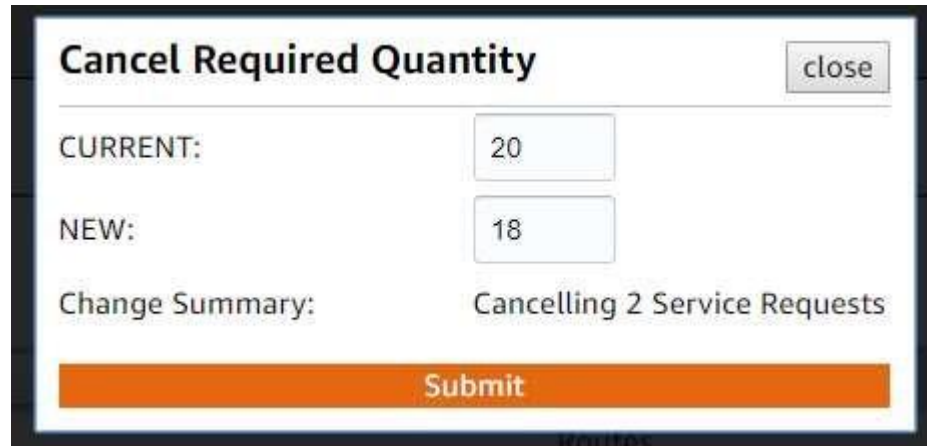
1. Click on the day you'd like to cancel blocks bringing up the roster page for that date.
2. Click on the plus sign (+) to expand the service type for which you'd like to cancel events.



3. Click on the pencil symbol to edit the total confirmed blocks.



4. Decrease the total amount of confirmed blocks to the amount you can fulfill.



5. Click "Submit."

7.5.2 Updating Your Schedule

By maintaining an accurate, up-to-date default schedule, you are able to roster your newly added and existing DAs for the week with a single-click. Search "scheduling user guide" on the resources tab of the DSP Portal for detailed instructions for maintaining your schedule.

7.5.3 Reviewing Invoices

Invoices are generated on Tuesday nights at midnight (between Tuesday and Wednesday). Your company is required to accept or dispute invoices by the close of business (PST) every Thursday to facilitate invoice processing and payment.

Search “invoice guide” on the resources tab of the DSP Portal for more information. To learn how to review, accept, or dispute an invoice, see the payments chapter.

7.6 Temporary Cross-Station Operations (TCO)

7.6.1 Overview

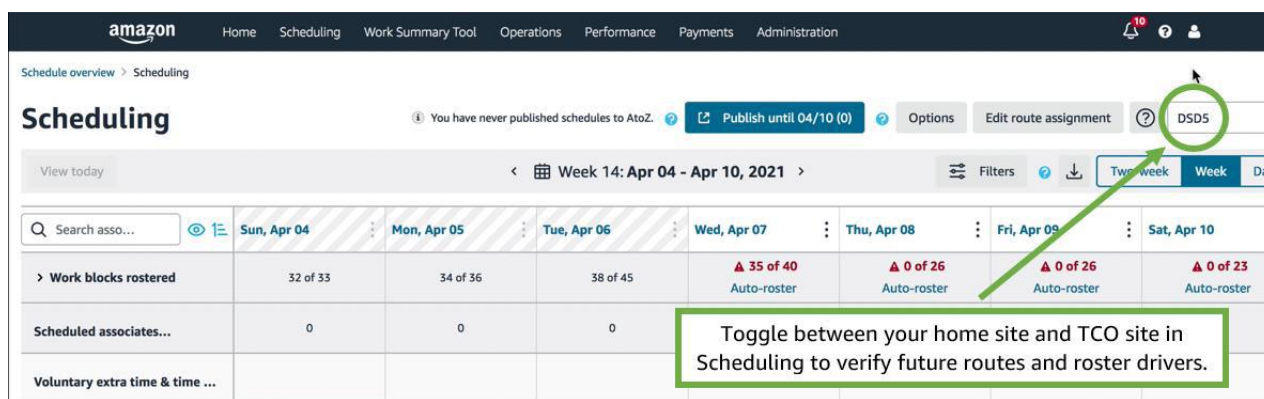
Temporary Cross-Station Operations (TCO) gives DSPs the ability to take on extra routes at a nearby station during periods of high volume, including Prime Day and Peak, or when a nearby station needs additional capacity support. TCO is an opportunity for you to grow your revenue while helping Amazon dispatch more customer packages and deliver more smiles. These TCO routes are intended to be temporary, ranging from a single day to a multiple weeks in duration depending on the volume need.

7.6.2 Receiving and Planning for TCO Routes

You will receive a TCO route offering in the Route Targets Tool or Scheduling User Interface (SUI). Your On-the-Road (OTR) team or Business Coach (BC) may reach out to you prior to this notification to maximum route count and the site at which your TCO routes will dispatch from. We will plan for these routes in the TCO site and rely on your capacity in the same way we do for your current routes.

You will have the ability to toggle between your home station and the station(s) where you have TCO route offerings in the DSP Portal. Before you roster a DA, you will need to associate them to the new site. To do this, navigate in the DSP Portal -> Administration -> Associates -> Edit Associate Settings -> Station.

TCO routes will show up in the DA’s Amazon Delivery App like any normal route. If you are delivering in multiple sites, DSPs will be able to toggle between the original site and the nearby TCO site to view rostering.



Ultimately, it is up to you to ensure that you are planning appropriately for any of these opportunities to prevent any unintended consequences to your business health.

7.6.3 Routing and Payment Details

TCO opportunities are entirely dependent on customer demand and the capacity available across stations.

When a DA delivers a TCO route, they begin and end their shift at the home station (see Section 7.6.3 for details on DA-facing steps to complete a TCO route). Amazon will account for the extra travel time needed to get from the home station to the TCO station in a routing minutes reduction. Amazon will also reduce the planned on-road

minutes to account for your drivers' lower affinity in the TCO delivery area. This way your DA will be able to complete the full route starting from your current station within their normal shift length.

Each TCO opportunity is different, and the number of routes available for you to help out with (and the duration of the opportunity) will vary. You may be offered one or two routes on a single day on the afternoon before the routes have to be dispatched. Additionally, your station team or Business Coach may approach you a month in advance to share an opportunity to provide five or ten daily routes in a nearby site for two months. It depends on the volume need.

DSPs will receive an invoice at their current station as well as an invoice at the neighboring TCO station for the work completed at each individual location. To view the invoice for your TCO site, toggle your DSP Portal view to show the TCO site and you will be able to view the invoice for it. Currently, DSPs operating out of a secondary station will be running standard parcel routes which will appear on your invoice as "Standard Parcel – Temporary Cross-Station Operations" for the duration of the route completed.

DSPs will be compensated for work completed outside of their original station at the same rates they receive at their current station, as provided in their home station Partner Compensation Statement. Per-piece incentive payments will be assessed and awarded separately by each based on the packages delivered in that site. You will receive 2 separate Scorecards, one for your current site and another for neighboring TCO site, capturing performance independently in both sites.

7.6.4 Preparing Your Drivers for TCO Routes

- Your TCO routes' dispatch time and location will be visible in SUI.
- You will need to work with your DAs to ensure they arrive at your station in time to retrieve their vehicle and equipment and complete the Delivery Vehicle Inspection Checklist (DVIC) before proceeding to the neighboring site where they will pick up their route.
- At the nearby site, there will be a dedicated point-of-contact (POC) who is expecting your DAs and will know how to assist them in finding their route and answer any of their questions. Your BC or OTR team will notify you of your POC before launch.
- Once your DA has located their route, the process to load their van and dispatch will be the same as a normal route.
- After load-out, DAs should complete their deliveries as usual. For Return to Station (RTS), they should debrief at the neighboring site before returning to your station.
- Equipment and vehicles should all return to your site every night, even if the DA is going to do a TCO route for several days in a row.
- All preparation and travel time will be factored into the DAs route length. We will also reduce the planned on-road minutes to account for your drivers' lower affinity in the TCO delivery area. This way your DA will be able to complete the full route starting from your current station within their normal shift length.
- The OTR team will reach out to you in advance to provide useful information about the dispatch and delivery areas when your DAs work TCO routes. DSPs who have participated in the Shared Capacity program have found these details helpful to ensuring a smooth experience for DAs.

7.6.5 TCO Guidelines

- Drivers that are delivering TCO routes must begin and end their shift in their home site
- DSPs must onboard their drivers into their home site; nursery routes are not available in TCO sites
- Vans and equipment must be stored in the home site or in the DSPs regular offsite parking lot associated with their home site
- TCO is an opportunity best suited for experienced drivers, due to the additional complexity of dispatching and delivering in a different service area

CHAPTER EIGHT

FLEET OPERATIONS MANAGEMENT (US ONLY)

This chapter is not applicable to DSPs launching in Canada.

This chapter is not applicable to DSPs launching in Canada or eBike DSPs. A SOP is provided to the DSPs launching in Canada.

8.1 Fleet Operations

Fleet Operations Management is a function, which allows companies that use transportation as part of their business model to remove or minimize the risks associated with vehicle investment, improving efficiency, productivity, and reducing overall transportation and staff costs, as well as legal and regulatory compliance.

In order for DSPs to run a successful logistics company and deliver Amazon packages in a safe, timely manner, it's a necessity to have a robust fleet management plan to ensure all DSPs are operating safe, well maintained vehicles at all times and have the necessary tools available to be successful.

All DOT regulated vehicles must have their repairs (preventative and non-preventative maintenance) completed by an Amazon approved vendor. In the case of rental vehicles that vendor is Ryder and in the case of lease vehicles those vendors are TBD.

Throughout this section, you will find all the tools, contacts, vendors and fleet best practices to help you manage your fleet effectively. If you follow these simple policies and procedures, you will be well on your way to ensuring your fleet is operating at the most cost effective, efficient, safe level possible.

The benefits to fleet management go well beyond just maintaining the vehicle. Providing a safe, well maintained vehicle for drivers will lead to higher morale, less turnover and more productivity and will help you develop a culture of safety with your drivers.

8.1.1 Fleet Management Companies & FAQs

Amazon branded vehicles are procured through two fleet management companies (FMC) – Element and LeasePlan. Element owns their vehicles and leases them to DSPs. Vehicles procured through LeasePlan are owned by Amazon and assigned to DSPs pursuant to a non-monetary "Vehicle Use Program Requirements". The rate card accounts for these differences.

Why do we have two different FMCs?

Having multiple FMCs allows us to: 1) inject competition and set up benchmarking metrics to drive improvements across all FMCs; 2) leverage additional expertise as we introduce new vehicle types; and 3) pilot new operational and financial models.

Is Element being replaced by LeasePlan?

No. We will deploy Amazon owned vehicles from LeasePlan at select new launching stations in the U.S. Element will continue to be our fleet management partner to lease vehicles to DSPs at existing stations and new stations that are not assigned to LeasePlan.

Can I select my FMC?

The station in which you will launch and operate will determine the FMC assigned to you, so we are unable to accommodate requests from DSPs for specific FMC assignments.

How does the introduction of LeasePlan as a second FMC impact DSPs with vehicles leased from Element?

In most cases, there will be no impact on DSPs with leased vehicles from Element as a result of introducing LeasePlan as a second FMC. DSPs transferring to a station assigned to LeasePlan should work with their Business Coach to help them with the process.

What happens if Amazon asks me to return a vehicle?

In order for us to continuously adapt to customer demand, we utilize the vehicle redeployment process to ensure each DSP Owner has the appropriate number and type of branded vehicles in their fleet. To find out more details on the vehicle redeployment process please refer to the vehicle redeployment process guide on the resource page of the DSP Portal.

8.2 Preventative Maintenance

Scheduled preventative maintenance is the backbone to ensure a well-maintained, reliable cost effective fleet over the useful life of your vehicles. Performing scheduled maintenance at the proper intervals over time will lead to lower operating costs, increased productivity, and higher employee morale. Search “DSP Fleet Maintenance” on the resources tab of the DSP Portal for the new DSPs welcome packet.

AMZL Cargo Vans - PM costs for Amazon branded cargo vans are included in the monthly program fees to the FMC. The cost of normal wear and tear items such as tires, brakes, batteries, wiper blades, and light bulbs are not covered in the program fees and will be the DSP’s responsibility. Please refer to the wear and tear guide by searching for: wear and tear from the Resource page on the DSP Portal.

AMZL Step Vans and AMXL Box Trucks - PM Costs and DVIC repairs for DOT regulated vehicles (Step Vans and Box Trucks) are included in the monthly program fees to Element. All other repairs are the DSP’s responsibility. For more details about PM on DOT regulated vehicles, please search “DOT-Regulated Vehicle Maintenance & Repair Guide” on the resources tab of the DSP Portal.

8.2.1 Element PM Program

Each week you will receive emails on Mondays and Thursdays from Amazon containing a list of vehicles due/overdue for PMs. To schedule service you can visit Element’s vendor locator page:

<https://xceleratedriver.elementfleet.com/web/driver/index.html#loginModule/findService> and follow the 7 steps circled below to find a national account shop. To ensure completed PMs get recorded in the system, drivers should present their service card and direct the shop to call 888-464-2695 before performing service.

The screenshot shows the 'Find Service' web form with the following elements circled in red and numbered 1 through 7:

- 1: Search bar labeled 'Enter a location'
- 2: 'Repair Shop' button
- 3: 'Light Trucks' checkbox under 'Vehicle type'
- 4: 'Oil Change' checkbox under 'Services'
- 5: 'Tires' checkbox under 'Fuel'
- 6: 'National account' checkbox under 'Supplier Type'
- 7: 'APPLY' button

In the case that your station has mobile maintenance available, you should work with the mobile maintenance vendor to complete PMs and they will be reported to Element automatically.

8.2.2 LeasePlan PM Program

Leaseplan will send a Vehicle Maintenance Guide (VMG) via mail. The vehicle maintenance guide provides approved maintenance services by mileage intervals to achieve a safe and well maintained fleet. LeasePlan will notify you twice a week when your vehicles are in their mileage interval for PM. You are required to use a vendor in LeasePlan’s network for all maintenance and repairs on your vehicle. This will help achieve discounted rates on parts and labor

and help you track overall maintenance costs over the life of the vehicle through LeasePlan’s portal. You will be able to find a repair shop near you using LeasePlan’s portal. Please call LeasePlan at (800) 323-1125, prompt #2 before bringing your vehicle in for any service. LeasePlan’s maintenance experts are available to you 24/7 to provide help with maintenance issues and repair guidance.

8.3 PM Schedules and Covered Items

Cargo Van PM Schedule:

MB Sprinter	Service	Interval
	Oil Change	20k
	Tire Rotation	5k
	Air Filter	60k
	Cabin Air Filter	40k
	Fuel Filter	20k
	Coolant Service	180k
	Transmission Flush	40k, 100k, 160k
	Differential Service (rear)	180k
	Brake Fluid Flush	40k
	DPF/Emissions Service	100k, 120k, 140k, 160k
V Belt	80k	

Ram Promaster	Service	Interval
	Lube, Oil & Filter	5k
	Tire Rotation	5k
	Air Filter	30k
	Cabin Air Filter	30k
	Spark plugs	100k
	Coolant Service	100k
Transmission Flush	60k	
Brake fluid flush	60k	

Ford Transit	Service	Interval
	Lube, Oil & Filter	5k
	Tire Rotation	5k
	Air Filter	30k
	Spark Plugs	60k
Coolant Services	100k	

Hino 195	Service	Interval
	PMI + Lube, Oil & Filter	6/12k
	Fuel Filter(s)	6/12k
	Transmission Fluid	12/24K
	Wiper Blades	12/24K
	Differential Oil	12/24k
	CCV Filter	24/48K
	Engine Air Filter	24/48K
	Coolant	30/60K
	Drive Belt(s)	36/72K
	DPF Service	48/96K
	Brakes	30K*
Tires	30K*	
DOT Inspection	Yearly	

Hino 268A	Service	Interval
	PMI + Lube, Oil & Filter	6/15k
	Fuel Filter(s)	6/15k
	Transmission Fluid	12/30k
	Wiper Blades	12/30K
	Differential Oil	12/30k
	Engine Air Filter	24/60k
	Allison Spin-On Transmission Filter Replacement	12/30k
	Coolant	30/75k
	Drive Belt(s)	36/90k
	DPF Service	48/120K
	Brakes	30K*
Tires	30K*	
DOT Inspection	Yearly	

Isuzu	Service	Interval
	PMI + Lube, Oil & Filter	10k
	Fuel Filter(s)	10k
	Transmission Fluid	30k
	Engine Air Filter	30K
	Wiper Blades	30k
	Differential Oil	50k
	Coolant	50k
	DPF Service	100k
	Drive Belt(s)	60k
	Brakes	30K*
Tires	30K*	
DOT Inspection	Yearly	

Step Van PM Schedules:

Ford F59	Description	Interval
	PM Inspection (incl Lube, oil & filter)	5k
	Rotate Tires	5K
	Engine Air Filter	30K
	Front Wheel Bearing Grease	30K
	Automatic Transmission Fluid and Filter	60K
	Spark Plugs	60K
	Engine Coolant	100K
	Rear Axle Fluid	100K
	Drive Belt(s)	100K
	Brakes	30K*
	Tires	30K*

Ford E450	Description	Interval
	PM Inspection (incl Lube, oil & filter)	5k
	Rotate Tires	5K
	Engine Air Filter	30K
	Front Wheel Bearing Grease	30K
	Automatic Transmission Fluid and Filter	60K
	Spark Plugs	60K
	Engine Coolant	100K
	Rear Axle Fluid	100K
	Drive Belt(s)	100K
	Brakes	30K*
	Tires	30K*

Freightliner MT45	Description	Interval
	PM Inspection (incl Lube, oil & filter)	5K
	Front Wheel Bearing Grease	25K
	Engine Air Filter	30K
	Engine Coolant	30K
	Spark Plugs	100K
	Spark Plug Wires	100K
	Rear Axle Fluid	100K
	Allison Spin-On Transmission Filter Replacement	50K
	Allison Transmission Fluid Replacement	150K
	Brakes	30K*
	Tires	30K*

Box Truck PM Schedules:

	Service	Interval		Service	Interval		Service	Interval
Hino 195	PMI + Lube, Oil & Filter	12k	Hino 268A	PMI + Lube, Oil & Filter	15k	Isuzu	PMI + Lube, Oil & Filter	10k
	Fuel Filter(s)	12k		Fuel Filter(s)	15k		Fuel Filter(s)	10k
	Transmission Fluid	24K		Transmission Fluid	30k		Transmission Fluid	30k
	Wiper Blades	24K		Wiper Blades	30k		Engine Air Filter	30k
	Differential Oil	24K		Differential Oil	30k		Wiper Blades	30k
	CCV Filter	48K		Engine Air Filter	60k		Differential Oil	50k
	Engine Air Filter	48K		Allison Spin-On Transmission Filter Replacement	30k		Coolant	50k
	Coolant	60K		Coolant	75k		DPF Service	100k
	Drive Belt(s)	72K		Drive Belt(s)	90k		DPF Service	100k
	DPF Service	96K		DPF Service	120K		Brakes	30K*
	Brakes	30K*		Brakes	30K*		Tires	30K*
	Tires	30K*		Tires	30K*		DOT Inspection	Yearly
	DOT Inspection	Yearly		DOT Inspection	Yearly			

8.4 Safety, Safety & Road Worthiness Policy

Safety is always the #1 priority when out on the road delivering. To ensure drivers and the community we serve are using reliable, safe vehicles, please reference the Amazon Roadworthy policy below your fleet must adhere to on a daily basis. Failure to adhere to the roadworthy policy will result in Amazon grounding the vehicles immediately. Please refer to the DSP Portal for the most updated Amazon Roadworthy policy by searching “Roadworthy Guidelines” on the resources tab of the DSP Portal.

Amazon will inspect all vehicles ready for delivery to ensure they are not violating the roadworthy policy. Any vehicle with unsafe conditions will not be permitted to go on road, and you will need to provide another vehicle or the route will be cancelled for the day. This vehicle will be tracked and not allowed back on-road until the safety defect has been rectified within standard level timeline to complete the repairs.

Best Practices

1. As a business owner you should do daily/weekly audits of your fleet to gain insight into your current vehicle condition. Any unsafe damage as outlined in the policy below needs to be pulled from service and repaired immediately. Please use the Fleet dashboard to view the vehicle inspections reported on the vehicle.. Knowing your fleet condition is paramount to ensuring safety at all times. Actively fixing unsafe damage will prevent Amazon from every physically removing your van from operation due to safety reasons
2. Train and retrain your new and existing drivers frequently. Go on ride alongs with them to shape their behavior and correct issues immediately. The driver behavior application used to grade drivers is also a great resource to use for training and spot training. Showing care and dedication to training your drivers to be safe improves morale, reduces turnover and downtime from damage repair.
3. Post the one page safety outline shown below in vehicles to ensure all drivers are aware to be actively looking for and reporting damage.
4. Tri-annual reviews will be performed by a 3rd party to help inform, train and give you valuable insight into current repair costs of your vehicles. Please use this time to understand the impact damage has on your business, your brand and pocketbook when you return the vehicle.

