Accumulated TOT Guidelines

Below I have outlined the Time off Task (TOT) standards that the site will be following effective immediately.

Area Managers will be using the TOT tool with the following parameters to identify the top offender:

Standup: 10 minutes
Break Return: 0 minutes
Gap Time: 5 minutes
The time off task displayed using the tool is the amount of time that will be reviewed for feedback

Each shift at the start of Q4 managers will use the TOT tool to identify and engage the top offender per manager. *(AM's should be using the tool though out the shift to identify and engage associates to prevent the possibility of feedback at EOS)* The AM may conduct the initial STU with the AA on the floor to determine if there were any true barriers that would warrant the deduction of time from the total Time off Task. If there are true barriers such as labor tracking issues, the manager may STU the next highest offender. If the amount of Time off Task would result in a Final Written Warning or a Termination, the AM is to partner with their HR counterpart to conduct an STU in an office and have the AA write a statement. AMs must partner with the HR counterpart prior to generating any TOT feedback.

Feedback guidelines based on the amount of time off task using the TOT tool:

First Written Warning – AA accumulated 30-59 minutes of TOT for first time in rolling 12 month period.
Final Written Warning – AA either accumulated 60-119 minutes of TOT in a single day **OR** is between 30-59 minutes of TOT and on a first written warning within the same 12 month period.
Termination – AA has accumulated 2 or more hours of TOT in a single day **OR** is on a final written warning for TOT and accumulate 30 minutes or more of TOT within the same 12 month period.
Time off task feedback progress in a rolling 12 month period

The STU and Feedback delivery must occur by the end of the associates next scheduled shift

Time Off Task Tool:

It is key to set the standup time to 10 minutes, break return to 0, and gap time to 5. The gap time being set to five minutes means that any amount of time that an AA is not in direct process path for at least five minutes will roll up in this tool. This tool will indicate which AA's have the highest amount of TOT, without having to scrub through all of PPR to find time gaps, and the five minute gap time will catch gaps PPR will not.

TOT Write Ups Per Shift

For the number of TOT write ups per shift, each **_manager_** is allotted **one** write up for TOT **top offender**. There are many factors outside of an associate's control that can generate TOT, a Seek to Understand (STU) conversation should be had with the associate. The STU conversation should be documented and clearly outline any gaps in timeline that the tool generates. The **TOT GAP STU template** must be used during the STU and well documented. The completed TOT Gap STU form to be provided to HR to review and download into associate Onbase file. **If the top offender is exempted from TOT feedback then the next top offender should be STUed, it is acceptable to STU 3 top offenders and not generate feedback as long as they are in standard.. To find the top offenders you will also need to sort the lists by Time Off Task, it is preset to No Filter, and must be set to Time Off Task after the tool is run.**

If an AA leaves early but is the top offender, a STU must happen no later than the next scheduled shift, or the AA cannot be held responsible for remembering their timeline. The snippet below shows what the TOT tool will pull, and what the documentation of the STU conversation should look like.

Example: TOT Gap STU Template:

Total of 46 mins valid TOT

Date	Gap Time	STU Discussion	Raw	Adjusted	Total
3/17/2019	18:22-18:37	AA went to floor 1 and was sent to floor 2	15 min		15 min
	20:30-20:40	AA was in the bathroom	10 min	-10 min	0
	20:00-20:05	AA had POD issue, verified with PA (time not counted into TOT)	5:00	-5 min	0
	21:13-21:23	AA was talking to another AA with no barriers identified	10 min		10
	23:04-23:15	AA does not remember	11 min		11
Total			46 min	- 30 min	36 min

STU'd with AA. AA stated he went to floor 1 to find a station. Coached AA if he is arriving late to work, the standard he needs to be following is checking the staffing board to see where we have available stations. Even though his team is on FL1, he needs to be going where we are directing late arrivals. AA understands the process. AA stated he was in the bathroom for the 10 TOT. Coached AA on the TOT policy. He is aware that 31-59 mins could be a first written, 60-1:59 mins could be a final, and anything over 2 hours could be a term. AA is aware that he is already on a first for TOT which is valid for a year and I'm recommending a final which is also valid for a year. Advised AA that we are running the report for each shift and STUing with top offenders for TOT and late breaks. AA did not have any questions and clearly understands the policy. Exempted a total of 10 minutes before and after break for walk time to and from the time clock/standup.

Time Off Task Approval/ ADAPT Input

After conducting the STU, any feedback that is warranted should be generated using the following guidelines: If HR/Ops deems an AA's TOT warrants feedback, they will partner to the AM with verbiage to put into ADAPT to log an incident.

Select **Behavioral – Time Off Task**, under Incident Type and input the necessary Feedback Level.