8.5 Driver Vehicle Inspection Checklist (Non-DOT-Regulated Vehicles)

Driver Vehicle Inspection Checklist (DVIC) in the Amazon Flex app has been launched and a driver operating a non-DOT-regulated vehicle will exclusively report pre- or post-trip vehicle inspection (DVIC) through the Amazon Flex app. Drivers will also still be required to log in to the mentor app and scan their vehicle to ensure FICO safe driving score is collected. When they log in to the Mentor app to scan the vehicle, the DVCR feature will not be triggered since DVIC has been rolled out. Until DVIC is rolled out to your station, drivers will continue to report vehicle inspections through DVCR in the Mentor app.

To avoid same-day grounding by Amazon, vehicle inspections conducted by your drivers gives you the most up-to-date condition of the vehicle. Drivers are expected to conduct vehicle inspections before trip and after trip. The Fleet portal (when DVIC launches) or the DSP Mentor portal provides you with real-time information about the damages (if any) recorded by your driver allowing you to put damages, repairs and safety first. The following DVIC resources are available: [DVIC Training Video](#), [DSP Resource Guide](#), and [DA Resource Guide](#).

DSPs who require further assistance to their Mentor Account should complete the support form (<https://www.edriving.com/amazon-dsp-support/>).

NOTE: Drivers of DOT-regulated vehicles will also continue to report vehicle inspections using the Encompass ELD app until DVIC launches in the station. Once DVIC launches in the station, vehicle inspections will exclusively be reported through the Amazon Flex app and not the Encompass ELD app. See 7.1.6 for details on completing a Driver Vehicle Inspection Checklist (DVIC) for DOT-regulated vehicle.

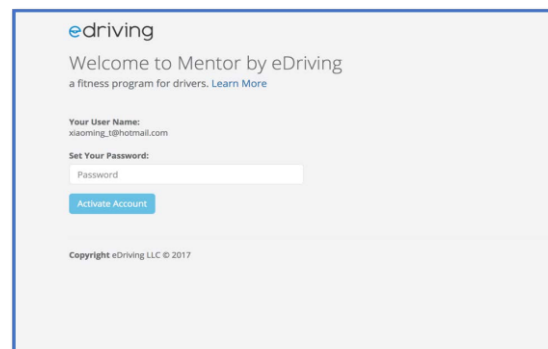
mentor
by edriving

MentorSM Driver Guide

Setup account

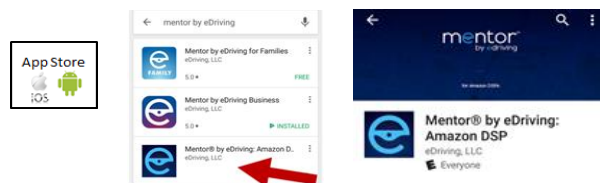
1 Creating Password

You can setup the password by clicking the "Activation link" in the email received from your Admin. You will be redirected to a web page where you can set your password. Once done, click "Activate Account". You're all set!



2 Downloading the App

- Visit Apple App Store or Google Play Store on your smartphone.
- Search for Mentor app using the search term "Mentor® by eDriving: Amazon DSP"
- Download the app to your device.



edriving

Ver 1.2 3/24/18

3 Log In

- After installation, tap the App icon.
- In the login screen, you can login using your email and the password that you established in Step 1.



App icon

Reset Password

Tap "Reset Password" link in the Login page to reset your password. An email will be sent with a reset password link.



Ver 1.2.3/24/18

Dashboard

Vehicle MPG

Interactive coaching modules assigned to each driver based on his/her on-road performance

Leaderboard shows how your FICO® Safe Driving Score compares to others on your team

Ratings in 5 key performance areas: Acceleration, Braking, Cornering, Distraction and Speeding (ABCDS) using a scale of Good, Average and Risky

Select BEGIN ROUTE to scan the vehicle and begin collecting FICO® Safe Driving Score

Navigation bar to access Trips, Trends, Playlist and Support

MPG	FICO® SAFE DRIVING SCORE
You 49.2	You 815
DSP N/A	Your DSP 731
	Top 10% 815

FICO Overall Good

Acceleration Good

Braking Good

Coaching Playlist 18 new items

BEGIN ROUTE

Dashboard Trips Playlist Trends More

Feedback

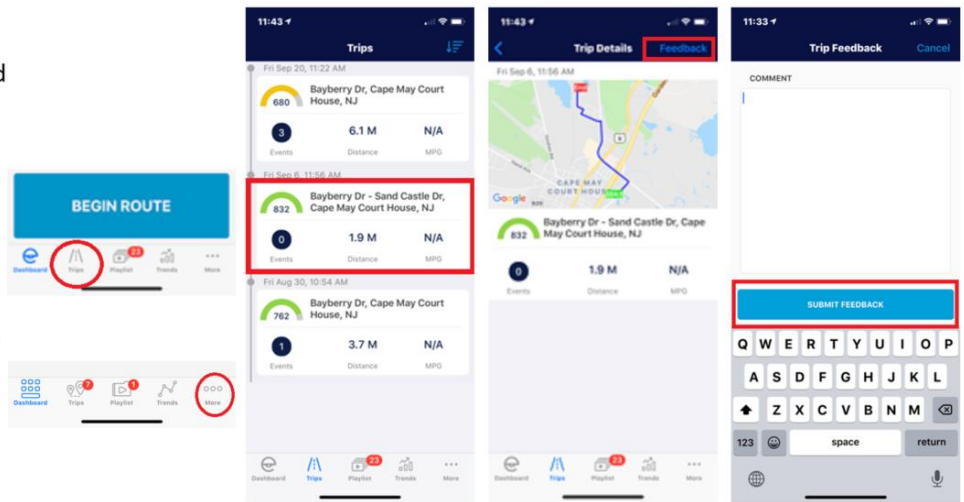
Drivers can submit FEEDBACK to send data or request Support assistance directly from the Mentor app in one of two ways:

Option 1:

- From TRIPS tab, select the trip in question.
- Tap FEEDBACK at the top of the screen and enter your comments or question. Tap SUBMIT to send your feedback.

Option 2:

- From MORE tab, tap SUPPORT, enter your comments or question and click SUBMIT.



You will receive a ticket confirmation email within 24 hours.

8.5.1 Netradyne Video Safety Technology (US only)

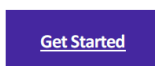
Netradyne video safety technology is the first company to merge artificial intelligence and video to create industry-leading camera safety systems. Studies have shown that camera systems can reduce collisions by a third through in-cab warnings, and another third through coaching and improved driver behavior. Our intention with this technology is to set up drivers for success and provide them support in being safer on the road and handling incidents if and when they happen. Cameras in vehicles should not be covered or tampered with. If a DSP believes that a camera should be covered as an accommodation to an employee, the DSP should first obtain express permission from Amazon.

Netradyne is being retrofitted throughout the branded fleet; when your vehicles are installed with Netradyne cameras you will receive a welcome email from Netradyne. The email includes a link to the Netradyne portal where you set up your credentials. If your fleet has been installed and you have not received your welcome email, contact Netradyne at 833-GRN-ZONE.

Welcome to Netradyne!

Hi Vishal (ONTL-00-DBO3), to access the Driveri™ IDMS platform, you need to create a new password.

Your user name is **vishal**

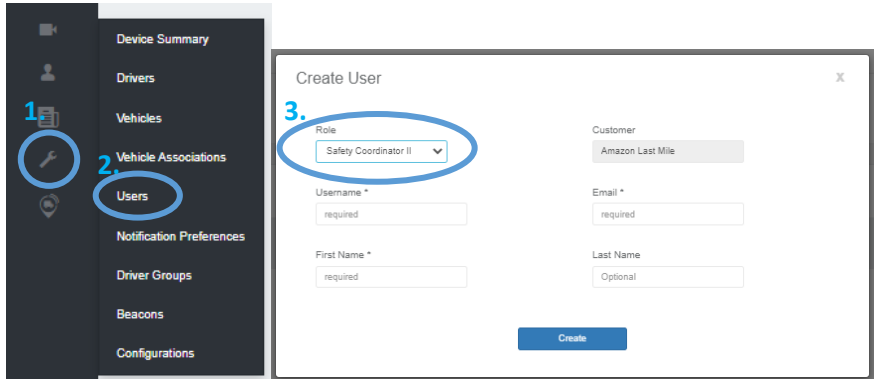


Open in Google Chrome

For security purposes, this link is valid for 7 days. If you were unable to complete in this timeframe, please [click here](#) to generate a new link.

You can also access the Netradyne portal by going to: <https://www.Netradyne.com> and clicking 'Customer Login.' Once you have access to the Netradyne portal, you may want to provide your operations team access. To add

additional users to your portal, click the (1) wrench icon, (2) then Users. The window to the right will open, click 'Add Users'. To add a user you will need their email address and name. From the dropdown menu (3), select 'Safety Coordinator I' or 'Safety Coordinator II'; the main difference between these two user profiles is the ability to download video footage from the system, Safety Coordinator I cannot download video footage.

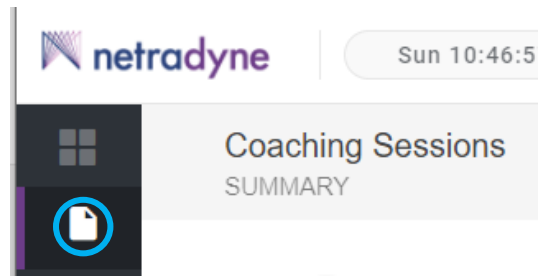


The best way to share video footage with your drivers is to leverage the 'Coaching Sessions' feature in the Netradyne portal.

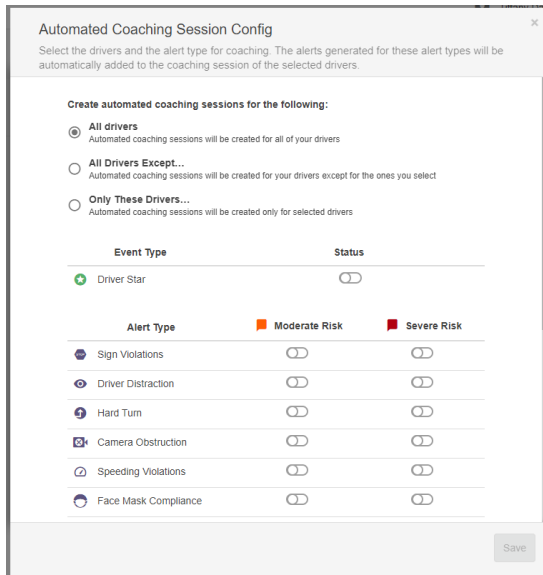
Create coaching preferences that identify the key alerts that you want to focus on with drivers. The system will automatically organize these video clips by driver to allow for focused coaching conversations.

Click on 'Coaching Sessions'

Select 'Coaching Configuration'



Select the safety signal Alert types that you want to focus on by sliding the indicator to the right.



Once Coaching Configurations has been set up, Netradyne will organize alert videos by driver to streamline your coaching discussions.

Driver Name	Session ID	Session Created ↑
Adam Katin Adams	#113796	06:02:44 PM PST Jan 23, 2018
SM_16301125 SM_16301125	#114276	09:04:03 PM PDT May 15, 2018
SM_16301264 SM_16301264	#114457	01:00:09 AM PDT Jul 2, 2018
Dona McCart 123	#114663	04:03:14 PM PDT Aug 9, 2018
Netradyne_Driver Netradyne_Driver	#114996	12:49:17 PM PDT Sep 10, 2018
Slyler Ray Slyler	#115287	07:25:45 AM PDT Oct 9, 2018

The dashboard shows the following statistics:

2	0	282	0	11
---	---	-----	---	----

Statistics for Netradyne resources include:

- 2 High Modules
- 2 Other Resources
- 0 High Modules
- 2 Other Resources

The dashboard also displays a list of training videos on the right side, including titles like 'Netradyne - Training On...' and 'Netradyne - Training On...'.

The following Netradyne resources are available on the resources tab of the DSP Portal: Netradyne DSP Resource Guide, Netradyne DA Training Video, DA Talking Points.

8.6 Vehicle Repairs

The Amazon Service Center Network (ASCN) is a network of third party brick and mortar vendors that support AMZL cargo fleet with body damage and collision repair, or any work that falls outside of preventative maintenance. This network was built as a solution for DSPs to (1) reduce upfront cost through competitive rates and parts discounts, (2) reduce van downtime, and (3) increase convenience through complimentary van shuttling, on-site estimates, and ease of scheduling.

DSPs do not need to “sign up”. They are automatically eligible to leverage this network as an Amazon DSP in stations with ASCN coverage.

You can find your station’s service center in the AMZL Service Center Preferred Network file on the resources tab of the DSP Portal.. For more information about this network, search “ASCN” on the resources tab of the DSP Portal.

CHAPTER NINE

PAYMENTS AND INVOICING (US ONLY)

This chapter is not applicable to DSPs launching in Canada. A separate supplemental chapter is provided to the DSPs launching in Canada.

9.1 Payments

You will receive different types of payments: a monthly payment, a weekly payment per scheduled block hours, and a weekly per-piece payment. See the policies chapter for more detail.

Amazon's automated payment system collects critical information about your business and the work you do while delivering for Amazon and delivers payments directly to your bank account.

1. **Fixed Monthly Payment:** This is a monthly payment paid on a per vehicle basis. You will be paid monthly for each vehicle you maintain to deliver Amazon packages up to your Approved Fleet Size (AFS).
2. **Weekly Block Payment:** These payments are weekly for each block hour you complete. These blocks are confirmed daily in the Work Summary Tool (WST).
3. **Weekly Per-Piece Payment:** You will be paid for every successful delivery your employees make. These deliveries are tracked in the WST and paid on your weekly invoice. There are two parts that comprise per-piece payments: payment per piece and branding fee per piece (paid to branded Delivery Service Partners (DSPs)). For AMXL and AMXL Expansion, the payment per piece will be replaced by a tiered per piece rate structure based on package weight bands.

You will receive two different types of invoices for these payments – Monthly Invoice, generated in 1st week of the month and weekly invoice, generated Tuesday midnight every week.

9.2 Fixed Monthly Payment

This section provides insight and a step-by-step process to view, review, dispute, and accept your monthly invoice from Amazon. You will have the opportunity to walk through this process during your DSP training.

Amazon sends you a fixed, per-vehicle payment each month based on the size of the fleet that Amazon determines you need to maintain to provide your capacity commitment. Payment rates are set by service area (geography) and are dependent on the types of vehicles used and whether you have to pay for parking at a non-Amazon-owned lot.

Fixed Monthly Payment invoices are made available in the DSP Portal by the 5th of each month and then sent for payment via electronic fund transfer (EFT). It typically takes 1-3 business days for these funds to be made available in your bank account. Each month, your fixed monthly payment invoice has two components:

1. **Upcoming month prepayment:** The prepayment issued at the beginning of the month based on the projected number of vehicles you will maintain in the coming month is prorated. This payment will reflect the total number of vehicles registered as active in the Fleet Tool up to your authorized fleet size, which can be viewed in the Route Commitment tool and is generally equal to the max daily number of committed routes for each week, as defined by your capacity commitment.
 - During the initial ramping period after launch, your authorized fleet size will match the total number of vehicles specified per week in your ramp plan.
 - If you are launching with non-branded vehicles (rentals, 3rd party leased, or owned), please still plan to register all vehicles in Fleet Tool ahead of launch.
2. **Prior month reconciliation:** The end-of-month adjustment based on the difference, if any, between your prepaid fleet size and actual capacity provided. This may occur if the volume requirements (routes) of your station fluctuated to a level greater than anticipated, if the composition (i.e. vehicle types) of your fleet changed, or if you didn't provide capacity equal to the requested level. In this event, Amazon will apply a corresponding increase or decrease to the size of your payment.

Search "fixed monthly payment" on the resources tab of the DSP Portal for a visual guide to understanding your invoice.

9.2.1 Prepayment Inputs

To ensure that you receive an accurate prepayment, Amazon requests that you preregister all vehicles that will be rented or leased through providers other than Element or LeasePlan in the Fleet Management tool by the final day of each month. As Amazon-Branded vehicles and rentals from Merchants Fleet, Hertz and Budget will be automatically imported into the tool, there is no need to preregister vehicles of this type. The number of vehicles preregistered will be the indicator to Amazon that you have made arrangements to procure these vehicles, and will be the primary input into the resulting fixed monthly payment. The only documentation required when preregistering rental vehicles is a rental confirmation.

Please note the following logic will be applied to your Fixed Monthly Payment.

- a. When generating the Prepayment portion of the FMP invoice, rental reservations are acceptable as proof of possession and valid for payment. However, these vehicles must be registered with supporting documentation in the fleet tool prior to the reconciliation taking place.
- b. Our FMC (Fleet Management Companies, Element & LeasePlan) also provide expected delivery dates which we utilize to calculate prepayment. Note that these values may change in the reconciliation if the actual delivery date differs from the expected delivery date.

Note that there is no limit to the number of vehicles you can register in the Fleet Management tool, but the number of vehicles for which you will receive payment will be capped by the ceiling of your authorized fleet size.

If you believe that your authorized fleet size is inaccurate or should be increased for any reason, please take one of two steps:

- **If your route commitment is accurate**, please contact your Regional Fleet Manager (RFM) to explain the details of your situation. The RFM team are the only Amazon representatives who can approve increases to your authorized fleet size without a corresponding increase in routes. If needed, your On-Road Area Manager can provide the contact information of the RFM responsible for your station. If approved, your new revised authorized fleet size will be immediately viewable in the Route Commitment tool.
- **If your route commitment is also inaccurate**, please contact your On-Road Area Manager, who will coordinate with Amazon's capacity planning team to determine if an increase is warranted. If approved, you will receive a new route request which you must accept before the new authorized fleet size will take effect.

9.2.2 Reconciliation Inputs

As with the prepayment, your reconciliation payment will be based on the number of vehicles registered in the Fleet Management tool. You will receive a payment for every vehicle registered and marked "Active" up to a ceiling of the greater of (1) authorized fleet size or (2) maximum daily routes run in each week (route types in question: nursery routes, standard parcel, sameday parcel, and secure parcel routes). Note that for rentals (with the exception of Merchants Fleet, Hertz and Budget) or leased vehicle to be considered "Active," it must have documentation that serves as proof of possession attached, such as receipts, invoices, or rental agreements.

A. When generating Reconciliation, we will payout based on Branded vehicle delivery dates, not expected delivery dates. Any DSP-entered vehicles (rentals, 3rd party leased, or owned) require supporting receipts uploaded into the fleet tool to be eligible for payment. If you have secured vehicles with the following preferred rental providers: Budget, Hertz, or Merchants Fleet, then your vehicles will automatically sync with Amazon's Fleet Tool.

Some service types are ineligible for an AFS increase as the vehicle costs assumption is “baked in” to the rate for the service type in question. Service types that fall into this category include; SWA/MFN, Milk Runs, AMZL Box Truck routes, and Transportation Service.

To report parking at non-Amazon-provided lots, click “Edit Parking” at the top-right corner of the Fleet Management page and enter the number of parking spaces you currently lease. Additionally, please provide your On-Road Area Manager a Copy of Lease and Site Map (outlining parking area).

The best practice is to update the Fleet Management tool whenever you have a change to your fleet, but ensure that all details are correct by the final day of each month, as that is when this data will be pulled to calculate your fixed monthly payment.

9.2.3 Vehicle Types

Your fixed monthly payment rate varies by the types of vehicles that make up your fleet, so Amazon needs to collect information on your fleet makeup to ensure an accurate payment. Your personal compensation statement (PCS) lists the rates for each vehicle type you may operate.

9.2.4 Parking Payments

There are two parking types that are used to determine whether or not you need to be compensated for parking. As a rule of thumb, if Amazon owns or leases the lot, then it is classified as “onsite” parking. If you require offsite parking not provided by Amazon and it is approved by your station, then it is classified as “offsite” parking. Once the station team is aligned, confirm you utilize Offsite Parking by selecting in the Fleet Tool. Simultaneously, provide the station team with your lease agreement. Once provided, this information will be reviewed and validated.

Please note, if your station has parking availability & you decline in favor of non-Amazon leased offsite parking, you will not be eligible for parking compensation.

- **Onsite** – Amazon-owned lots that are provided free of charge to DSPs. These lots are usually adjacent to stations, but are occasionally remote.
- **Offsite** – Lots owned by companies other than Amazon which are not leased by Amazon, leading DSPs to incur parking expenses.

9.2.5 How to Read Your Invoice

When you receive your fixed payment invoice each month, Amazon recommends reviewing it for accuracy. Note that the screenshots and sample calculations below are just for demonstrative purposes, and the vehicle type names may differ from the vehicles you’ll actually be operating. Depending on the specifics of your delivery operation, your invoice may also be prorated on either a weekly or daily basis. Both versions will be displayed below.

Invoice Date (top-right corner): States the month for which the prepayment is owed. The reconciliation portion of the payment will always be the month immediately prior. For example, the below screenshot is from an invoice paid at the beginning of June, incorporating the June prepayment and May reconciliation.

Invoice Date: June 01, 2019

For services or costs incurred during June, 2019

Starting: June 01, 2019

Ending: June 30, 2019

Invoice Summary: Summarizes the prepayment totals by vehicle type and additional payment or clawback due to the prior-month reconciliation. For greater detail, refer to the Invoice Details table below.

Invoice Summary	
PREPAYMENT FOR CURRENT MONTH	
	Amount
Amazon Branded	\$27,000.00
Leased/Owned	\$2,700.00
Rental	\$12,000.00
Prepayment Amount	\$41,700.00
RECONCILIATION FOR PRIOR MONTH	
	Amount
Reconciliation Amount	\$943.55
TOTAL	
	Amount
Amount Due	\$42,643.55

Invoice Details: States the payment amount for each vehicle or parking type, grouped by week. This section includes two tables, one each for the current-month prepayment and prior-month reconciliation. These two tables are nearly identical, though the reconciliation table has two additional columns to account for the month-end adjustment. See below for details of both.

Prepayment:

$$\text{Prepaid Amount} = (\text{active days}/\text{total days in month}) * \text{Prepaid Quantity} * \text{Monthly Rate}$$

Sample Table – Weekly Proration:

PREPAYMENT FOR CURRENT MONTH				
Description	Active Days	Prepaid Quantity	Monthly Rate	Prepaid Amount
<u>Week 22 (Jun 01-01, 2019)</u>				
Amazon Branded	1	20	\$1,350.00	\$900.00
Leased/Owned	1	2	\$1,350.00	\$90.00
Rental	1	3	\$1,800.00	\$180.00
				\$1,170.00
<u>Week 23 (Jun 02-08, 2019)</u>				
Amazon Branded	7	20	\$1,350.00	\$6,300.00
Leased/Owned	7	2	\$1,350.00	\$630.00
Rental	7	3	\$1,800.00	\$1,260.00
				\$8,190.00

Explanation: This DSP was prepaid for 20 Amazon Branded, 2 Leased/Owned, and 3 Rental vehicles for both Weeks 22 and 23. Note the corresponding rates for each vehicle type in the Monthly Rate column. The totals in the Prepaid Amount column differ between Week 22 and Week 23 because Week 22 only covers a single day (June 1, 2019), while Week 23 covers a full 7 days (June 2-8, 2019). The week lengths differ because of Amazon’s standardized week planning, which always runs Sunday through Saturday. To calculate the first row:

$$(1 \text{ active day}/30 \text{ days in June}) * 20 \text{ vehicles} * \$1350/\text{mo} = \$900.00$$

Sample Table – Daily Proration:

PREPAYMENT FOR CURRENT MONTH			
Description	Prepaid Quantity	Monthly Rate	Prepaid Amount
<u>April 01, 2020</u>			
Amazon Branded - Extended Van	20	\$ 1,500.00	\$ 1,000.00
Amazon Branded - Standard Van	5	\$ 1,600.00	\$ 266.67
Rental Van	0	\$ 1,900.00	\$ -
			\$ 1,266.67
<u>April 02, 2020</u>			
Amazon Branded - Extended Van	20	\$ 1,500.00	\$ 1,000.00
Amazon Branded - Standard Van	5	\$ 1,600.00	\$ 266.67
Rental Van	0	\$ 1,900.00	\$ -
			\$ 1,266.67

Explanation of sample table: This DSP was prepaid for 20 Amazon Branded – Extended and 5 Amazon Branded – Standard vehicles for both April 1st and 2nd. Note the corresponding rates for each vehicle type in the Monthly Rate column. To calculate the first row:

$$(1 \text{ active day}/30 \text{ days in April}) * 20 \text{ vehicles} * \$1500/\text{mo} = \$1000.00$$

Fields in Table:

- **Description:** Identifies all vehicle types and/or parking locations for which a payment is being issued, grouped by week number/date range (for weekly proration) or day (for daily proration).
- **Active Days:** On weekly prorated invoices, this field states the number of days in the date range from the Description field for the purpose of calculating the prorated weekly payment (may be shorter than seven days at the beginning/end of the month). On daily prorated invoices, this field will not be visible (as all sections correspond to a single day).
- **Prepaid Quantity:** The number of each vehicle type to be paid.
- **Monthly Rate:** The monthly rate for the vehicle/parking location identified in the Description field. This rate can be found in your Personal Compensation Statement (PCS).
- **Prepaid Amount:** The prorated payment determined by multiplying the Monthly Rate by the Prepaid Quantity and the percent of the month included in the week/day in question (Active Days divided by total days in the month). This will always be a positive value for Prepayment rows.

Reconciliation:

$$\text{Reconciled Amount} = \text{Monthly Rate} * \text{Reconciled Quantity} * (\text{Active Days}/\text{total days in month})$$

Sample Table – Weekly Proration:

RECONCILIATION FOR PRIOR MONTH						
Description	Active Days	Prepaid Quantity	Actual Quantity	Reconciled Quantity	Monthly Rate	Reconciled Amount
<u>Week 18 (May 01-04, 2019)</u>						
Amazon Branded	4	15	20	5	\$1,350.00	\$870.97
Leased/Owned	4	2	2	0	\$1,350.00	\$0.00
Rental	4	5	0	-5	\$1,800.00	-\$1,161.29
						-\$290.32
<u>Week 19 (May 05-11, 2019)</u>						
Amazon Branded	7	15	20	5	\$1,350.00	\$1,524.19
Leased/Owned	7	2	2	0	\$1,350.00	\$0.00
Rental	7	5	0	-5	\$1,800.00	-\$2,032.26
						-\$508.07

Explanation: This DSP was prepaid for 15 Amazon Branded, 2 Leased/Owned, and 5 Rental vehicles for both Weeks 18 and 19. Note the corresponding rates for each vehicle type in the Monthly Rate column. However, the Actual Quantity of Amazon Branded vehicles was 20, resulting in a Reconciled Quantity of 5 (the difference between Actual and Prepaid). The resulting payment in the Reconciled Amount is based on only the additional 5 vehicles because the payment for the original 15 vehicles was already issued at the beginning of the prior month. Similarly, the DSP was prepaid for 5 Rental vehicles, but as the actual quantity was 0, a negative amount (clawback) appears in the Reconciled Amount column for the -5 vehicle difference. Finally, there is no payment for the Leased/Owned vehicles because the Prepaid Quantity of 2 equals the Actual Quantity of 2. Thus, no adjustment is necessary.

Sample Table – Daily Proration:

RECONCILIATION FOR PRIOR MONTH						
	Prepaid Quantity	Actual Quantity	Reconciled Quantity	Monthly Rate	Reconciled Amount	
<u>March 09, 2020</u>						
Amazon Branded - Extended Van	20	20	0	\$ 1,500.00	\$	-
Amazon Branded - Standard Van	10	5	-5	\$ 1,600.00	\$	(266.67)
Rental Van	10	15	5	\$ 1,900.00	\$	316.67
					\$	50.00
<u>March 10, 2020</u>						
Amazon Branded - Extended Van	20	20	0	\$ 1,500.00	\$	-
Amazon Branded - Standard Van	10	5	-5	\$ 1,600.00	\$	(266.67)
Rental Van	10	15	5	\$ 1,900.00	\$	316.67
					\$	50.00

Explanation: This DSP was prepaid for 20 Amazon Branded – Extended, 10 Amazon Branded – Standard, and 10 Rental vehicles for both March 9th and 10th. Note the corresponding rates for each vehicle type in the Monthly Rate column. However, the Actual Quantity of Rental vehicles was 15, resulting in a Reconciled Quantity of 5 (the difference between Actual and Prepaid). The resulting payment in the Reconciled Amount is based on only the additional 5 vehicles because the payment for the original 10 vehicles was already issued at the beginning of the prior month. Similarly, the DSP was prepaid for 10 Amazon Branded – Standard vehicles, but as the actual quantity was 5, a negative amount (clawback) appears in the Reconciled Amount column for the -5 vehicle difference. Finally, there is no payment for the Amazon Branded – Extended vehicles because the Prepaid Quantity of 20 equals the Actual Quantity of 20. Thus, no adjustment is necessary.

Fields in Table:

- **Description:** Identifies all vehicle types and/or parking locations for which a payment is being issued, grouped by week number/date range (for weekly proration) or day (for daily proration).

- **Active Days:** On weekly prorated invoices, this field states the number of days in the date range from the Description field for the purpose of calculating the prorated weekly payment (may be shorter than seven days at the beginning/end of the month). On daily prorated invoices, this field will not be visible (as all sections correspond to a single day).
- **Prepaid Quantity:** The number of each vehicle type that was prepaid in last month's invoice.
- **Actual Quantity:** The actual number of each vehicle type to be paid.
- **Reconciled Quantity:** The difference between the Actual Quantity and the Prepaid Quantity.
- **Monthly Rate:** The monthly rate for the vehicle/parking location identified in the Description field. This rate can be found in your Personal Compensation Statement (PCS).
- **Reconciled Amount:** The prorated payment determined by multiplying the Monthly Rate by the Reconciled Quantity and the percent of the month included in the week/day in question (Active Days divided by total days in the month). This will be a positive value if Actual Quantity is greater than Prepaid Quantity or negative if Actual Quantity is less than Prepaid Quantity.

9.2.6 Disputing an Invoice

If you believe that Amazon has made an error in your invoice, you have 14 calendar days from the time the invoice is received to dispute the invoice. To do so, first ensure that you've registered all vehicles for which you're requesting payment in the Fleet Management tool, then select the invoice in question in the DSP Portal and follow these steps:

1. Click "Dispute"
2. Click on "Add Reason" in "Dispute Details" section
3. Select Dispute Reason from "DSP Invoice Adjustment Type" dropdown (e.g. "Reconciliation – Vehicle Count")
4. Depending on the Dispute Reason selected, you may need to enter additional information, such as the relevant time period and the requested number of vehicles.
5. In the "Details" field, you can provide any additional information that will help us resolve the dispute. Please be as descriptive as possible to specify which portions of the invoice are incorrect. Providing complete details in this section will help us resolve these issues without needing to contact you for additional information.
6. Once you are done entering the requested information, click on "Submit"
7. You have an option to include additional dispute lines if your dispute spans multiple weeks or reasons by clicking "Add Reason," which will take you back through Steps 3-6 above, or to finalize the dispute by clicking on "Submit Dispute." There is no limit to the number of dispute lines you can add to a single invoice.
8. Once you have completed all dispute reasons and clicked "Submit Dispute," you will be asked to update your name, email address, and phone number, if necessary. Click "Dispute" to finalize and send the request to the Amazon DSP Payments team.

The Amazon Payments team will review your dispute and if any additional information is required, you will be contacted via email from amzl-dspinvoice@amazon.com within three business days. Once a decision has been reached on your dispute, an explanation of the adjustment will be provided via email, at which point you can either accept the change or re-dispute the invoice if you believe an error still exists.

The original invoice will still be paid according to the normal payment terms, and any adjustments will be applied on a separate adjustment invoice upon final resolution of the dispute.

In the event of needing a Prepayment adjustment, please be aware of the Prepayment Disputes Process (Temporary): NOTE: This is only applicable to daily prorated invoices.

If a payment adjustment is required, then the Payments team will manually issue a new invoice for that payment adjustment, separate from the automated fixed payment invoice. The Payments team will review only disputes equaling \$5,000 or more.

Below is a timeline-based visual of how this would work, assuming a base prepayment amount was \$50,000:

	6/1/2020	6/12/2020	7/1/2020	7/3/2020
Automated FPA Payment:	+\$50k		+\$10k	
Manually-Generated Payment Adjustment:		+\$10k		-\$10k
Net Payment:	+\$50k	+\$60k	+\$70k	+\$60k

If no action is taken, the invoice will still be paid on your contractual payment terms; however, those invoices will remain in your “pending action” queue, causing clutter. The dispute window will expire 14 days after the invoice became available in the portal.

9.2.7 Fixed Monthly Payments FAQs

1. Where can I view my authorized fleet size?

Your authorized fleet size can be viewed in the Route Commitment tool with a 13-week projection, or for the current week in the Fleet Management tool.

2. Will I receive a fixed monthly payment for every vehicle I register in the Fleet Management tool?

You will receive a payment for every vehicle registered up to a ceiling of your authorized fleet size (or in the case of the reconciliation month, the greater of authorized fleet size or maximum daily routes run in each week). You can register vehicles beyond this "cap," but will not receive payment for these excess vehicles.

3. If I don't register vehicles for the upcoming month, will I still receive a prepayment?

No, your prepayment will be for only the number of vehicles you have registered in the Fleet Management tool. To ensure that your payment matches your full expected fleet size, please keep all active vehicles up-to-date and preregister any vehicles needed for increases in fleet size for all weeks of the coming month.

4. Element/LeasePlan has informed me that I will have Amazon-Branded vehicles delivered in the near future. Do I still need to preregister rentals?

No, rental reservations are not required in this circumstance as Amazon will intake the expected delivery date directly from these vendors as a basis for generating your prepayment. However, consider that Element/LeasePlan deliveries can be delayed due to weather, traffic, or other circumstances, so you may want to consider reserving rental vehicles as a backup to ensure that you'll have a fleet large enough to meet your route commitments. If the Amazon-Branded vehicles arrive on time, rental reservations can generally be canceled without financial penalty.

5. How are authorized fleet size and actual routes run used to determine my paid-fleet size?

During your reconciliation month, your paid-fleet size for each week will be capped at the greater of (a) authorized fleet size or (b) max-day actual routes run (limited to nursery, standard parcel, sameday parcel, and secure parcel routes). This is intended to compensate you for your entire vehicle fleet whether actual routes came in lower (Example A) or higher (Example B) than expected. This week-level paid-fleet ceiling also applies whether your invoice is prorated at a weekly or daily level, recognizing that in the case of Example B, it's often not operationally feasible to procure an additional vehicle for only a single day.

Example A (volume lower than expected):

Day	Authorized Fleet Size	Actual Routes	Paid-Fleet Ceiling
3/1/2020	30	22	30
3/2/2020		23	
3/3/2020		25	
3/4/2020		28	
3/5/2020		29	
3/6/2020		25	
3/7/2020		21	

Example B (volume higher than expected):

Day	Authorized Fleet Size	Actual Routes	Paid-Fleet Ceiling
3/1/2020	30	25	31
3/2/2020		27	
3/3/2020		28	
3/4/2020		30	
3/5/2020		31	
3/6/2020		30	
3/7/2020		27	

6. I will be transferring between stations this month. What should I expect on my fixed monthly payment?

Prior to your transfer, you will receive your prepayment for the entire upcoming month at your old station, regardless of your planned transfer date. After the transfer has been completed, your fixed payment for the month will be adjusted via the month-end reconciliation, and you will receive invoices for both the old and new station. The amounts you will be paid at each station will be prorated based on the dates you were active at each. Assuming no change in fleet size occurred, this should result in virtually no net cost impact to you. As a simplistic model, where a station transfer occurred halfway through the month of May:

May Fixed Payment	Prepayment (5/1)	Reconciliation (6/1)	Total
Old Station	\$ 40,000.00	\$ (20,000.00)	\$ 20,000.00
New Station	\$ -	\$ 20,000.00	\$ 20,000.00
			\$ 40,000.00

7. I had an inactive Element/LeasePlan vehicle due to mechanical issues/manufacturing defects/incomplete licensing and registration. Will this impact my fixed monthly payment?

No, the operational status of your Element/LeasePlan vehicle will not impact your fixed monthly payment. If supplemental rental vehicles in excess of your authorized fleet size are required, please seek preapproval from your Regional Fleet Manager (RFM) and you will be compensated for the cost of the additional vehicles as well via the month-end reconciliation.

8. If my Amazon-Branded vehicle count exceeds my authorized fleet size, how will I be paid? What should I do with the excess vehicles?

Normally, your fixed payment will always cover your full Amazon-Branded fleet. However, if you (a) have received a request from Amazon to return these excess vehicles and decline to do so or (b) are intentionally not operating some/all of your branded vehicles, Amazon reserves the right to withhold payments for these vehicles.

9. My authorized fleet size is 20, but I procured 22 vehicles to provide a small buffer and ensure that I'll have vehicles available to run all requested routes. Will I be compensated for all 22 vehicles?

No, you should manage a fleet that is equal in number to your authorized fleet size. If supplemental rental vehicles in excess of your authorized fleet size are required, please seek preapproval from your Regional Fleet Manager (RFM) and, if approved, you will be compensated for the cost of the additional vehicles as well via the month-end reconciliation (the approval will be reflected in the authorized fleet size values displayed in the portal).

10. How do I contact my Regional Fleet Manager (RFM)?

Your On-Road Area Manager can provide the contact information of the RFM responsible for your station. The RFM team are the only Amazon representatives who can approve increases to your authorized fleet size without a corresponding increase in route commitment.

11. What types of documentation can I upload as "Rental Documentation" when adding details for new rentals to the Fleet Management tool?

Please attach a file that serves as proof of possession, such as PDFs or scanned images of receipts, invoices, or rental agreements. Please do not submit bank statements, spreadsheets, or rental reservations confirmations.

12. My vehicle's status changed to "inactive" but I still have the vehicle. How do I fix this?

Vehicles automatically change to "inactive" when the end date has passed. You can change an "inactive" vehicle back to "active" by switching the "Show inactive vehicles" toggle on the inventory page, going to that vehicle's detail page, and changing status back to "active." Make sure to change the end date to the new, later date.

13. In the event of a vehicle going out-of-service, will I receive a downtime payment as compensation for lost revenue due to not being able to run routes (in addition to the fixed monthly payment)?

No, there is no downtime payment that will be paid for an inactive vehicle. However, you will still receive your fixed monthly payment for the out-of-service vehicle.

9.3 Weekly Payments

This section provides insight and a step-by-step process to view, review, dispute, and accept your weekly invoice from Amazon. You will have the opportunity to walk through this process during your DSP training.

Weekly Invoices are generated on Tuesday nights at midnight (between Tuesday and Wednesday). The invoice is made from submissions in the WST and any reimbursements added (like cycle two) directly into the payments system. All confirmed services, unplanned delays (UPD), and Amazon route cancellations confirmed in the WST will be listed on the invoice. Make sure services listed in the WST are confirmed and correct daily.

If no reimbursements or manually added items exist for that week, this invoice will go straight to your "pending action" queue for your review.

If any reimbursement or service was manually added to the invoice or to the WST, it will have to be approved by station management and finance leaders before you will be able to see it. Approvals will be completed by end of day on Wednesday. Logging in to the payment portal every Thursday morning to action your pending invoices is recommended. To "action" an invoice means that you are accepting a correct invoice or disputing an incorrect one.

- When an invoice is accepted, it goes into a "ready for payment" status and will be paid on the payment terms agreed upon with Amazon.

- If an invoice is disputed, the sum of money on the original invoice will still be paid on the agreed upon payment terms, and a new “adjustment invoice” will be generated to pay the missing funds.
- If no action is taken, the invoice will still be paid on your contractual payment terms; however, those invoices will remain in your “pending action” queue, causing clutter. The dispute window will expire 14 days after the invoice became available in the portal.

How to Read Your Invoice

Review your invoices for accuracy of route counts, scheduled hours, number of vehicles, etc.

9.3.1 SOP: Review Your Invoices

1. Sign in to the DSP Portal at <https://logistics.amazon.com>.
2. Click the payments tab. If the tab does not go to the payments page, go to: <https://logistics.amazon.com/flexpayments/invoices/> **NOTE:** This is the payment link. It will be in your navigation bar if you have the correct role assigned. You will need to have account manager (owner) or financial supervisor status in the portal to view this page. You don’t have the correct permissions if you log in to the portal and you see a “404 not found” error message. To assign a manager role in the portal, go to the drivers chapter of this manual.
3. Select region from the left side of the menu (e.g., Seattle-Tacoma).

The screenshot shows the Amazon DSP Portal interface. The top navigation bar includes Home, Scheduling, Work Summary Tool, Operations, Performance, Payments, and Administration. The main header is 'Payment'. Below it, there's a section for 'Earning' with a sidebar for region selection (SEATTLE-TACOMA, AUSTIN) and a main area with tabs for PENDING ACTION, UNDER REVIEW, READY FOR PAYMENT, COMPLETED, and TIPS. The 'PENDING ACTION' tab is active, displaying a table of invoices.

Invoice Date ▲	Invoice Period	Invoice Type	Service Area	Invoice Number	Amount	Status	Dispute Due Date	Action
08/31/2019	Wk 35	Original Invoice	UWA3	INV-V3DSP-0000000150	21525.00 USD	Pending DSP Acceptance	09/19/2019	REVIEW
09/01/2019	Aug	Original Invoice	UWA3	INV-V3DSP-0000000209	17055.00 USD	Pending DSP Acceptance	09/20/2019	REVIEW
09/06/2019	Wk 34	Adjustments	UWA3		753.06 USD	Pending DSP Acceptance	N/A	REVIEW

At the bottom of the table area, there are two buttons: 'PENDING DSP REIMBURSEMENTS OR CHARGEBACKS' and 'HISTORY'.