DETAILS OF CURRENT INCIDENT/SPECIFIC CONCERNS

Your recent time-on-task performance has fallen below behavioral expectations. On [DATE] at various points throughout your scheduled shift you were observed to be off-task for a total of [total TOT minutes after subtraction]. This number was reached by calculating all of your TOT for the day which totaled [Total TOT without subtracting breaks/standup] minutes then subtracting 12 minutes for standups and 17 minutes for each of the paid breaks. During a 'Seek to understand' conversation you stated that you faced the following barriers [FINDINGS FROM STU]. These behaviors are violations of Amazon's Standards of Conduct and Attendance policy. "Failure to adhere to starting time, quitting time, or break time policies, or wasting time" is considered a Category 2 violation of the Standards of Conduct.

AREAS OF IMPROVEMENT

Associate commitment to completing assigned tasks is critical in order to be Earth's most customer-centric company. As owners, we count on you to help achieve this mission. Your customers and teammates count on you to remain on task and complete your assigned job duties. For every scheduled ten hour shift, Amazon provides two 15 minute breaks, a 30 minute lunch period, two meetings at the start of shift and after lunch, and account for travel time between work areas. However, failure to adhere to start times, quitting times, or break time policies, as well as wasting time, will be addressed through performance management using coaching or corrective actions. This is a violation of the Amazon Standards of Conduct policy. It is important for you to understand that meeting task standards is a critical component of your job. Please note that if an associate receives 2 finals or a total of 6 documented counseling write-ups in a rolling 12 months, their employment will end. Further Standard of Conduct violations may result in corrective action, up to and including termination.

Final Steps Before Delivery

Almost there! Feedback must be delivered by next end of next scheduled shift. AM to complete STU with associate and complete TOT STU Template. AM to chime HRA to review TOT STU template and partner with AM on next steps and recommendation of documentation level. AM drafts feedback and notifies HRA client group of completion. HRA will approve, and the feedback will be able to be delivered in a timely manner.

Time Off Task Standard Work Conclusion

With this set process for auditing, reporting, and reviewing Time Off Task, we will be able to coach and deliver feedback to AA's in a much more timely manner than we currently do. This process can be used across all departments and would require all shifts to be compliant with the process for it to be effective throughout JFK8. Ideally it will create a singular approach throughout the facility on how we handle TOT with our AA's and a standard work for management to be followed. The goal of auditing this TOT is to create an environment not where we are writing everyone up, but that associates know that we are auditing for TOT, and will own their own time to be within standard.

HR Final Steps

If eligible, Appeals Process is a problem-solving system for qualified associates to challenge certain disciplinary actions with which they do not agree. The Appeals Program gives associates the choice to have their claims heard by a majority associate panel or the site leader.
https://inside.amazon.com/en/Employment/uspolicies/usfcpolicies/Pages/AppealsPolicy.aspx#amz_section01

Appeal Eligibility

This policy applies to all regular full-time and part-time Amazon blue badge hourly associates (including seasonal associates and associates hired through Workforce Staffing) who have reached 90 days of continuous employment with Amazon as of the date of the incident. This includes all tiers of hourly associates and hourly associates who work in support functions, except for associates in Loss Prevention, Human Resources, and Finance. Management and temporary agency staffing employees are not eligible to participate.

Document Retention

HR to upload STU and all supporting documents into *OnBase* for document retention. Supporting documents will be required for an Appeal.

TOT TOOL
- Every AM runs TOT Tool Daily. Identify 1 Top Offender. Each *manager* is allotted *one* write up for TOT **top offender. Set TOT Tool Times:**
- **Standup:** 10 minutes
- **Break Return:** 0 minutes
- **Gap Time:** 5 minutes

Top Offender
- If there are true barriers such as labor tracking issues, the manager may STU the next highest offender. **If the top offender is exempted from TOT feedback then the next top offender should be STUed, it is acceptable to STU 3 top offenders and not generate feedback as long as they are in standard..**

| AA Acceptable STU | AA Offender | AA Only proceed if 2 nd AA STU was not acceptable |

TOT Conversation
- AM to complete TOT STU. Utilize TOT GAP Template and determine level of accountability. Time off task feedback progress in a rolling 12 month period. STU must happen no later than the next scheduled shift

STOP

Do not proceed with documentation and partner with HR if the following are mentioned:
- Medical
- Injury
- Safety
- Harassment
- Discrimination
- Other concerns that make you pause

TOT Approval
- AM to partner with HRA Client group on completed STU, recommendations and level of documentation

First Written Warning
AA accumulated 30-59 minutes of TOT for first time in rolling 12 month period.

Final Written Warning
AA either accumulated 60-119 minutes of TOT in a single day OR is between 30-59 minutes of TOT and on a first written warning within the same 12 month period.

Termination
AA has accumulated 2 or more hours of TOT in a single day OR is on a final written warning for TOT and accumulate 30 minutes or more of TOT within the same 12 month period.

ADAPT
- AM drafts feedback and notifies HRA client group of completion. HRA will approve, and the feedback will be able to be delivered in a timely manner