Tabs Overview

- Pending Action is the tab that will show you invoices that require action. These are invoices that may or may not have been paid to you already, but the window for raising a dispute is still open.
- Under Review means that this invoice is pending Amazon action by either your station operations team or the Amazon Finance team.
- Ready For Payment holds all the invoices that you have accepted that have not hit their payment terms yet. You may not raise a dispute on these invoices.
- Completed indicates the invoices that have been paid out to you at the expiry of your payment terms. You may no longer raise a dispute on completed invoices.

PENDING ACTION		UNDER REVIEW		READY FOR PAYMENT		COMPLETED		TIPS	
Week	Service Area	Invoice Type	Invoice Date	Invoice Number	Amount	Status	Dispute Due Date	Action	
20	UWA3	Original Invoice	05/19/2018	V3PM0000000001	13525.00 USD	Pending DSP Acceptance	05/29/2018	REVIEW	
20	UWA3	Original Invoice	05/19/2018	V3PM0000000002	19525.00 USD	Pending DSP Acceptance	05/29/2018	REVIEW	
21	UWA3	Adjustments	05/22/2018		Pending	Pending DSP Acceptance	N/A	REVIEW	

Invoice Details

Each invoice will have its own row and 9 columns.

- a. **Week:** This column will display the finance week when the original invoice was generated.
- b. **Service Area:** This column will show the station code.
- c. **Invoice Type:** This column will say either “Original” or “Adjustment.”
 - i. **Original:** This is the invoice that is generated automatically based on the inputs from the WST. This invoice will automatically be paid on your payment terms regardless of any inaction on your part or disputes.
 - ii. **Adjustment:** This invoice is the result of an invoice dispute and will include any adjustments that Amazon made to your payment. It is tied to the original invoice for that week and must be accepted in order to be paid.
- d. **Invoice Date:** This column will show the date of the invoice, which is the last day of the invoice week (Saturday) for original invoices. For adjustment invoices, this will be the date you disputed the original invoice.
- e. **Invoice Number:** This column will show the invoice ID number assigned to this station/week. Every invoice has a unique ID. The numbering will be sequential and based on the payment date of the invoice.
- f. **Amount:** This column will show the amount to be paid for the week specified.
- g. **Dispute Due Date:** This column will show the date when the dispute window will close for that original invoice if no action is taken. Once a dispute is filed, the dispute window on the adjustment invoice will not close until you accept the adjustment invoice.

Note: If you accept an original invoice, you will no longer be able to dispute it. By accepting, you are saying that the invoice is correct.

- h. **Action:** This column holds the “review” button to take action on viewing/downloading your invoice.

Note: Draft invoices that generate on Wednesday and require Amazon approval will frequently read incorrectly to you if you open them. Wait until the invoice is in your “pending action” queue to view the full amount.

Key Terminology

1. **Service Type:** This is how service type defined in Amazon. Services are paid at a route level. Every service provided has a service type and a duration. Rates are assigned at the service-type and duration levels.
2. **Unplanned Delay:** This is compensation for Amazon-induced delays at the station that are directly entered into the WST. It is not a service type.

3. Reimbursable Distance: This is calculated by the WST and displayed for payment on the invoice in miles. On the invoice, it will be summed up for all routes and services executed and displayed as “fuel allowance.”
 - a. Note: If you have been issued a Voyager fuel card, you will not be paid for reimbursable distance; Voyager will be paid directly from Amazon.
4. Reimbursement: This is a proactive payment for certain services rendered that are not tracked in the WST. An example of a reimbursement is your fixed payment.
5. Adjustment: Adjustments are made to correct an original invoice. Operations users make adjustments when invoices are disputed for incorrect number of services, wrong numbers for unplanned delays, incorrect reimbursements, or incorrect number of cancellations/bonuses. Adjustments will be reflected on a new adjustment invoice.
6. Original Invoice: This is the invoice that was generated automatically and approved by Amazon. This invoice will be paid automatically upon completion of payment terms.
7. Adjustment Invoice: If an invoice is disputed and Amazon adds adjustments, a new invoice will generate, called an “adjustment invoice.” This one has to be accepted by the DSP prior to payment but will pay on the completion of payment terms from the date the DSP clicked “dispute.”
8. Weekly Variable – Hourly Or Block Payment: This payment is made to you for every block hour you cover. Blocks are confirmed in the WST as a service type and duration. Make sure the counts are correct in the WST for payment accuracy.
9. Weekly Variable – Per Shipment: This is your per-piece payment. You’ll be paid for all packages successfully delivered, and it will be the number of packages tracked in the WST. It is 99.9 percent accurate.
10. Weekly Variable – Per Weight: For AMXL only, the above per-piece payment will be replaced by a tiered per piece rate structure based on package weight bands.
11. Branding – Variable Per Shipment: If you are a branded DSP, you will receive these payments for delivered packages, like the weekly variable per-shipment payment.
12. Remittance Email: This email is automatic and will be received when funds have been released from Amazon to your bank. You will get these funds delivered to your account based on your bank’s processing time, which varies.

9.4 Accepting Invoices

If everything is correct on the invoice, accept the invoice.

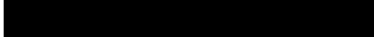
SOP: Accept An Invoice

1. Under the Pending Action tab, click “Review” to action the invoice.
 - a. It’s a good idea to work in order from earliest week to the most current. Move from the invoice with the dispute window that expires first to the one that expires last.

PENDING ACTION									UNDER REVIEW	READY FOR PAYMENT	COMPLETED	TIPS
Week	Service Area	Invoice Type	Invoice Date	Invoice Number	Amount	Status	Dispute Due Date	Action				
20	UWA3	Original Invoice	05/19/2018		15525.00 USD	Pending DSP Acceptance	05/29/2018	REVIEW				
20	UWA3	Original Invoice	05/19/2018		18525.00 USD	Pending DSP Acceptance	05/29/2018	REVIEW				
21	UWA3	Adjustments	05/22/2018		Pending	Pending DSP Acceptance	N/A	REVIEW				

2. Review the invoice for details to determine if payments are correct for the work performed during the time frame.

Invoice -



For deliveries made during week 22:
05/26/2019 to 06/01/2019

Invoice Date:
06/01/2019

Invoice Number:

Bill To Amazon Logistics
PO BOX 80693
Seattle 98108

Ship To DKY1
7240 Global Drive
Louisville KY 40258

Summary:

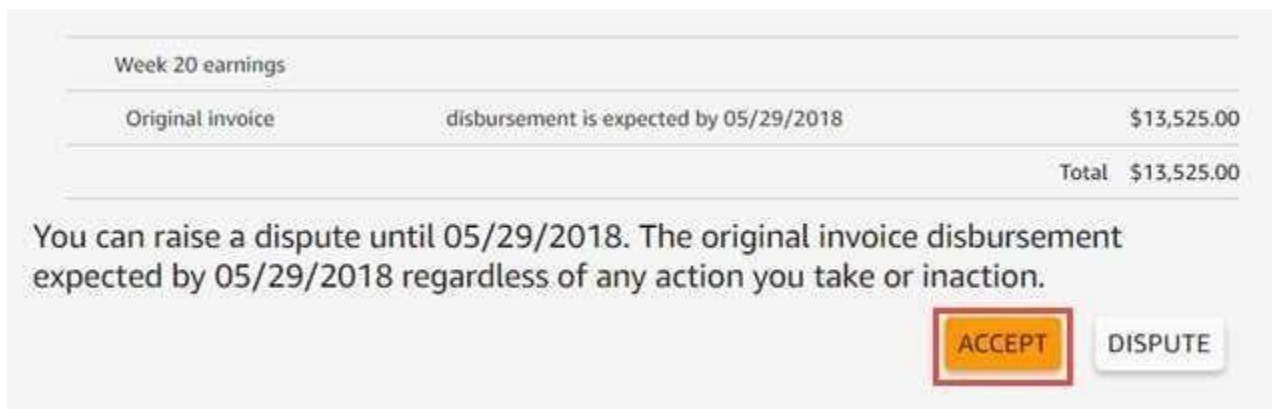
Description	Rate	Quantity	Amount
Standard Parcel - block of 10 Hours	\$250.00	138.0	\$34,500.00
Standard Parcel - block of 8 Hours	\$200.00	47.0	\$9,400.00
Nursery Route Level 1 - block of 10 Hours	\$250.00	16.0	\$4,000.00
Nursery Route Level 2 - block of 10 Hours	\$250.00	10.0	\$2,500.00
Variable Per Shipment	\$0.05	35191.0	\$1,759.55
Branding - Variable Per Shipment	\$0.05	35191.0	\$1,759.55
Rescue - block of 10 Hours	\$250.00	5.0	\$1,250.00
Nursery Route Level 2 - block of 8 Hours	\$200.00	5.0	\$1,000.00
Training Day - block of 10 Hours	\$200.00	5.0	\$1,000.00
Nursery Route Level 1 - block of 8 Hours	\$200.00	4.0	\$800.00
Reimb - Variable per Shipment	\$203.15	1.0	\$203.15
Subtotal			\$58,172.25
Tax Rate			0.00%
Tax Due			\$ -
Total Due			\$58,172.25

Invoice Date Details:

Date	Description	Rate	Quantity	Amount
05/26/2019	Branding - Variable Per Shipment	\$0.05	4513.0	\$225.65
05/27/2019	Branding - Variable Per Shipment	\$0.05	4674.0	\$233.70
05/28/2019	Branding - Variable Per Shipment	\$0.05	5300.0	\$265.00
05/29/2019	Branding - Variable Per Shipment	\$0.05	5529.0	\$276.45
05/30/2019	Branding - Variable Per Shipment	\$0.05	5282.0	\$264.10
05/31/2019	Branding - Variable Per Shipment	\$0.05	5352.0	\$267.60
06/01/2019	Branding - Variable Per Shipment	\$0.05	4541.0	\$227.05
05/26/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	1.0	\$250.00
05/27/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	4.0	\$1,000.00
05/29/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	2.0	\$500.00
05/30/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	3.0	\$750.00
05/31/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	3.0	\$750.00
06/01/2019	Nursery Route Level 1 - block of 10 Hours	\$250.00	3.0	\$750.00
05/26/2019	Nursery Route Level 1 - block of 8 Hours	\$200.00	2.0	\$400.00
05/29/2019	Nursery Route Level 1 - block of 8 Hours	\$200.00	1.0	\$200.00

- a. Paid block hours will populate in an invoice from submissions in the WST. These will show up as a service type and a duration as their own line on the invoice.
 - i. Make sure you are reviewing operations inputs every day to ensure correctness. Change requests for services should be resolved in the WST so you don't have to dispute invoices and so you will be paid the correct amount the first time.

- b. Per-shipment payments will be displayed as their own line items and be labeled “variable per shipment.” If you are a branded DSP, you will have another line called “branding – variable per shipment.”
 - c. Amazon late cancellations are also captured by operations in the WST. They are manually added for each service type in that tool.
 - i. Again, make sure you are addressing incorrect late cancellations in the WST. Raise a Change Request if they are missing any daily standard work
 - ii. Late cancellations may be awarded if you have been scheduled for services but then Amazon cancels them
 - d. Unplanned Delays (UPD) are added by station operations in WST. Make sure your submissions are correct daily. If they aren’t, open a change request in that tool to keep your payments correct
 - i. If they aren’t, open a change request in that tool to keep your payments correct
 - ii. For all reason codes where UPD is authorized, read your payment policy.
 - e. “Milk Runs” are used for transporting volume between stations or as transportation for drivers in the case of off-site parking. They are captured in the Rabbit App & Cortex and input into WST Manually by the Central Operations Team (CO). This will reflect on your invoice under "Transportation Service".
1. If the invoice is correct, click “Accept”



- The invoice will move into your “Ready for payment” tab and will be paid on the expiration of payment terms.
- When payment is due, the funds will automatically be disbursed by Amazon Logistics Accounts payable and the invoice will move from “Ready for Payment” tab to “Completed” tab. You will also receive a remittance email telling you that funds have been disbursed to your bank for processing.
- If you accept an invoice, you will no longer be able to dispute it. You are saying the invoice is correct if you accept it.
- If you miss accepting the invoice, it will still be paid to you.

9.5 Disputing Invoices

9.5.1 Disputing Fixed Payment Invoices

If you believe that Amazon has made an error in your invoice, you have 14 calendar days to dispute the invoice. To do so, select the invoice in question in the DSP Portal, click *Dispute*, and state the following information in the comment field:

Short reason for dispute (could be one or more of the following):

- a. Incorrect Amazon Branded vehicle count
 - b. Incorrect Rented vehicle count
 - c. Incorrect Leased/Owned vehicle count
 - d. Incorrect parking status
 - e. Other
2. Provide accurate vehicle count for every week for that dispute category in the format provided in the sample dispute below.
 3. Confirm that all rented vehicle and parking receipts are attached in the *Vehicle* page under the *Administration* tab in the DSP Portal, wherever applicable.

Please ensure you are utilizing the dispute template as found in the AMZL/AMXL FMP Calculator file. If you are unsure of where to find this file, please reach out to your business coach for assistance.

Sample dispute:

Week 15: 04/11: Rental [3], SWB-Element [17], EWB-Element [11] Week 15: 04/12: Rental [3], SWB-Element [17], EWB-Element [11] Week 15: 04/13: Rental [3], SWB-Element [17], EWB-Element [11] Week 15: 04/14: Rental [3], SWB-Element [17], EWB-Element [11] Week 15: 04/15: Rental [3], SWB-Element [17], EWB-Element [11] Week 15: 04/16: Rental [3], SWB-Element [17], EWB-Element [11], Week 15: 04/17: Rental [3], SWB-Element [17], EWB-Element [11]

The Amazon Payments team will review your dispute and if any additional information is required, you will be contacted via email from amzl-dspinvoice@amazon.com within three business days. Once a decision has been reached on your dispute, an explanation of the adjustment will be provided via email, at which point you can either accept the change or re-dispute the invoice if you believe an error still exists. The original invoice will still be paid according to the normal payment terms, and any adjustments will be applied on a separate adjustment invoice upon final resolution of the dispute.

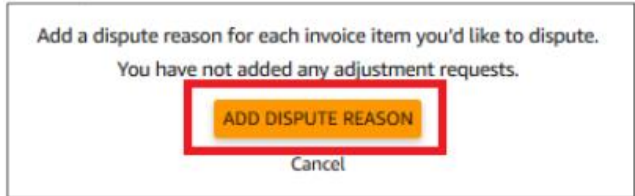
If you have to provide additional information about dispute, please go to [DSP Support Hub](#) to submit a case by clicking Payments > Fixed Monthly Payments > Dispute Process > I need additional assistance (please enter the month which you are disputing for in the box under “Subject Week”).

9.5.2 Disputing Weekly Invoices

During review, if an invoice contains incorrect or missing information, you are able to dispute it. While this can result in delayed payment for the disputed amount, the Amazon finance team is committed to processing invoice disputes as quickly possible.

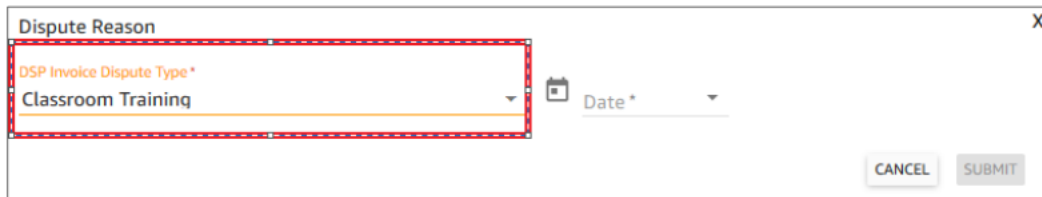
9.5.2.1 SOP: Dispute an Invoice

1. If the invoice is not correct, click “Dispute.”



2. Click on “Add Reason” in “Dispute Details” section

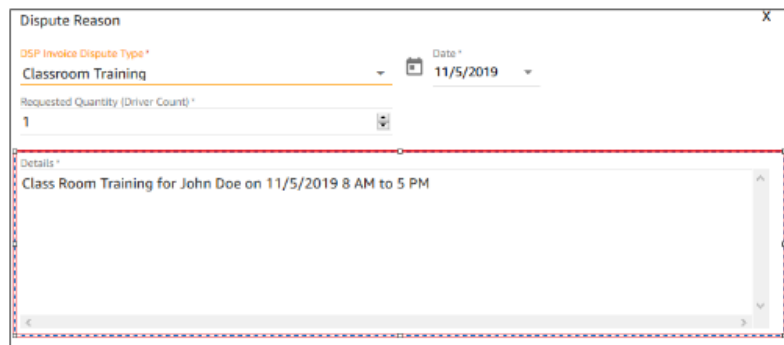
3. Select Dispute Reason from “DSP Invoice Adjustment Type” dropdown—e.g., Class Room Training



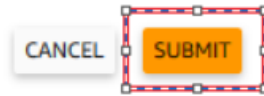
4. We request additional information basis the “Dispute Reason” selected. Please fill information in all mandatory fields (marked with “*”) to move to next step. See example below:



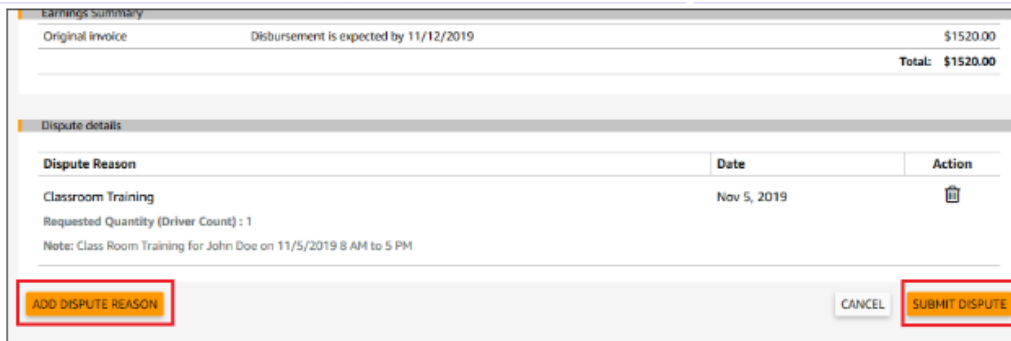
5. If you want to provide additional information you can use the “Details” field. Be as descriptive as possible with dispute details. The invoice includes details for all entries. Use this to specify which services are incorrect. Here is an example of additional details included. Providing complete details in the request will help us resolve these issues without contacting you for additional information.



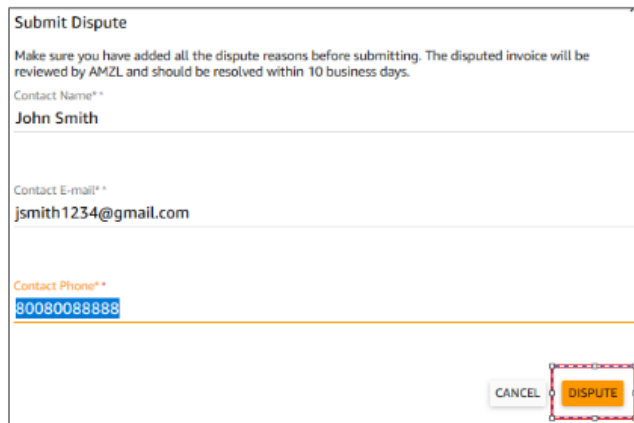
6. Once you are done entering requested information click on “Submit”.



7. You have an option to include additional dispute lines by clicking “Add Reason” or finalize the dispute by clicking on “Submit Dispute”. If you click on “Add Reason”, then proceed through Steps 3 to 7 above. There is no limit on the number of dispute lines you can add in a single invoice.



8. Update your name, email address and phone number and click on “Dispute” to send the request to Amazon DSP Payments Team. You will be contacted at this email address/phone number for any clarification or additional information.



When an invoice is disputed, the original invoice will still be paid on payment terms. Your dispute will raise a new invoice, called an “adjustment invoice.” It will have its own separate invoice number. An adjustment invoice is routed automatically to the following roles in payments:

1. Operations Tier 1: This is an Amazon shift manager or an area manager in the station. This user will primarily be the one making invoice adjustments. If this user rejects the dispute, it will rejoin your pending queue for you to accept/dispute.
2. Operations Tier 2: After the Tier 1 user makes changes, the Amazon station manager will approve the adjustments made by their operations Tier 1 users.
3. Finance Tier 1: After Amazon operations users make and approve adjustments, an Amazon financial controller will have to approve the adjustments as well.

4. Finance Tier 2: Depending on the size of the adjustment, a more senior Amazon financial controller may be required to approve it as well. This user is infrequently required to sign off on invoice adjustments.

Note: All adjustment invoices that are being routed to these roles within Amazon can be found within the Under Amazon Review tab in the payment portal.

PENDING ACTION		UNDER REVIEW	READY FOR PAYMENT		COMPLETED		TIPS	
Invoice Date ▲	Invoice Period	Invoice Type	Service Area	Invoice Number	Amount	Status	Dispute Due Date	Action
01/22/2019	Jan	Adjustment	UWA3		Pending	Disputed	N/A	VIEW

When all adjustments have been approved, the adjustment invoice rejoins your queue as pending your approval again. If you provide all the information required to Amazon Ops or Finance teams it should take 6 days for this invoice to get back to your “Pending Action” queue for Accept or Dispute.

Week 20 earnings		
Original invoice	disbursement is expected by 05/29/2018	\$13,525.00
		Total \$13,525.00

Dispute details

Tue, May 22, 12:51 PM

Contact: Mike
mike@lmt.com
5558675309

Details:
Pool and a pond. Pond would be good for you.

Note: You will need to review the invoice and accept it to be paid for those adjustments. The Program Policies require that you submit an invoice dispute within 7 days if you notice an error. To give you more time, and to account for feedback through this process, we have allowed for disputes to be raised up to 14 calendar days of receiving your invoice. If the dispute is determined to be invalid, an adjustment may not be made, and the dispute will be rejected.

You can either accept the adjustment invoice or dispute it again. If you accept it or if you do not re-dispute it within 14 days, you will receive payments on adjustment invoices from the day you clicked “Dispute” plus your payment terms.

9.6 Viewing Reimbursements and Chargebacks

You can view any reimbursements submitted by Amazon in the Pending DSP Reimbursements or Chargebacks tab. These are submitted by Amazon. Here is a list of some reimbursements you may see:

- a. Reimbursement - DNR-DPMO Incentive
- b. Reimbursement - Other
- c. Reimbursement - Tolls
- d. Reimbursement - Fuel

SOP: View Reimbursements And Chargebacks

1. Click on the Pending DSP Reimbursements or Chargebacks tab at the bottom of the page.



Note:

- Any pending reimbursement will display. The invoice number will say “upcoming invoice” if that invoice hasn’t been generated and will give a week number and invoice number if it’s being approved by Amazon.
- After the next invoice is generated, the pending items will be applied to the invoice and move to the History tab. You will also see these items in the invoice itself.



- If a newly generated invoice includes a reimbursement, the Amazon team will need to review and approve that invoice before the DSP will be able to see that invoice in the system.

9.7 Payment and Invoicing FAQs

Q: How can I ensure that I have as few disputes as possible?

A: Make sure operations submissions to the WST are correct. Make sure you are paying very close attention to submissions in the tool for services, UPD, and late cancellations. Make sure any mistakes are corrected by the operations team at the applicable station with a post-confirmation edit.

Make sure to roster a DA for all services. Non-delivery service types like transportation service and mis-sort pickups/drop-offs will not automatically populate in the WST if you do not roster a DA in scheduling.

Make sure your On-Road Mgmt Team AND Regional Fleet Manager knows when your vehicle count changes. Closely aligning any new leases/purchases will allow him or her to ensure your fixed payments are correct.

Q: How often do I need to check the payments portal?

A: You should check the payments portal at least once a week and action all of your invoices. It’s good practice to check and action invoices more often than once a week, but at a minimum, you should clear out your pending queue every Thursday.

Best practice: View your invoices on Thursday morning (the previous week’s invoice should be available to you at this time. If you dispute an invoice, it should take no longer than 6 days for Amazon to process. Logging in to payments on Tuesdays and Thursdays and clearing the queue will ensure no invoices are pending for more than 3-4 days.

Q: Why can’t I dispute an invoice? I noticed it’s wrong, and now I can’t dispute it.

A: You have to dispute invoices within two weeks from the day the invoice became available for you to action. Invoices are generated on Tuesday nights at midnight (Wednesday morning). Some of them require extra processing from Amazon, but they should be available for you on Thursday. The two weeks starts when that invoice is actually published to you and you can action it. If you log in every Thursday or Friday and action your entire invoice queue, you'll never miss the opportunity to dispute if you need to. Use the column in the portal that says "dispute due date" to tell you when your window for disputing goes away for each invoice.

Q: How can I tell what a reimbursement is for? How can I tell what an adjustment is for?

A: Adjustments will have their own lines on the invoice and start with "adj" before the adjusted item. These are post-dispute items added to the invoice in response to a dispute. You will only see these on adjustment invoices.

Adj - Standard Parcel - 10 Hour - Standard Parcel - 10 Hour	\$255.00	2.0	\$510.00
--	----------	-----	----------

Reimbursements will have "reimb" listed prior to the reimbursed item. These are added proactively to an invoice prior to dispute and are approved by the Amazon Tiers before you're able to see them on an invoice. You will only see these on original invoices.

Q: I followed the instructions, but it's telling me I don't have access to the tool. What do I do?

A: You must have the correct financial supervisor permissions to view the payment portal. The owner of your company has to give these permissions to you in the DSP onboarding portal. You can find details in the last section of the driver's chapter.

Q: When do my payment terms begin?

A: Original invoice payment terms begin from the invoice date. The invoice date on your self-billed invoice will always be the last Saturday of the invoice week being billed.

For adjustment invoices, the date listed is the one when you clicked "Dispute" in the payments portal.

CHAPTER TEN
PERFORMANCE

10.1 Metrics and Performance

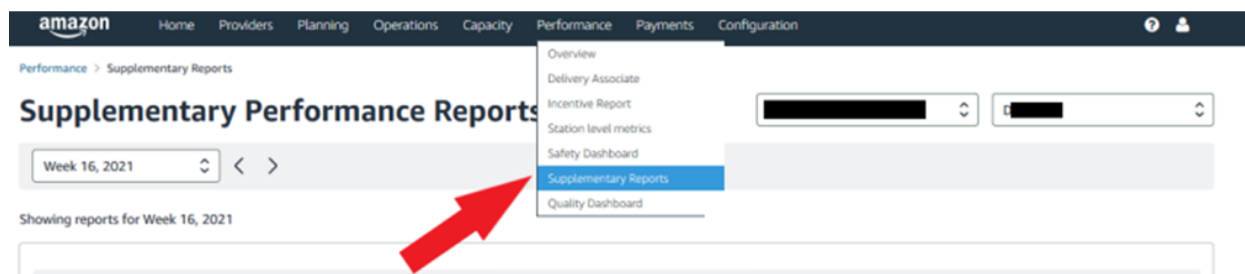
Performance includes the metrics, tools, and processes used to evaluate results against Amazon’s targets for DSPs.

The goal of performance is to ensure we are consistently meeting our customers’ expectations. The scorecard is your source of truth for how your company is achieving Amazon’s standards of success. We measure performance metrics organized into three categories: Safety & Compliance, Team, and Quality.

Amazon provides data on your company’s weekly performance, both at the DSP-level and the DA-level. The intent of the data is to help you identify strengths and areas of opportunity in your business. You’ll meet with the Amazon station operations team (in most cases the Amazon OTR Lead in your station) on a weekly basis to discuss performance and opportunities during a DPR meeting (DSP Performance Review), and have additional training and resources available to help keep consistency in your company’s strengths and to drive performance improvements where needed.

10.2 Accessing your Metrics

Your performance data is available in the ‘Performance’ tab in the ‘Overview’ section of the DSP Portal. You can access your metrics here: <https://logistics.amazon.com/metrics/>.



Within the **Performance** tab, click on the **Supplementary Reports**. This section includes downloadable reports that help you analyze and effectively manage your DSP Scorecard Performance. In the Supplemental Reports section, you will find your DSP Scorecard, which measures performance across several metrics, used to determine whether or not you earn a Delivery Excellence Incentive.

The scorecard is called **US_DSP_STATION_WeekNumber_DSPScorecard.pdf**

amazon Home Providers Planning Operations Capacity Performance Payments Configuration

Performance > Supplementary Reports

Supplementary Performance Reports

Week 6, 2021

- Overview
- Delivery Associate
- Incentive Report
- Station level metrics
- Safety Dashboard
- Supplementary Reports

Showing reports for Week 06, 2021

Search here...

Report	Date of Creation
US [redacted] _Week06_2021_customer_feedback20210216.pdf	2021-02-17 20:24:08
US [redacted] _WEEK06_2021_DA_INACTIVITY_AND_LOA_REPORT.csv	2021-02-17 19:01:57
US [redacted] _WEEK06_2021_orcas_compliance_report.csv	2021-02-10 04:51:32
US [redacted] _Week6_2021_Delivery_Excellence_Rewards_and_Standings.pdf	2021-02-19 03:55:05
US [redacted] _Week6_2021_DSPScorecard.pdf	2021-02-18 19:04:09
US [redacted] _Week6_DBR20210209.xlsx	2021-02-09 14:17:32
US [redacted] _Week6_DBR20210210.xlsx	2021-02-10 14:49:28
US [redacted] _Week6_DBR20210211.xlsx	2021-02-11 14:28:22
US [redacted] _Week6_DBR20210212.xlsx	2021-02-12 14:20:53
US [redacted] _Week6_DBR20210213.xlsx	2021-02-13 14:50:17
US [redacted] _Week6_DBR20210215.xlsx	2021-02-15 19:31:24
US [redacted] _Week06-Infractions-Report.xlsx	2021-02-19 18:08:23
US [redacted] _Week6-Compliance-Supplementary-Report.pdf	2021-02-16 22:53:51

Performance Overview: The performance dashboard overview shows additional metrics that can help you understand and manage your operations.

Overview

Company: [redacted] Service Area: All Date Range: 4 Weeks SEARCH

Supplementary Performance Reports EXPORT

May 16 - Jun 12
 << BACK Week 20 >> NEXT >>

Metric	Total	Week 20	Week 21	Week 22	Week 23
Completed Routes	526	511	512	512	83
Dispatched Packages	128,613	34,227	35,146	33,366	25,874
Delivered Packages	127,227	33,904	34,714	32,957	25,652
Delivery Success (%)	98.92%	99.06%	98.77%	98.77%	99.14%
Delivery Success (%) - DSP	98.95%	99.06%	98.78%	98.86%	99.14%
First Day Delivery Success (%)	98.8%	98.82%	98.38%	98.52%	99.72%
Delivery Attempt	127,089	34,064	34,866	33,118	25,941
Delivery Attempt (%)	99.51%	99.52%	99.2%	99.26%	100.26%
DNR DPMO	2,373	1,740	2,765	2,821	2,105
Packages Delivered Not Received (DNR)	302	96	96	93	54
Shipments Per On Zone Hour	29.91	29.44	29.44	30.2	30.87
Return To Station DPMO	10,364	9,641	11,438	12,887	6,608
Packages Returned to Station (RTS)	1,333	330	402	430	171
Packages Returned to Station %	1.04%	0.96%	1.14%	1.29%	0.66%
Rescued Packages	33	1	2	30	0
RTS Packages Unable to Access	96	7	11	36	42
RTS Packages Unable to Access %	0.07%	0.02%	0.03%	0.11%	0.16%
RTS Packages Customer Unavailable	0	0	0	0	0
RTS Packages Customer Unavailable %	0%	0%	0%	0%	0%
RTS Packages Unable to Locate	42	6	6	17	13
RTS Packages Unable to Locate %	0.03%	0.02%	0.02%	0.05%	0.05%
RTS Packages No Secure Location	41	1	21	13	6
RTS Packages No Secure Location %	0.03%	0%	0.06%	0.04%	0.02%
RTS Packages Out of Drive Time	33	3	13	17	0
RTS Packages Out of Drive Time %	0.03%	0.01%	0.04%	0.05%	0%
RTS Packages Business Closed	311	120	93	66	32
RTS Packages Business Closed %	0.24%	0.35%	0.26%	0.2%	0.12%
Packages Returned to Station, Other	810	193	258	281	78
Packages Returned to Station, Other %	0.87%	0.91%	1%	1.04%	0.43%
Packages Not On Van	220	49	82	44	45
POD Opportunities	56,169	16,377	15,711	13,993	10,088
POD Success	55,091	15,991	15,437	13,734	9,929
POD Success Rate	98.08%	97.64%	98.26%	98.15%	98.42%

Safety Dashboard: Within the Performance tab, click on the Safety Dashboard. The Safety dashboard overview shows additional metrics that can help you understand and manage your operations.

amazon Home Providers Planning Operations Capacity Performance Payments Configuration

Performance > Safety Dashboard

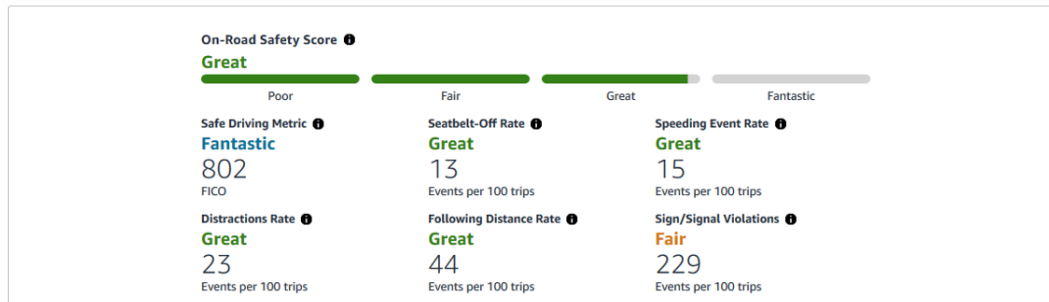
Netradyne metrics do not yet impact DSP and DA Overall Standings

Safety Dashboard

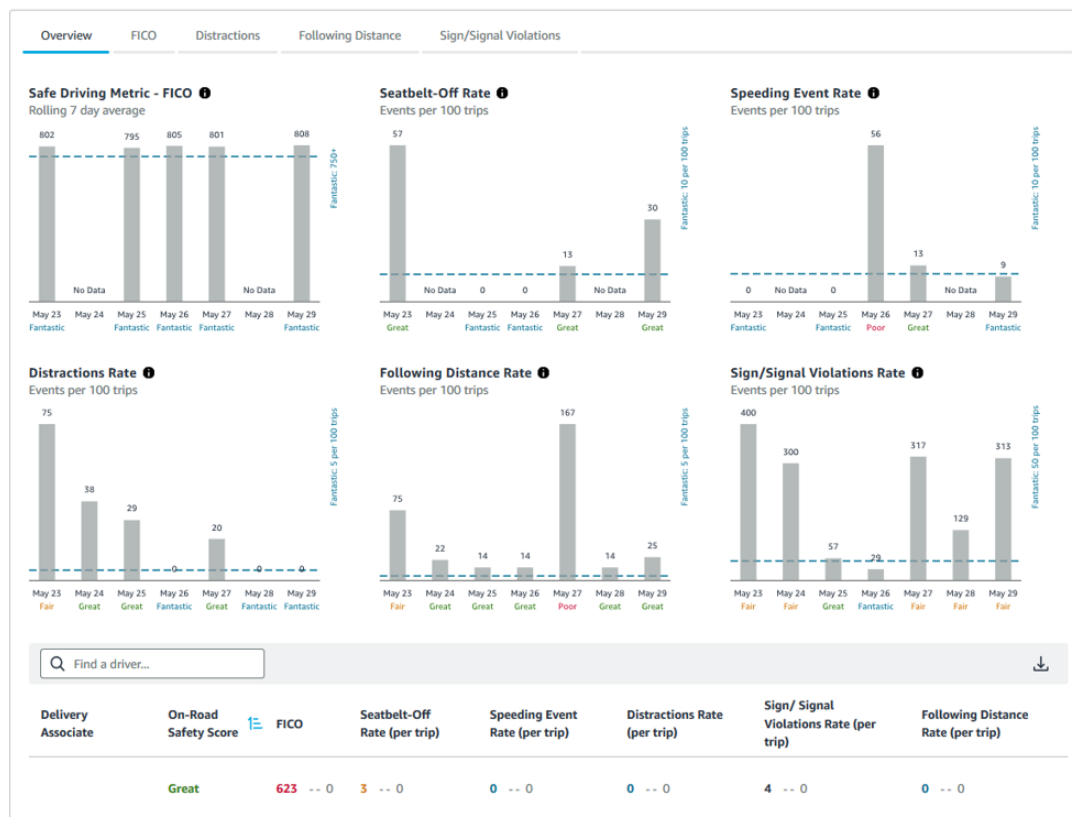
Day Week Week

- Overview
- Delivery Associate
- Incentive Report
- Station level metrics
- Supplementary Reports
- Performance Summary
- Safety Dashboard**
- Quality Dashboard

Metrics summary
Showing data for Week



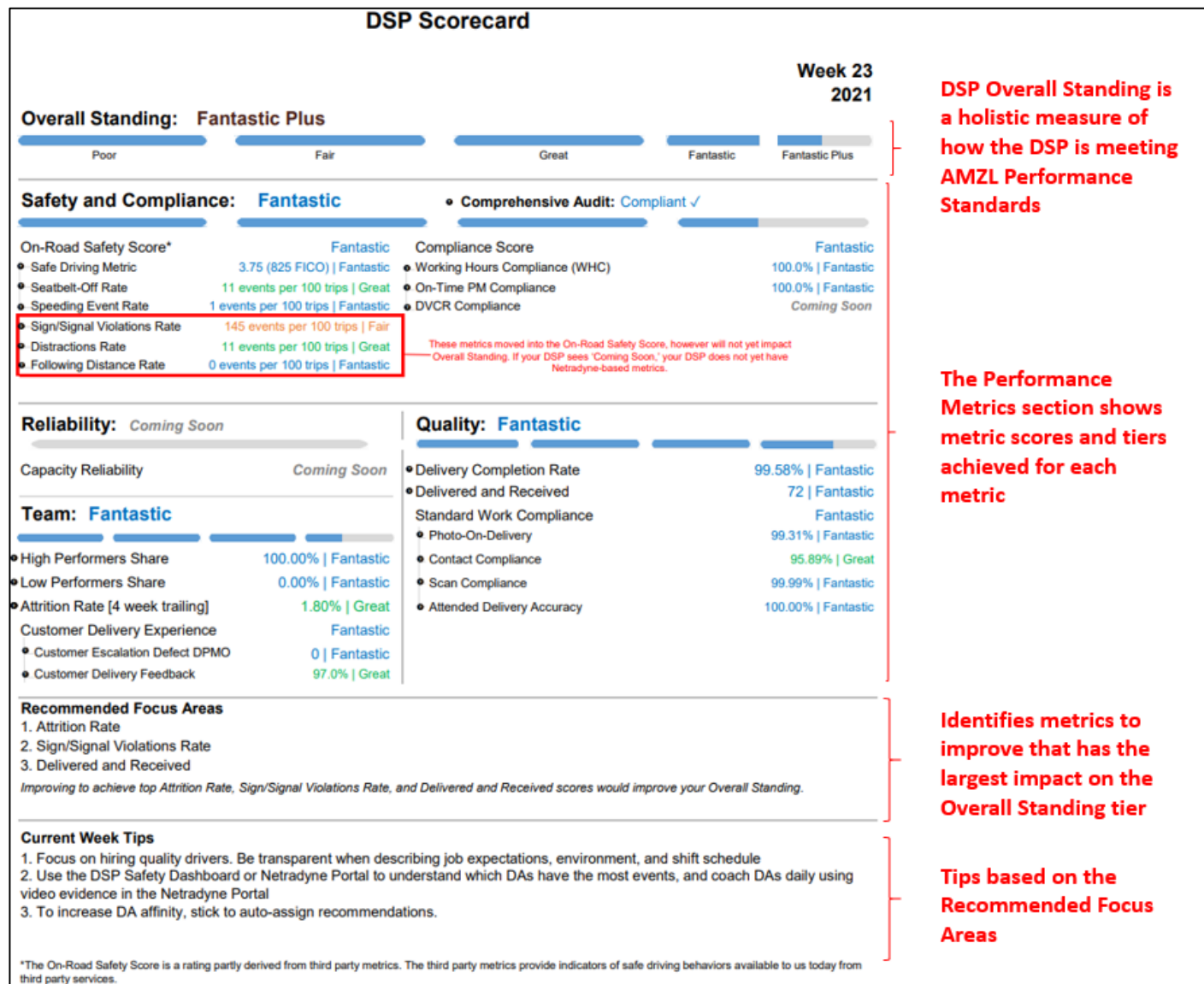
Metrics deep dive
Showing data for Week



10.3 Understanding your Weekly Performance

The primary assessment of weekly performance is the weekly scorecard, published on Wednesday mornings. On the Delivery Excellence Scorecard you will see an Overall Standing, which is a holistic measure of how your DSP is meeting performance standards. You will also see a standing for each of the 4 categories and each individual metric. The tier names are Poor, Fair, Great, or Fantastic. On the DSP overall standing only, you can also achieve Fantastic Plus. Each

DA that delivered for the week will be measured on a set of metrics that can be seen towards the bottom of the Delivery Excellence Scorecard. A sample scorecard is below:



DSP Overall Standing is a holistic measure of how the DSP is meeting AMZL Performance Standards

The Performance Metrics section shows metric scores and tiers achieved for each metric

Identifies metrics to improve that has the largest impact on the Overall Standing tier

Tips based on the Recommended Focus Areas

- Week 23

Shading/coloring of each metric shows how a DA's metric performance compares against AMZL standards for a DSP

DA Current Week Performance

Abbreviations Key

SSVR: Sign/Signal Violations Rate	SOR: Seatbelt Off Rate	SC: Scan Compliance
DR: Distractions Rate	DAR: Delivered and Received	DCR: Delivery Completion Rate
FDR: Following Distance Rate	CC: Contact Compliance	SER: Speeding Event Rate
POD: Photo-On-Delivery	ADA: Attended Delivery Accuracy	

These metrics do not yet impact DA Overall Tier. All DSPs will have four full weeks to adjust to Netradyne metrics before impact to DA Overall Tier.

Performance Legend

Fantastic	A Top Performer!
Great	Exceeding Amazon Expectations
Fair	Meeting Amazon Expectations
Poor	Below Amazon Expectations

Drivers ranked by overall score, descending.

#	Name	Transporter ID	Overall Tier	Delivered	Key Focus Area	Safety - metrics (except FICO) are measured as events per trip at DA level						Quality		Quality - Standard Work Compliance					DNRs	POD Opps.	CC Opps.
						FICO Score	Seatbelt-Off Rate	Speeding Event Rate	Distractions Rate	Following Distance Rate	Sign/Signal Violations Rate	DCR	DAR	SWC-POD	SWC-CC	SWC-SC	SWC-AD				
1			Fantastic	859		Coming Soon	Coming Soon	Coming Soon	Coming Soon	Coming Soon	Coming Soon	100.0%	100	100.0%	100.0%	100.0%	0	0	652	6	
2			Fantastic	228		Coming Soon	Coming Soon	Coming Soon	Coming Soon	Coming Soon	Coming Soon	100.0%	100	100.0%	100.0%	100.0%	0	0	158	1	
3			Fantastic	181	DR	850	Coming Soon	0.0	1.0	0.0	0.0	100.0%	100	100.0%	100.0%	100.0%	0	0	123	0	
4			Fantastic	1,081	POD	850	0.0	0.0	0.0	0.0	0.0	100.0%	100	99.4%	100.0%	100.0%	0	0	706	1	
5			Fantastic	967	POD	850	0.0	0.0	0.0	0.0	0.0	100.0%	100	99.2%	100.0%	100.0%	0	0	611	1	

Amazon calculates which metrics should be focused on to most improve each DA's score and ultimately, a DSP's Overall Standing

DA Trailing 6-Week Performance

Performance Legend

Fantastic	A Top Performer!
Great	Exceeding Amazon Expectations
Fair	Meeting Amazon Expectations
Poor	Below Amazon Expectations

Drivers ranked by overall score, descending.

#	Name	Transporter ID	Average Tier	FICO Score	Seatbelt-Off Rate	Speeding Event Rate	DCR	DAR	SWC-POD	SWC-CC	SWC-SC	SWC-AD	High/Low Performer Status	Weeks			
														Fant.	Great	Fair	Poor
1			Fantastic	841	0.00	0.00	99.63%	100	99.46%	100.00%	100.00%	0	High Performer	6	0	0	0
2			Fantastic	843	0.00	0.00	99.65%	100	99.07%	100.00%	99.97%	0	High Performer	6	0	0	0
3			Fantastic	846	0.00	0.00	99.98%	78	99.27%	100.00%	100.00%	0	High Performer	6	0	0	0
4			Fantastic	831	0.00	0.00	100.02%	81	99.79%	100.00%	100.00%	0	High Performer	6	0	0	0
5			Fantastic	827	0.00	0.00	99.67%	92	99.47%	100.00%	100.00%	0	High Performer	6	0	0	0

Each score is an average of a DA's metric performance over the past 6 weeks

Identify how many high and low scoring weeks a DA has out of the past 6 weeks. Try to maximize the number of DAs with 4+ high (Fantastic or Great) weeks and minimize DAs with 4+ low (Poor) weeks.

On the scorecard you will see an overall standing, which is a holistic measure of how your DSP is meeting performance standards. You will also see a standing for each of the 4 categories and each individual metric. The tier names are Poor, Fair, Great, or Fantastic. On the DSP overall standing only, you can also achieve Fantastic Plus.

The following categories and metrics are on the scorecard:

A. Safety & Compliance

- a. Safety
 - i. Safe Driving Metric
 - ii. Seatbelt-Off Rate
 - iii. Speeding Event Rate
 - iv. *AMXL Only* - Harsh Breaking
 - v. *AMXL Only* - Harsh Cornering
- b. Compliance Score
 - i. Working Hours Compliance (WHC)
 - ii. *AMXL Only* - Daily Vehicle Condition Report (DVCR) Compliance
 - iii. *AMXL Only* - Driver Vehicle Inspection Report (DVIR) Submission Rate
 - iv. Comprehensive Audit (CAS)

B. Team

- a. High Performers Share
- b. Low Performers Share
- c. Attrition Rate
- d. *AMXL Only* - Customer Delivery Experience
 - i. Customer Escalation Defect DPMO (*part of Safety and Compliance for AMXL*)
 - ii. *AMXL Only* - Customer Delivery Feedback

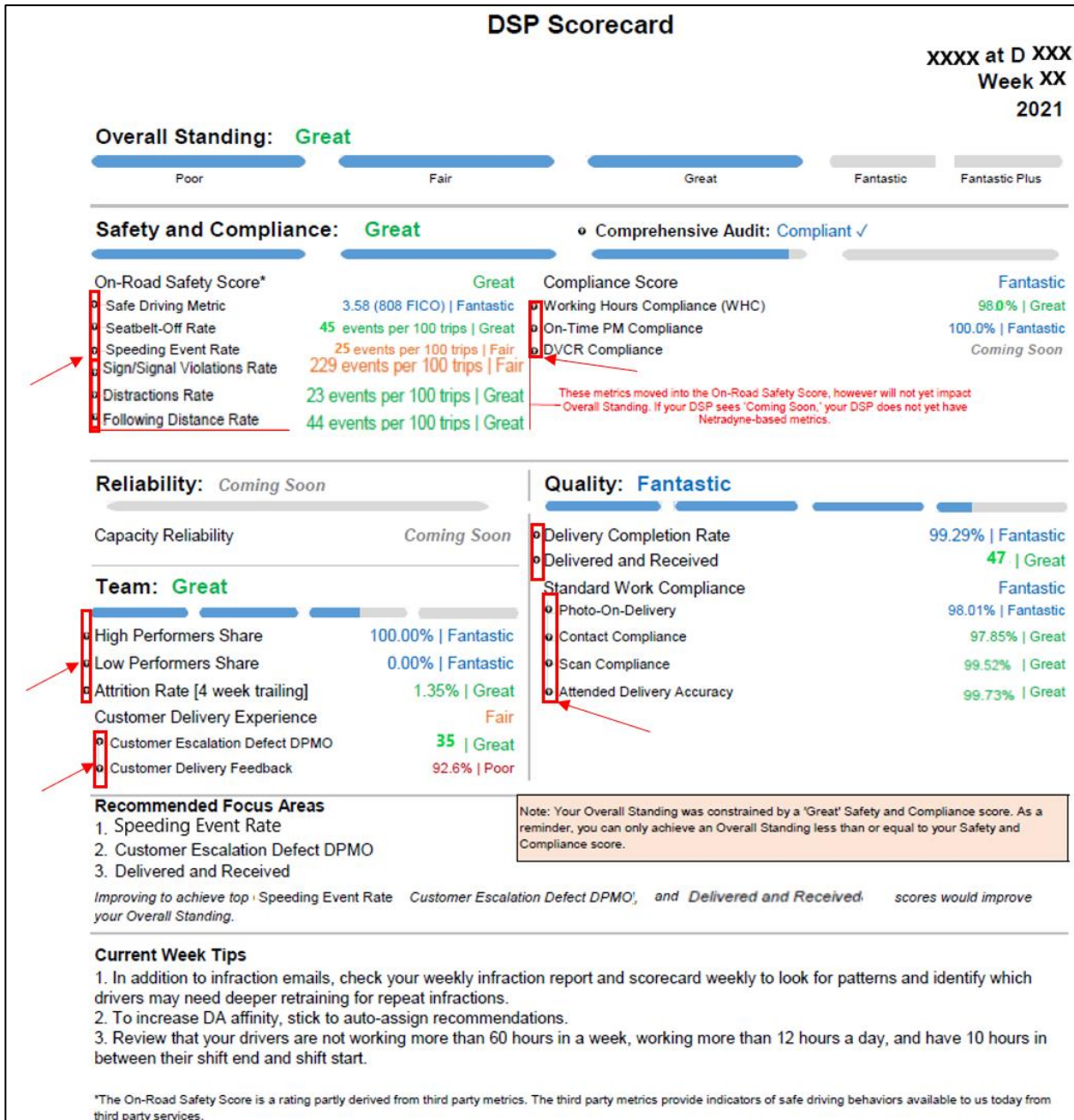
C. Quality

- a. Delivery Completion Rate (DCR)
- b. Delivered and Received (DAR)
- c. Standard Work Compliance
 - i. Photo-On-Delivery (POD)
 - ii. Contact Compliance (CC)
 - iii. Scan Compliance (SC)

iv. Attended Delivery Accuracy (ADA)

10.4 Metric Definitions

Definitions: Category/metric definitions and weightings can be found in **Appendix A** at the bottom of the Delivery Excellence Scorecard. Additional metric information can be found in the metric guides by clicking on the **small black circle containing a white question mark next to the metric**. Coaching tips for success can also be found in the individual metric guides.



Metric Definitions

- Safe Driving Metric:** This metric is calculated using the eDriving FICO® score, which provides indicators of safe driving behaviors. The metric is measured by analyzing indicators of how drivers operate their vehicle, including

indicators of harsh acceleration, braking, cornering, cellphone distraction, and speeding. The FICO® score is averaged across all your drivers for the week based on miles driven.

- 2) **Seatbelt-Off Rate:** It is critical for your driver's safety that they wear their seatbelt while driving their vehicle. The Seatbelt-Off Rate (SOR) is the average number of times per route your drivers did not wear their seatbelt.
- 3) **Speeding Event Rate:** It is critical that your Delivery Associates (DAs) travel within posted speed limits for their safety and the safety of the communities they serve. The Speeding Event Rate metric is the average number of speeding instances incurred by a DA per route. A speeding instance is speeding 10 Miles per Hour (MPH) or more over the posted speed limit for roughly one city block.
- 4) **Sign/Signal Violations Rate:** It is critical that your Delivery Associates (DAs) follow traffic regulations for their safety and the safety of the communities they serve. The Sign/Signal Violations Rate measures how well your DAs adhere to posted road signs and traffic signals. We're currently including stop sign violations, which is any time a DA drives past/through a stop sign without coming to a full stop, illegal U-turns, which measure any time a DA makes a U-turn when a "No U-Turn sign" is present, and stop light violations, which is triggered any time a DA drives through an intersection while the light is red. In the measurement of this metric, a stop light violation will count 10 times to every one stop sign violation or illegal u-turn, since stop light violations can be particularly dangerous. In the new metric, your DSP weekly score is the sum of all stop sign violation events, illegal U-turns, and stop light violation events (which again, are weighted at 10 times stop sign violations) divided by the number of trips. This will show on your DSP Scorecard as XX events per 100 trips to make it easier to interpret. DSPs who achieve 'Fantastic' typically achieve 50 events per 100 trips or less.
- 5) **Distractions Rate:** It is critical that your Delivery Associates (DAs) are not distracted while driving for their safety and the safety of the communities they serve. The Distractions Rate metric measures your team's performance on distracted driving. Netradyne captures 3 types of distraction based on video evidence, including when a DA is looking down, looking at their phone, or talking on their phone while driving. Each time a DA is driving while distracted, Netradyne will register one event. Your DSP weekly score is the sum of all distraction events divided by the total number of trips. This will show on your DSP Scorecard as XX events per 100 trips to make it easier to interpret. DSPs who earn 'Fantastic' for the Distractions Rate metric typically achieve fewer than 5 Distraction events per 100 trips.
- 6) **Following Distance Rate:** It is critical that your Delivery Associates (DAs) leave enough following distance between their vehicle and the vehicle in front of them for their safety and the safety of the communities they serve. The Following Distance Rate measures how DSPs are performing in terms of leaving enough following distance from the vehicle in front. Netradyne will create a Following Distance event if a DA has 0.6 seconds or less following distance from the vehicle in front. Each time a DA doesn't leave enough following distance, Netradyne registers 1 event, and the DSP weekly score is the sum of all following distance events divided by the number of trips. This will show on your DSP Scorecard as XX events per 100 trips to make it easier to interpret. For example, if a DSP incurred 10 Following Distance Events during 200 trips in a week, then the Following Distance Rate is 5 events per 100 trips (10 events per 200 trips is the same as 5 events per 100 trips). DSPs who achieve 'Fantastic' typically achieve 5 events per 100 trips or less.
- 7) **DVCR Compliance:** The Daily Vehicle Condition Report (DVCR) allows DSPs to stay up-to-date on the condition of their vehicles to ensure they are safe for their drivers and the community. This metric is calculated by the number of completed DVCR inspections divided by the number of possible DVCR inspections for the week. Vehicles are required to have a DVCR completed both at the beginning and end of a route, each day.
- 8) **DVIR Submission Rate:** The Department of Transportation requires that drivers operating DOT-regulated vehicles complete a Driver Vehicle Inspection Report, which could also be referred to as Daily Vehicle Inspection Report, for every vehicle they operate. The purpose of the DVIR is to ensure only safe vehicles go on-road; thus the DVIR focuses on internal and external vehicle elements that, if not in proper working order, could cause a safety hazard or mechanical breakdown. This metric is calculated by the following formula: $(\# \text{ Pre Trip Inspections} + \# \text{ Post Trip Inspections}) / (\text{Routes} * 2)$. DSPs that achieve a 'Fantastic' DVIR Compliance score typically achieve 98% or greater DVIR compliance for the week.

- 9) **AMXL only - Harsh Braking:** The Harsh Braking Rate metric is the average number of harsh braking instances incurred by a Delivery Associate (DA) per trip. A harsh braking instance is triggered when a vehicle exceeds -0.40 g's while braking, which indicates the DA was braking too quickly. DSPs who earn 'Fantastic' for the Harsh Braking Rate metric typically achieve 0.22 (or less) for the week (22 harsh braking instances in every 100 routes).
- 10) **AMXL only - Harsh Cornering:** The Harsh Cornering Rate metric is the average number of harsh cornering instances incurred by a Delivery Associate (DA) per trip. A harsh cornering instance is triggered when a vehicle exceeds 0.48 g's while going through a corner, which indicates the DA was taking a corner too quickly. DSPs who earn 'Fantastic' for the Harsh Cornering Rate metric typically achieve 0.22 (or less) for the week (22 harsh cornering instances in every 100 routes).
- 11) **Working Hours Compliance (WHC):** This metric is based on continuous monitoring of a DSP's compliance with working hour requirements established by the Amazon Supplier Code of Conduct, Amazon business policy, and applicable law. These rules are put in place to ensure safety of the drivers and others on the road. We track and incentivize compliance with: daily and weekly working hour thresholds; Maximum permissible consecutive workdays; and Minimum required rest between shifts. Search "working hours" on the resources tab of the DSP Portal for more information on working hours. You are required to earn an 'In Compliance' on your Comprehensive Audit to be eligible for an Overall Standing of 'Fantastic Plus' or 'Fantastic'.
- 12) **High Performers Share:** The number of Delivery Associates (DAs) that achieved Great or Fantastic as an overall performance tier in 4 (or more) of the past 6 weeks, divided by the total number of DAs that have delivered for 4 (or more) of the past 6 weeks. Search High/Low on the resources tab of the DSP Portal to learn more about the High/Low Performers metric.
- 13) **Low Performers Share:** The number of DAs that achieved Poor as an overall performance tier in 4 (or more) of the past 6 weeks divided by the total number of DAs which have delivered for 4 (or more) of the past 6 weeks.
- 14) **Attrition Rate:** The Weekly Attrited Percentage is the share of Delivery Associates (DAs) that have not made any deliveries in the past 21 days. More specifically, it is the count of DAs that delivered at least one package three weeks ago, but had no deliveries since, divided by the count of all DAs that delivered at least one package three weeks ago. DAs marked inactive for 'personal time-off/vacation' or 'medical or maternity leave of absence' are excluded from the Attrition calculation. For AMZL, the Scorecard Attrition Rate metric is a DSP's trailing 4-week average Weekly Attrited Percent. For AMXL, the Scorecard Attrition Rate metric is still a DSP's trailing 1-week average Weekly Attrited Percentage. We are working on updating this to the same logic as AMZL.
- 15) **Customer Delivery Experience:** The CDF metric captures customer sentiment towards the delivery experience. It is calculated as a percentage of the overall Positive Response Rate (PRR). PRR is the sum of positive feedback divided by the total feedback (inclusive of both, positive and negative feedback). DSPs that earn 'Fantastic' for this metric receive a PRR of 98% or higher. Note: PRR only includes 'DA Controllable' feedback. Refer the metric deep dive guide for more details.
- 16) **Customer Delivery Feedback:** A metric that captures customer sentiment towards the delivery experience. It is calculated as a percentage of the overall Positive Response Rate (PRR). PRR is the sum of positive feedback divided by the total feedback (inclusive of both, positive and negative feedback). Delivery Service Partners (DSPs) that earn 'Fantastic' for this
- 17) **Customer Escalation Defect DPMO:** The frequency at which DAs incur customer escalations, on a defect per-million opportunities (DPMO) basis. Referring to the Delivery Associate Focus (DA Focus) program, Violations are triple-weighted, Multiple Defect Offboardings (MDOs) are double weighted, and Defects are single-weighted. Customer Escalation Defect DPMO is a 2-week delayed metric because we only hold your organization accountable for escalations that have not been overturned by appeals.
- 18) **Delivery Completion Rate (DCR):** The share of packages dispatched to the DA or DSP which are delivered to the customer (and not returned to the station).
- 19) **Delivered and Received (DAR):** DAR measures the Delivered-Not-Received (DNR) rate that is adjusted for crime based on your specific delivery areas for the week. A DNR represents actual customers that contacted Amazon indicating they did not get their package.

- 20) **Photo-on-Delivery Compliance (SWC-POD):** POD compliance is based on the number of usable PODs (i.e. presentable to the customer) taken, divided by total POD opportunities.
- 21) **Contact Compliance (SWC-CC):** The share of deliveries where the driver attempted a call or text to the customer through the Amazon Delivery App divided by the count of deliveries where the driver experienced Unable to Access (UTA), Unable to Locate (UTL), or No Secure Location (NSL) issues.
- 22) **Scan Compliance (SWC-SC):** Scan compliance is measured by the share of packages which were marked from the Amazon Delivery App (i.e. not marked remotely from the Station) divided by the total amount of deliveries dispatched to the DA.
- 23) **Attended Delivery Accuracy (SWC-AD):** The share of routes delivered by a DSP which did not have an Attended Delivery Anomaly. An Attended Delivery Anomaly occurs when a driver uses Attended Delivery Scan Codes (e.g. delivered to customer) at an egregiously high rate for a route.

Please click on the small black circle containing a white question mark next to the metric on the DSP Scorecard for additional details on each metric. For more information on performance metrics, search “Performance Metric” on the Resources tab of the DSP Portal.

10.4.1 Supplementary Performance Reports

- 1) **Compliance Supplementary Report** – Additional details on the Comprehensive DSP Audit Score and Working Hours Compliance.
- 2) **Escalations-Report** – Details of all the escalations incurred by DAs. We only hold your organization accountable in the scorecard for cases not overturned by appeals.
- 3) **POD Quality Report** – Identifies the number of Photo-On-Delivery (POD) defects by type (i.e. blurry, no package in photo, etc.) for each DA for the week.
- 4) **Concessions** – Details Delivered Not Received (DNR) by Delivery Associate and Reason Code.
- 5) **DA Inactivity and Leave of Absence (LOA) Report** – Identifies a DA’s current LOA status and the number of days since last delivery.

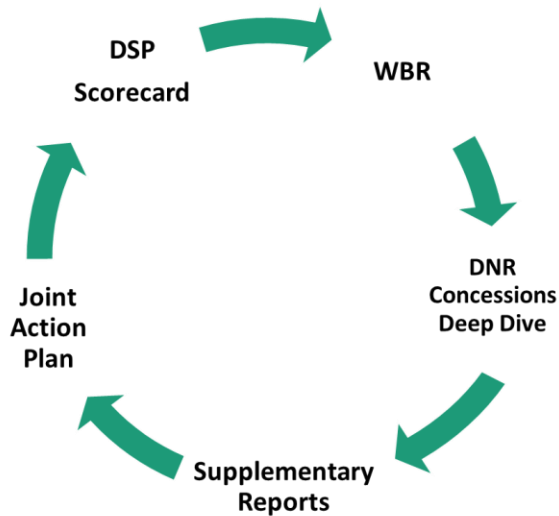
10.4.2 Weekly Action Plans and DPR Meetings

Improving your metrics requires time to review your data, understand problem areas, and take action. Each week you’ll use the reports provided in your performance tab to create an action plan for the week, which you’ll review with the Amazon station operations team. You can create the action plan here: <https://app.smartsheet.com/b/home>. The Amazon station operations team will help you work through these meetings.

This is an opportunity to highlight areas what is working well and areas of improvement. The goal of the DPR meeting is to ensure both AMZL and the DSP are doing their part to improve performance to meet our customer expectations.

AMXL DSPs will have regularly scheduled Weekly Business Reviews (WBRs) with the Lead, On-Road Execution (LORE) and the Site Leader. AMXL DSPs also have Monthly Business Reviews (MBRs) with their LORE, and the Site Leader.

10.4.3 Documents and Reports to Support DPR Meetings



Action Plan Login Instructions

- The joint action plans can be accessed via Smartsheet:
 - <https://app.smartsheet.com/b/home>
- From the login page, click “Don’t have a login? Sign up.”
- After entering your email and clicking “Continue”, you will be prompted to create a password
- Click “Sheets” from the Home tab to see action plans shared with you.

Joint Action Plan

- The Joint Action Plan, developed together by the Amazon station operations team and DSP, details specific corrective actions by both the DSP and AMZL
- The agreed corrective actions will be documented on a shared page and tracked weekly to hold stakeholders accountable for action closure

DSP ACTION PLAN												
Issue Basics				Issue Details					Completion		Did the Metric Improve?	Continue Monitoring?
Date	Issue	Issue Detail (Name, Zip Code etc)	Root Cause	Proposed Corrective Action	Action Owner	Completion Date	3 Weeks Ago	2 Weeks Ago	Last Week	Current Week	Did the Metric Improve?	Continue Monitoring?

AMZL/Station Ops ACTION PLAN												
Issue Basics				Issue Details					Completion		Did the Metric Improve?	Continue Monitoring?
Date	Issue	Issue Detail (Name, Zip Code etc)	Root Cause	Proposed Corrective Action	Action Owner	Completion Date	3 Weeks Ago	2 Weeks Ago	Last Week	Current Week	Did the Metric Improve?	Continue Monitoring?

Ideal Joint Action Plan

Action Owner	Date Issued	Issue	Issue Detail	Root Cause	Proposed Corrective Action	Compl... Date	Status	Metric	Last Week	Current Week	Did Metric Improve?
DSP Dispatcher	08/29/17	First Day Delivery Success	0.24% from first day delivery success target	DAs not making re-attempts or assisting other DAs who are close to OODT.	Ensure DAs have made re-attempts for undeliverable packages.	09/06/17	Complete	DAs by Highest FDS Failure	97.24%	98.76%	Yes
DSP Dispatcher	08/30/17	% DAs above threshold	18.94% of DAs above station threshold	Onboarded 5 new DAs who did not have experience in apartment deliveries.	Retrain new DAs on delivering to apartments/urban areas. Update onboarding process to perform ridealongs in mixed routes.	09/06/17	Complete	DAs by Highest Total DNR	22.30%	23.40%	No
DSP Dispatcher	08/31/17	High DNR - DA1	DA1 had 7 concessions this week, all >25m from point of delivery.	Not swiping to finish at point of delivery	Coach driver on scanning and swiping to finish at the point of delivery	09/06/17	Complete	DAs by Highest Total DNR	7 DNR	4	Yes
DSP Dispatcher	08/31/17	High DNR - DA2	DA2 had 6 concessions, 5 were front door.	Delivery to unsafe front doors.	Retrain DA on NSL. Perform ridealong with DA to identify problematic addresses.	09/06/17	Complete	DAs by Highest Total DNR	6 DNR	5	Yes
DSP Owner	08/31/17	% Routes cancelled	Dropped one route this week.	Insufficient drivers trained to have DAs on call.	Ensure sufficient DAs on roster are trained and available if a DA is absent.	09/06/17	Complete	% Call offs	0.86%	0%	Yes
DSP Dispatcher	08/31/17	High mailroom concessions.	40% of concessions in the last week were from mailrooms.	Multiple DAs leaving packages outside of lockers.	Perform third-party locker SUM at next stand up.	09/06/17	Complete	DAs by Highest Total DNR	36 Mailroom	28 Mailroom	Yes
Action Owner	Date Issued	Issue	Issue Detail	Root Cause	Proposed Corrective Action	Compl... Date	Status	Metric	Last Week	Current Week	Did Metric Improve?
DSF5 FQA	08/30/17	UTL address	Geolocation for 3150 SW 3rd St is 50m from actual building	Incorrect geo info for address	Send FQA to validate address	09/05/17	Complete	UTL defects	4 UTL	0 UTL	Yes
DSF5 Station Mgr	09/13/17	Inconsistency in areas covered	Routes changed twice last week. Started in 98115, then moved to 98021, ended week in 98346.	Preferred zones not assigned	Assign zones to DSPs	09/08/17	Complete	Other	2 route shifts	0 shifts	Yes
LM ACES	09/13/17	No option for 3P Lockers	There is no option in the Rabbit for third party lockers. DAs unsure whether to mark packages mailroom or locker.	Tech issue - No option in Rabbit	Submit ticket to Rabbit team, escalate to LM ACES	09/27/17	In Progress	Other	N/A	N/A	N/A
DSF5 Area Mgr	09/13/17	Insufficient Rabbits	Only have 19 TC55s for 22 routes executed per day	5 devices stopped working last week	Acquire more devices	09/27/17	In Progress	Other	19 devices		

Access the above example at: https://app.smartsheet.com/b/home?lx=Aa_ya8Zll_pH8yqMIhjSg

10.4.4 Performance Coaching Tips

Below is a breakout of key metrics and best practices to improve your performance.

Customer Escalation Defect DPMO

- Safety is the top priority. Obey speed limits and traffic laws at all times, wear your seatbelt whenever your vehicle is in motion, and maintain all safety procedures in and around the station.
- Customer service and positive community member experience are crucial to delivery success. Remain safe and courteous with all customers.
- Pay close attention to customer notes, delivery hints, and access codes to ensure successful deliveries.
- Utilize Driver Support whenever you encounter issues that prevent a successful delivery or drivers are unable to follow customer delivery instructions.
- Check your email frequently for escalation notifications and review cases as soon as possible with your drivers. If they are able to provide additional context or you believe that the driver did not commit the cited action, appeal right away with the evidence you are able to collect or additional details from the driver.
- Ensure that your email is up to date to ensure that you are receiving email notifications.
- In addition to notification emails, check your weekly escalations report and scorecard weekly to look for patterns and identify which drivers may need deeper retraining for repeat instances.
- Provide coaching and training simulations on what a good customer experience is as well as specific examples of escalations.
- Give frequent reminders at standups and answer any questions your drivers may have about delivery decisions.

Attrition Rate

- Review your hiring process: Set realistic expectations of the job hours, work environment, and physical aspects of the job when recruiting a candidate.
- Welcome new drivers with a formalized (and very welcoming) first day and first week. 30% of attrition occurs in the first month of employment based on (1) an unrealistic preview of the job, and (2) poor new hire experience.
- Consider focusing on referrals and use other employees to advertise driver positions. Always have an “on deck” pool of applicants.
- Use social media and indeed.com for hiring.
- Personally interview all candidates.
- Once an employee delivers a package, ensure he/she is scheduled to deliver another package within 21 days.
- Ensure employee leaves of absence and season releases are properly marked in the DSP Portal.

Delivery Completion Rate (DCR)

- Rely on your Amazon delivery app when attempting to access apartments or multi-unit buildings. Access codes will be provided in the Amazon delivery app. Make sure to attempt all access codes that are given to you for access to the building.
- Find secure places to deliver packages which are not visible from the street, have little foot traffic, and are protected from weather. If you are not able to find a safe location, leave a “we missed you” card for the customer near their door.
- Trust your delivery route. The delivery route may seem circular, but it is built to minimize U-turns, left turns, and other inefficient maneuvers.
- Don't skip stops on the route. When you skip a stop, it increases the chance that when you come back to make the delivery, the business will be closed.
- Mark a package missing after you arrive to the designated stop and have confirmed it is missing. Check all packages in the bag as well as oversized packages to confirm. If the package is found later in the route, return to the itinerary view, select that package and select “Retry Delivery”. After selecting “Retry Delivery”, scan the package(s) and complete the delivery as normal.

- Download offline maps on your Amazon delivery device for your delivery area before you begin your route. Offline maps will assist in successfully completing deliveries in areas with poor cellphone reception.
- Damaged packages should not be delivered to the customer. If the package is damaged, mark the package accordingly in Amazon delivery app and return it to station. If the QR code on the package cannot be scanned, read the tracking number on the package and type it in.
- Take a photo of delivery (POD) for all applicable deliveries. Take a clear POD of the package when applicable, including its surroundings, which will help the customer locate it.

Delivered and Received (DAR)

- Coach your drivers to deliver packages to secure locations.
- Remind DAs to call the customer if they cannot find a secure location.
- Select the right reason code; “Delivered to Household Member” should only be used when the packaged is directly handed to a recipient. Amazon tells customers when their package was delivered and will let customers know it was handed to a resident. This can be confusing and alarming for customers if they are not home and may cause them to contact Amazon.
- Always take a picture when prompted. This helps customers find the safe location of their package!
- Make sure you are at the correct address. Compare the address displayed in your app to both the package label AND the physical address on the building.
- Check the labels in a multiple package stop. Do not assume that multiple packages in a stop are bound for the same address as sometimes a single stop may have packages going to different addresses.
- Knock on the door and ring the bell between 8am and 8pm. Customers like to know their package has arrived and delivering directly to a person helps prevent porch theft.
- When delivering to the customer directly, verify the name. If someone other than the customer or household members says they can accept the package, ask for their first and last name, enter it into your app, and get a signature.
- Delivering directly to the customer is the best option, but when that is not available, deliver to the front door in a location that is protected from weather and hidden from view. Do not deliver to common spaces like lobbies, mailrooms or leasing offices if you are able to deliver to the customer or customer door.
- Follow the customer’s delivery instructions when safe and secure. Customers may leave delivery instructions in the app or at their front door. Follow the customer’s instructions if it is safe to do so. If the instructions ask you to place the package in an unsecure location, call the customer to confirm.
- Never deliver to a customer’s mailbox. Mailboxes are for the Postal Service only and any Amazon Logistics packages may be confiscated by the Postal Service as it is a federal offense
- Scan the delivered packages with the right reason codes. Customers receive notification of the types of scans you make, which helps them locate the package (eg. delivered to front door). Customers notice and escalate inaccurate scan reason codes.
- Take Photo of Delivery (POD) for all applicable deliveries. Take a clear POD of the package when applicable, including its surroundings, which will help the customer locate it.

Improving Customer Feedback (AMXL)

We are Customer Obsessed and view feedback as an invaluable input from the customer that we utilize to evolve our delivery experience. Customers regularly provide feedback to Amazon on their delivery experience through post-delivery surveys, product and service reviews and communication to Amazon Customer Service. Utilize the tips below to improve customer experience:

- Customers who purchase heavy-bulky products take a lot of time and energy to make their purchase decision and are typically comparing Amazon to other e-commerce and brick and mortar companies. The delivery experience is an important extension of the purchase, so please help validate the customer’s investment by

greeting them with a smile, being enthusiastic and thanking the customer for choosing Amazon. Don't forget to introduce your partner, too!

- Customers may have taken time away from work to accommodate the delivery, so focus on delivering on time and promoting positive interactions.
- Always ask the customer permission to enter their home and be careful not to damage their home. Take the time to perform a walk through with the customer leading prior to unloading the vehicle. During the delivery, focus on "leaving no trace behind"!
- If an issue arises, remind the customer that you or Amazon Customer Service will ensure we make the situation right. Always make sure the customer understands next steps and remind them to call Customer Service when you are unable to assist.
- We have the ability to communicate with customers now more than ever. Utilize texting from Rabbit to let the customer know when you are 30 minutes away, and utilize calling from Rabbit if you do not receive a response.

10.4.5 Appeals Process FAQ and Resources

We know that sometimes performance metrics may have a few nuances in the data – we're proactively captured this and added in appropriate buffers in the calculation of your company's score. If you have concerns or questions on specific metrics, the best way to escalate is through the Delivery Operations Area Manager in your station and the team will investigate concerns at a metric level. We do not make adjustments to the Scorecard ratings, but we do fully investigate at the metric level any potential issues or concerns that are raised and make improvements based on DSP feedback.

10.4.6 Delivery Associate Focus Program

Any time one of your Delivery Associates (DA) behaves counter to Amazon policy and standards, Amazon will issue a Defect or a Violation depending on the severity of the behavior and will notify you at the contact email you provided for your company. As a valued delivery partner, we aim to assist you manage your team by providing the details of the investigation so that DAs can be coached as well as to keep you informed of reports concerning your employees. Our team cares about our DSPs and their DAs; hence the appeals process was created to ensure that the DA Focus program is fair and balanced.

Infractions: Definitions

Violations – These are severe actions that result in the immediate inactivation of the DA and evaluation for off boarding for an indefinite period. Please refer to the **Violations and Defects list** in the program guide for the current list of violations. Amazon thoroughly investigates these incidents prior to making any off boarding decisions. These incidents include behaviors that are unprofessional and Violates Amazon's policy.

Defects – Defects are less severe than Violations and are coachable behavioral incidents. Please refer to the **Violations and Defects list** in the program guide for the current list of Defects. Amazon thoroughly investigates these cases before making a decision. Based on case investigation, if the DA is found at fault, an email notification will be sent to the DSPs with the following information:

- Behavior details
- Type of associated evidence
- Total Defects in the driver's account in the last 120 days (based on previous defects, if any)
- Next actions

Email notifications for defects are requests to coach the driver. DSPs need to confirm the driver coaching using the acknowledgement form link in the Defect notification email within 7 calendar days in case they don't want to Appeal for a case (Same link can be used either to Appeal or to acknowledge). Recurring defects might result in the breach of the Multiple Defect Retraining (MDR) or Multiple Defect Offboarding (MDO) threshold that might lead to DA suspension or an eventual offboarding.

Appeal – Every violation and defect email notification will be sent along with an appeal form link to dispute the case. If you have evidence or additional information that shows that the DA didn't commit the cited action or justifies the DA action, you must provide these details by clicking the appeal form link. There will be a 7 day appeal window during which the case can be disputed. If the appeal is approved then the violation/defect will be removed from the DA's account. In case there is no appeal within a 7-day appeal time frame or if the appeal was rejected, violation/defect stays on the DA's account. There will be no appeal process for an MDR & MDO (discussed below) since the individual defects that led to MDR or MDO will have their own appeal timeline.

Focus on retraining for multiple Defects:

The new DAF program will lean into re-training and coaching before a DA reaches the threshold for offboarding, helping DAs become aware and better informed on how to prevent future incidents.

Multiple Defect Retraining (MDR): If a DA's account accrues **3 Defects in the trailing 120 days**, a MDR notification email will be triggered after the expiration of the appeal window (see below for information on the appeals process) for the most recent Defect and the DA will be suspended for a minimum of 4 calendar days. The email notification sent to the DSP will include details of all the Defects that led to the MDR, a link to a training, and a link to a form where the DSP will need to upload the completion of DA training certificate before 12 PM PST on the 4th calendar day. The DA's account will be inactivated until this is completed. **If the retraining confirmation is not sent by 12 PM PST on the 4th calendar day**, the DA suspension period and training deadline will be extended 1 day at a time for a maximum of 21 days, at which point the DA will not be allowed to deliver again for Amazon.

Multiple Defect Offboarding (MDO): After completion of DA retraining triggered by an MDR, if a DA commits additional Defects and breaches a threshold of **4 Defects in the trailing 120 days**, a Multiple Defect Offboarding (MDO) will be initiated after the expiration of the appeal window of the most recent Defect. MDOs will lead to immediate offboarding action and the DA will not be allowed to deliver again for Amazon.

MDOs and Evidence: When a DA reaches the threshold for an MDO, Amazon will consider the type of evidence tied to each Defect (not just the latest Defect) on a DA's account before considering offboarding. The DA will not be offboarded if all 4 Defects that triggered the threshold for an MDO are from customer complaints with no strong associated evidence (video, picture, law enforcement report that identifies the DA and liability, or our internal tools confirming customer's claim, etc.). However, if there is strong associated evidence accompanying any of the 4 Defects in the trailing 120 days that triggered the MDO threshold, this will enhance the case for DA offboarding due to MDO.

Acknowledgement of DA coaching and retraining from MDR:

Every Defect and MDR email notification will have an acknowledgement form link in the email notification.

Defect acknowledgement:

- You will receive an email notification for every defect along with the defect details and an acknowledgement form link (Same link to be used to Appeal the Defect).

- You will be required to coach the DA for every defect and confirm the DA coaching by using the acknowledgment link in the email notification within 7 days of defect being raised if you don't want to Appeal for the Defect.
- Click the acknowledgement form link once the DA coaching is completed, enter the date of DA coaching and press submit.

MDR acknowledgement:

- You will receive an email notification for every MDR along with the defect details, training details that has been assigned to the DA and an acknowledgement form link (The DA has already been assigned the proper training in KNET by the DAF team so they can login and complete).
- DA will need to complete their retraining through KNET video based modules, which can be accessed via the training tablets at the site, a laptop, DSP's device or a personal mobile device.
- DAs may login into KNET using their badge username and password, the assigned training will be present on their transcript (See note below for help with KNet password reset)
- DSPs may also login into the KNET platform using their badge username and password, this will allow you to access the My Team page to track completions and download certificates. (See note below for help with KNet password reset)
- The DA needs to complete the assigned KNet retraining and DSP needs to confirm the DA retraining completion by uploading the training completion certificate or email stating the DA retraining completion in the acknowledgement form link before 12 PM PST of the 4th calendar day of suspension of the DA.
- DA's account will be reactivated before midnight of the 4th suspension day if the retraining completion is confirmed before 12PM PST on the 4th calendar day of suspension.
- If the DA retraining completion is not confirmed before 12 PM PST on the 4th calendar day of suspension, DA suspension period will increase by 1 day and the DSP will need to confirm the retraining completion before 12 PM PST the next day and so on.
- If the DA retraining confirmation from DSP is not received within 21 days of MDR being raised, DA will be offboarded.

Note: Should a DSP or DA have any KNET access issues, please partner with your site's Driver Trainer to have a temporary password generated. From there, they will be able to log in and create a new password for future use. If they are not available please ask your On-the-Road (OTR) lead or On Road Shift Assistant (ORSA) if you need assistance getting in touch with your local Driver Trainer.

For more information, please refer to the Delivery Associate Focus (DAF) Program – Quick Start and Resource Guide and the DAF Program – list of Violations and Defects by searching "Focus" on the resources tab of the DSP Portal.

Questions about anything that you read here? Contact dsp-escalations-na@amazon.com.

CHAPTER ELEVEN

POST-LAUNCH AUDITS

The Amazon Transportation Risk & Compliance team (TRC) conducts compliance audits to review partners' adherence to DSP Program Policies, Amazon Supplier Code of Conduct, and federal/state/local regulations. We **highly advise** setting up time with DSP Navigator (Ogletree Deakins) or your outside legal representation for guidance and insights regarding federal, state level (e.g. CA Alternate Work Schedule) and city specific regulatory requirements applicable to your area of operations. Search "Audit checklist" on the resources tab of the DSP Portal for more information.

Audit Checklist - United States

To download a copy of the US Audit Checklist, search "audit checklist" on the Resources tab of the DSP Portal.

Helpful Contacts	
ADP support	ADPAmazonSupport@adp.com
Paycom support	Kelsey.akin@paycomonline.com
TRC Support (by region)	Trc-us-east@amazon.com - AL, CT, DE, FL, GA, MA, MD, NC, NH, NJ, NY, PA, SC, VA Trc-us-central@amazon.com - AR, IA, IL, IN, KS, KY, LA, MI, MN, MO, OH, OK, TN, TX, WI Trc-us-west@amazon.com - AK, AZ, CO, ID, NE, NV, OR, UT, WA Trc-california@amazon.com - California
Payroll Setup Support	Amzl-payrollsetup@amazon.com - ADP DSP Amzl-paycom-payrollsetup@amazon.com - Paycom DSP
Legal Value Added Service Provider Support	Dspnavigator@ogletree.com

Audit Checklist - Canada

To download a copy of the Canada Audit Checklist, search "Canada Audit" on the Resources tab of the DSP Portal.

Helpful Contacts	
ADP support	CanadaADPAmazonSupport@adp.com
TRC FA Compliance	trc-canada@amazon.com
TRC FRI Compliance	canadawagecompliance@amazon.com
Payroll Setup Support	Amzl-payrollsetup@amazon.com (ADP DSP)
Legal Value Added Service Provider Support	CANDSPPM@ogletreedekins.com

Important Compliance Tips

The Amazon Transportation Risk and Compliance (TRC) team conducts compliance audits to review Delivery Service Providers' (DSPs') adherence to DSP Program Policies, Amazon's Supplier Code of Conduct, and federal/state/local regulations. Please review the below tips and best practices to ensure you remain up-to-date on audit requirements.

Do you know how to complete an I-9 for a newly hired employee?

Don't forget, your employees must complete and sign Section 1 of Form I-9 no later than their first day of employment, and employers must complete and sign Section 2 of Form I-9 within 3 calendar days of the date of hire

of their employee. You can learn more about the I-9 requirements [here](#).

Do you know the requirements for Delivery Associate (DA) start/end times and hours worked?

Remind your DAs to log in to payroll to log any work related tasks and log out of the payroll after work related tasks are completed. All shifts, including training, must be electronically tracked and recorded with a start and end time through the payroll provider in order to be paid accurately.

Do you know the best ways for time tracking and attendance?

As a reminder, you should encourage your DAs to use ADP or Paycom time and attendance applications to electronically track and enter all hours worked and limit manager-directed overrides (TCMGR). Please contact [ADP](#) or your dedicated specialist for [Paycom](#) if you have questions on how to use their time and attendance applications, as well as to learn about how to reduce manual overrides on employee time punches.

Do you know the legal posting requirements for Workers' Compensation insurance?

All employers are required to display workers' compensation insurance information in the work area inside the facility, visible to employees. If you don't have a poster, work with your Workers' Compensation insurance provider to obtain the poster with required posting information.

Do you know the policy for consecutive days worked?

The Amazon Supplier Code of Conduct prohibits DAs from working more than 60 hours per week, including overtime. (Note – this 60 hours is measured on a consecutive/rolling period for DOT-certified drivers and measured Sunday to Saturday for everyone else). In addition, each worker must be entitled to at least 1 day off for every 7-day work period (this max 6 consecutive work days is measured across a rolling period for all drivers).

Do you know the Occupational Safety and Health Administration (OSHA) log requirements and where to access them?

You should retain a copy of OSHA 300, 300a and 301 logs for recordkeeping of recordable/reportable accidents. For more information on the OSHA logs, please [click here](#).

For Compliance questions, please contact your regional audit team.

For Compliance questions, please contact your regional audit team.

Helpful Contacts

AL CT DE FL GA MA MD NC NH NJ NY PA SC VA	trc-us-east@amazon.com
AR IA IL IN KS KY LA MI MN MO OH OK TN TX WI	trc-us-central@amazon.com
AK AZ CO ID NE NV OR UT WA	trc-us-west@amazon.com
AB BC ON QC	trc-canada@amazon.com
California	trc-california@amazon.com
Healthcare Insurance	trc-insurance@amazon.com
Breach of Contract emails	amzl-compliance@amazon.com

CHAPTER TWELVE

POLICIES & VENDOR STANDARDS

12.1 Supply Chain Standards

Amazon is strongly committed to conducting its business in a lawful and ethical manner, including engaging with suppliers that are committed to the same principles. These standards set out Amazon's expectations for suppliers of goods and services. We require suppliers in our manufacturing supply chain and suppliers supporting Amazon's operations to comply with our Supplier Code of Conduct ("Supplier Code"), which is detailed below. In order to ensure these standards are cascaded throughout our supply chain, Amazon also expects our suppliers to hold their suppliers and subcontractors to the standards and practices covered by our Supplier Code. Our products must be manufactured and services provided in a manner that meets or exceeds the expectations of Amazon and our customers as reflected in our Supplier Code.

Here are some of the key areas we focus on:

- Health and safety in production areas and any living quarters
- The right to legal wages and benefits
- Appropriate working hours and overtime pay
- Prevention of child labor or forced labor
- Fair and ethical treatment, including non-discrimination

To ensure that our policies and programs incorporate internationally recognized human rights standards, we conduct formal benchmarking with industry and multilateral groups to design, operate, and continually improve our risk assessment and audit program. Audit and assessment results are reviewed regularly by the senior leadership of the appropriate business and corrective action plans are implemented with suppliers as needed.

We partner closely with our suppliers to drive continuous improvement in working conditions. We train our suppliers on the standards and conduct required by our Supplier Code. Where appropriate, we use independent auditors to verify compliance, including confidential worker interviews. We may also, where appropriate, use industry association audits and other mechanisms to verify information. We regularly assess suppliers to monitor continued compliance and improvement; many sites are assessed multiple times a year, including for follow-up assessments to address specific findings. Amazon may terminate its relationships with any supplier that violates our Supplier Code or does not cooperate during assessments.

Assessments may include:

- Site inspection of all areas of the site and any living quarters;
- Confidential worker interviews or surveys conducted without site management present;
- Review and analysis of site documents or licenses to assess workers' age, contracts, compensation, working hours, and workplace conditions;
- Identification of past compliance issues, areas for improvement, and development of a remediation plan.

Upon completion of an assessment, a supplier must promptly provide a detailed remediation plan for each issue identified. Amazon tracks remediation closely and conducts follow-up assessments for significant issues. Between assessments, Amazon employees meet with supplier managers to discuss open issues and remediation progress.

12.2 Supplier Code of Conduct

Guiding Principle. Our suppliers' business and labor practices must comply with all applicable laws, as well as the requirements and principles of this Supplier Code. Suppliers must comply with the standards of this Supplier Code even when this Supplier Code exceeds the requirements of applicable law.

Child Labor. Amazon will not tolerate the use of child labor. Our suppliers must engage workers whose age is the greater of: (i) 15, (ii) the age of completion of compulsory education, or (iii) the minimum age to work in the country where work is performed. Furthermore, workers under the age of 18 must not perform hazardous work. Amazon supports the development of legitimate workplace apprenticeship programs that comply with applicable laws and this Supplier Code.

Involuntary Labor, Human Trafficking, and Slavery. Our suppliers must not use forced labor - slave, prison, indentured, bonded, or otherwise. Our suppliers must not traffic workers or in any other way exploit workers by means of threat, force, coercion, abduction, or fraud. Working must be voluntary, and workers must be free to leave work and terminate their employment or other work status with reasonable notice. Workers shall not be required to pay recruitment, hiring, or other similar fees related to their employment; our suppliers must bear or reimburse to their workers the cost of any such fees. All fees and expenses charged to workers must be disclosed to Amazon and communicated to workers in their native language in advance of employment. Amazon also expects our suppliers to hold their third-party labor agents or brokers to the standards and practices covered by this Supplier Code.

Our suppliers must not require workers to surrender government issued identification, passports, or work permits as a condition of working, and our suppliers may only temporarily hold onto such documents to the extent reasonably necessary to complete legitimate administrative and immigration processing. Workers must be given clear, understandable contracts regarding the terms and conditions of their engagement in a language understood by the worker. Suppliers must ensure that each of its staffing or recruiting agencies comply with this Supplier Code and with the more stringent of the applicable laws of the country where work is performed and the worker's home country.

Safety and Health. Our suppliers must provide workers with a safe and healthy work environment, and suppliers must, at a minimum, comply with applicable laws regarding working conditions and with the standards below.

Occupational Safety. Suppliers must educate workers on safety procedures and also control worker exposure to potential physical safety hazards by implementing physical guards, barriers, and/or engineering and administrative controls. Workers must be informed and receive appropriate education in advance if they will be working with (or otherwise exposed to) hazardous or dangerous conditions or materials. In addition, workers must be given appropriate personal protective equipment and educated and trained on the proper use of such equipment. Suppliers must manage, track, and report occupational injuries and illnesses.

Physically Demanding Work. Suppliers must continually identify, evaluate, and control physically demanding tasks to ensure that worker health and safety is not jeopardized.

Emergency Preparedness and Response. Suppliers must identify and plan for emergency situations and implement and train their workers on response systems, including emergency reporting, alarm systems, worker notification and evacuation procedures, worker training and drills, first-aid supplies, fire detection and suppression equipment, and unblocked exit facilities.

Machine Safeguarding. Suppliers must implement a regular machinery maintenance program. Production and other machinery must be routinely evaluated for safety hazards.

Sanitation and Housing. Workers must be provided with reasonable access to clean toilet facilities and potable drinking water. If suppliers provide a canteen or other food accommodations, they must include sanitary food

preparation, storage, and eating accommodations. If suppliers provide residential facilities for their workers, they must provide clean and safe accommodations. In such residential facilities, workers must be provided with emergency egresses, reasonable and secure personal space, entry and exit privileges, reasonable access to hot water for bathing, adequate heat and ventilation, and reasonable transportation to and from work facilities (if not reasonably accessible by walking).

Wages and Benefits. Our suppliers must pay their workers in a timely manner and provide compensation (including overtime pay and benefits) that, at a minimum, satisfy applicable laws. Suppliers must provide to their workers the basis on which workers are being paid in a timely manner via pay stub or similar documentation. Deductions from wages as a disciplinary measure are not permitted.

Working Hours. Except in unusual or emergency situations, (i) suppliers must not require a worker to work more than 60 hours per week, including overtime, and (ii) each worker must be entitled to at least one day off for every seven-day work period. In all circumstances, working hours must not exceed the maximum amount permitted by law.

Anti-discrimination. Conditions of working must be based on an individual's ability to do the job, not on personal characteristics or beliefs. Our suppliers must not discriminate on the basis of race, color, national origin, gender, sexual orientation, religion, disability, age, political opinion, pregnancy, marital or family status, or similar factors in hiring and working practices such as job applications, promotions, job assignments, training, wages, benefits, and termination. Suppliers must not subject workers or applicants to medical tests that could be used in a discriminatory manner.

Fair Treatment. All workers must be treated with respect and dignity. Our suppliers must not engage in or permit physical, verbal, or psychological abuse or coercion, including threats of violence, sexual harassment, or unreasonable restrictions on entering or exiting work and residential facilities. Workers must be free to voice their concerns to Amazon or its auditors, and allowed to participate in the Amazon audit process, without fear of retaliation by supplier management.

Immigration Compliance. Our suppliers may only engage workers who have a legal right to work. If suppliers engage foreign or migrant workers, such workers must be engaged in full compliance with the immigration and labor laws of the host country.

Freedom of Association. Our suppliers must respect the rights of workers to establish and join a legal organization of their own selection. Workers must not be penalized or subjected to harassment or intimidation for the non-violent exercise of their right to join or refrain from joining such legal organizations.

Ethical Behavior

No Bribery. Our suppliers may not engage in bribery with anyone for any reason, whether dealings with government officials or the private sector. This includes offering, promising, giving, or accepting anything of value to obtain or provide undue or improper advantages to anyone for any reason. Our suppliers must not induce Amazon employees to violate our Code of Business Conduct and Ethics (<https://ir.aboutamazon.com/corporate-governance/documents-charters/code-business-conduct-and-ethics?c=97664&p=irol-govconduct>).

Anti-Corruption. Suppliers must comply with applicable anti-corruption laws, including the United States Foreign Corrupt Practices Act and the United Kingdom Bribery Act, and never bribe a government official on Amazon's behalf. Suppliers may not offer, give, or promise anything of value, either directly or indirectly, to government officials to encourage them to act improperly or to reward them for doing so. Prohibited payments can take many forms including, but not limited to, cash or cash equivalents, gifts, meals, and entertainment. Any questions regarding the applicability of this provision or exceptions to this provision must be directed to the Legal Department of Amazon.

Whistleblower Protections. Suppliers must protect worker whistleblower confidentiality and prohibit retaliation against workers who report workplace grievances. Suppliers must create a mechanism for workers to submit their grievances anonymously.

Management Systems. Suppliers must adopt a management system to ensure compliance with applicable laws and this Supplier Code and to facilitate continual improvement.

Management Accountability and Responsibility. Suppliers must have designated representatives responsible for implementing management systems and programs that oversee compliance with applicable laws as well as this Supplier Code. Senior management must routinely review and assess the quality and efficiency of the management systems and programs. Amazon also expects our suppliers to hold their suppliers and subcontractors to the standards and practices covered by this Supplier Code.

Risk Management. Suppliers must establish a process to identify the environmental, health, safety, and ethical risks associated with their operational and labor practices. In addition, management must develop appropriate processes to control identified risks and ensure regulatory compliance.

Training. Management must maintain appropriate training programs for managers and workers to implement the standards in this Supplier Code and to comply with applicable legal requirements.

Communication and Worker Feedback. Suppliers must clearly and accurately communicate and educate workers about Amazon policies, practices, and expectations. Amazon may require suppliers to post this Supplier Code in a location accessible to their workers (translated into the appropriate local language(s)). In addition, Amazon encourages suppliers to partner with us to implement a process to assess workers' understanding of the standards and practices covered by this Supplier Code.

Documentation and Records. Suppliers must create, retain, and dispose of business records in full compliance with applicable legal requirements along with appropriate confidentiality to protect privacy.

Environment. Our suppliers must comply with applicable environmental laws. Amazon encourages our suppliers to implement systems that are designed to minimize the impact on the environment by the supply chain system, the production process, and the products themselves.

Environmental Permits and Recordkeeping. Suppliers must obtain and keep current all required environmental permits, approvals, and registrations and follow applicable operational and reporting requirements.

Effective Management and Disposal of Hazardous Substances. Suppliers must effectively identify and manage the safe handling, movement, storage, and disposal of chemicals and other substances that pose a threat to the environment, including providing workers with appropriate training on the safe-handling and disposal of hazardous substances. Suppliers must also monitor and control wastewater or solid waste generated from operations before disposing in accordance with applicable laws. In addition, suppliers must characterize, monitor, control, and treat regulated air emissions before discharging in accordance with applicable laws.

Continuous Improvement. Amazon encourages our suppliers to continuously improve and reduce waste. Amazon welcomes suggestions and feedback from its suppliers to improve Amazon's own operations and processes.

Conflict Minerals. Amazon is committed to avoiding the use of minerals that have fueled conflict in the Democratic Republic of the Congo or an adjoining country. We expect suppliers to support our effort to identify the origin of designated minerals used in our products.

Corrective Action. Suppliers' compliance with this Supplier Code is subject to Amazon's review, including third-party auditing of work and residential facilities and conducting confidential worker interviews. Suppliers must be transparent and provide prompt access to their facilities, records, and workers during any audit. We require suppliers to promptly provide a detailed remediation plan and take corrective actions for deviations from this Supplier Code, and Amazon will track suppliers' remediation efforts. Amazon may (without liability) terminate its relationships with any supplier found to be in violation of this Supplier Code, including for denying prompt access to our auditors.

CHAPTER THIRTEEN

RESOURCES

13.1 Corporate Support

13.1.1 Business Coach / Delivery Operations Area Manager

Your business coach will be your main point of contact for questions regarding business health, financials, or value added services. In AMZL stations, your Delivery Operations Area Manager will be your main point of contact for Station Operations. In AMXL, your Lead, On-Road Execution (LORE) is your point of contact.

13.1.2 DSP Hotline

Please don't hesitate to call the DSP Hotline when you have administrative questions related to your drivers. Common issues include KNet login resets, the inability to log in to the delivery application, or general onboarding issues. Do not call the hotline for on-road issues.

AMXL and AMXL Expansion DAs can contact the DSP Hotline directly for assistance with KNet access and training login credentials. AMZL DAs will need to contact their driver trainer for support with training inquiries.

Telephone: 888-282-4481

Hours:

Monday–Friday

5 am–8 pm PST

Saturday & Sunday 6am-6 pm PST

13.1.3 Fleet Contact

Amazon NA Fleet Mgmt If you have any question please email:

1. For any vehicle related support: [please visit DSP Support Hub](#)
2. Last Mile Emergency Team - (844)-311-0406
3. Last Mile Emergency Team Canada: 877-311-0406
4. Risk and Compliance: amzlcompliance@amazon.com
5. Accident Escalations: dsp-escalations-na@amazon.com

For more information on the Fleet Tool in the DSP Planner, search "Fleet Tool Guide" on the resources tab of the DSP Portal.

Element:

1. For preventative maintenance related issues please contact: 888-464-2695, or email: amazonmaintenance.fleet@elementcorp.com
2. For other fleet related issues non-PM related and not Billing related please contact: dspsupport.fleet@elementcorp.com
3. For Billing related questions please contact: elementbilling.fleet@elementcorp.com

LeasePlan:

1. Email: dspsupport@leaseplan.com
2. Phone: (800) 323-1125

Mentor:

1. To download the app, visit the google or apple store and search: Mentor DSP by eDriving
2. For application issues, please use the support form (<https://www.edriving.com/amazon-dsp-support/>).

For information on vehicle rentals, visit the Resources tab in the DSP Portal and search for rental guides by program and/or vehicle type.

13.1.4 Amazon Support Team

Contact the Amazon support team for:

- Feedback about AMZL/AMXL processes/programs: dsp-vodsp@amazon.com
- Questions about invoices or payments: dsp-na-invoices@amazon.com
- Performance management: [DSP Support Hub](#) > Scorecard
- DSP Portal functionality and DA onboarding issues: dsp-info@amazon.com (US) dsp-info@amazon.ca (Canada)
- To update DSP Portal info (such as business address or company name): 888-282-4481
- DSP escalations and DA Focus Program: dsp-escalations-na@amazon.com
- DSP DA Medical Accommodation Requests related to Amazon’s sites, technology, tools, or other Amazon-controlled processes: [DSP Support Hub](#) > Accommodation Request

13.1.5 Voluntary Exit

You may choose to voluntarily exit the program per by providing thirty (30) days written notice. For DSPs subject to the DSP Program Agreement, Section 6(a)(i) requires that any exit between November 1 and January 15 must have cause and any termination that would otherwise become effective during that period will be suspended until the next occurring January 16.

In exchange for signing a Separation Agreement, which we will provide to you, Amazon will extend a \$10,000 USD payment offer to you as part of the voluntary exit. We advise that you review this agreement with legal counsel of your choice, or Ogletree Deakins if you’re enrolled in Navigator.

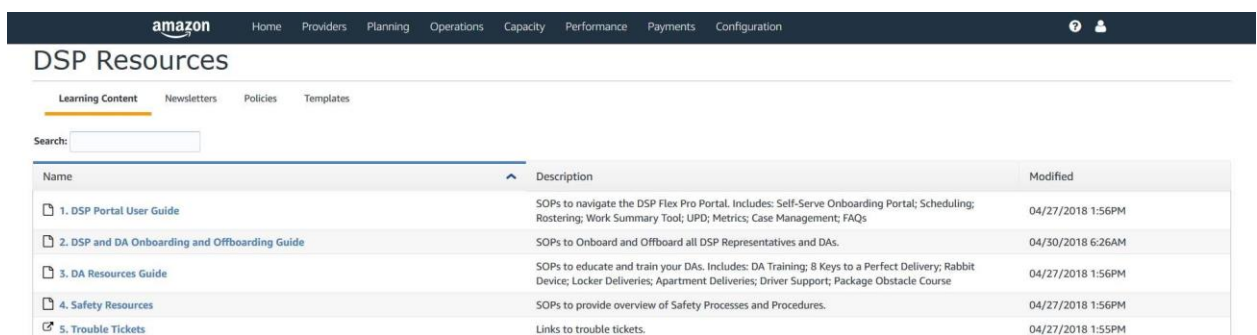
Your Business Coach will be your main point of contact for any questions regarding a voluntary exit.

13.2 Online Resources

13.2.1 DSP Resources Page

The resources page is available to all DSPs that operate in the US in the DSP Portal and provides access to training materials. Search “DSP Portal User Guide” on the resources tab of the DSP Portal for more information on how to use the portal.

- [US DSP Portal](#)
- [Canada DSP Portal](#)



13.2.2 DSP Weekly Newsletter

Get the latest Amazon news and process updates from the DSP newsletter, an online publication emailed every Friday. It promises to keep you in the loop and up to date.



Important Links

To receive the DSP Weekly Delivers newsletter, subscribe here:

<http://go.pardot.com/l/714563/2019-06-26/5vql>

Please make sure we have your correct business contact information by updating it here:

<https://go.pardot.com/l/714563/2019-10-02/5wctn>

13.2.3 Accurate

Telephone: 800-216-8024

Contact: customer_service@accurate.com

- Background check results
- Adjudication or scoring

13.2.4 Other Third-Party Services

Below you will find details to contact other third party services if you operate in the US. For DSPs that operate in CA, please reach out to your business coach for separate document with all the third party services and contact information.

Element Leasing (Branded Vans)

Telephone: 888-464-2695

Email: CustomerCareUS.fleet@elementcorp.com

JJ Keller

Telephone: 1-833-813-7267

For more information on JJ Keller processes, search “JJ Keller” on the resources tab of the DSP Portal.

JJ Keller compliance support

Website: DOThelp@jjkeller.com

Telephone: 833-813-7267 Option 2.

DA Workplace Escalation Hotline

Telephone: 1-877-781-2416

Website: lastmiledrivers.ethicspoint.com

Aon Insurance

Telephone: 866-283-7126

Email: DSPInsurance@aon.com

Marsh Insurance

Telephone: 855-691-5230

Email: DSPInsurance@marsh.com

Voyager Fuel

Telephone: 800-987-6591

Payroll and Time Tracking Services

ADP : <http://majoraccounts.solutions.adpinfo.com/AmazonLastMile>

Paycom: www.paycom.com/lastmile www.paycom.com/lastmile

Delivery Devices (CAT), Wireless Services and Accessories

Website: <http://dsponlineorder.com/>

AT&T Service: <https://businessdigital.att.com/dsp/>

Sprint Cellular Service: AmazonDSP@hyperionpartners.net

T-Mobile Cellular Service: Dan.Popp@T-Mobile.com

Verizon Cellular Service: amazon.dsp.sales@verizonwireless.com

QuickBooks Accounting

Website: <https://quickbooks.intuit.com/amazondrivers/>

Fountain Driver Hiring Tool

To sign up and onboard: <https://www.fountain.com/amazon-delivery-service-partner/apply/dsp-onboarding>

For all other DSP inquiries: DSP@fountain.com

Indeed Recruiting

Website: <https://central.indeed.com/amazon>

Legal Zoom – Business Entity Creation

Website: <https://dsp.legalzoom.com>

Visit the deals page in the DSP Portal for additional contact numbers.