

The goal of today's meeting is to get aligned on the launch plan for the FC Ambassadors program. This document has been updated based on your feedback, and it includes our tenets, an overview of the program, and options and recommendations for launch materials and processes.

FC Ambassador Program Tenets (Unless you know better ones...)

1. **Tell Your Truth:** We encourage our associates to share experiences about their time with Amazon. We will not offer misleading or untrue messages in order to "spin" what may be an uncomfortable situation for the company.
2. **Preserve Customer Trust:** Our number one priority is continuing to earn the trust of our customers by educating them on what it's actually like inside Amazon FCs.
3. **Respect:** We vigilantly refute untruths about the working experience at Amazon. We may be direct, even blunt, but we will always be respectful, even to our worst critics.

FC Ambassador Program Summary

It's important that we do a good job of educating people about the actual environment inside our fulfillment centers, and the FC Ambassador program is a new program we're launching to help do that, along with our FC tours. To address speculation and false assertions in social media and online forums about the quality of the FC associate experience, we are creating a new social team staffed with active, tenured FC employees, who will be empowered to respond in a polite—but blunt—way to every untruth. FC Ambassadors ("FCAs") will respond to all posts and comments from customers, influencers (including policymakers), and media questioning the FC associate experience. These associates will speak in the first person about their own experiences working in Amazon FCs and set the record straight – leaving no lie unchallenged and showing that people who actually know what it's like to work in our FCs love their jobs. This will build trust with customers in a sincere and genuine way, and help show that our critics are generally uninformed and self-interested.

We believe the ideal candidate for an FC Ambassador is a tenured employee with three to four years of experience. However, we will also consider highly-qualified candidates with at least one year of FC employment, and our early testing with a small pilot group in BFI4 has shown that these newer employees can be very passionate and effective (additional details below). Candidates must have a strong performance background and a clean HR record, be authentic, have a great sense of humor, and be excited about speaking their mind and rebutting our critics in a polite, blunt way.

FC Ambassador Role Duration Options

We considered two options for how long to keep FC Ambassadors in their role: (1) limited duration (e.g., 6-12 month) assignments, located within FCs, followed by a return to their previous roles, and (2) permanent transfers out of the FCs and into the social CS org. More details about both options and our recommendation:

Option 1: 6-12 month full-time rotations – employee stays in FC and returns to prior FC role at the end of the rotation.

In this option, employees would sit in conference rooms or spare offices within the FCs, retain the FC employee designation (e.g., "picker at BFI4"), and return to their original roles after their assignment as FCAs. They would use Social CS tools (similar to how a virtual CS employee would when working remotely from a home office), but the short duration may prevent true mastery of those tools and/or full alignment with the CS team's culture and processes.

Here is an example of how a Twitter profile could look for an FCA that is in a rotational assignment within their FC (later in the doc we discuss how we should structure the handles themselves – this is just to show how this option lets us give the current employee location and FC designation no matter what structure we choose for the handles):

Name and Location in Header

Describes FCA and the role they play in the FC



Full time Rotational Program

Example highlights Ambassador designation

Pros: This option maximizes authenticity and credibility both internally and externally because it's clear that these are active, current FC employees – PR and PP can tell press and policymakers that the program is fully staffed and led by front line workers in their FC locations. It also allows associates to maintain their networks and return to their job upon completion of their rotation, which many of them may want. And employees can still use CS team tools and be a part of that team to the same degree that a newly hired VCC associate would be.

Cons: There is a higher operational burden to hire and train new associates with each rotation, which could hurt our ability to scale; FCAs may not fully master the CS team's processes because of the short duration; and it increases risks of making a bad hire along the way in a very visible role.

Option 2: Full-time CS Transfer – employee becomes dedicated CS team member and does not retain or return to their role in the FC.

In this option, employees would transfer full-time into CS roles – leaving the FCs and being fully embedded within the social CS team for the long term. Because the employee would lose their FC designation, we could not credibly say that they are still working in the FCs and would have to tweak how they are positioned publicly. For example:

Name, but no location included

References being Amazonian, but not active FC



Full Time Customer Service

Example highlights Ambassador Role outside of Fulfillment Center
PR Professional

Pros: This enables us to fully embed FCAs within the Social Media Customer Service infrastructure, which is fine-tuned to balance customer responses with risk to the Amazon brand. And if they choose to, associates can work from home utilizing tools within Virtual Customer Service (VCS). This will allow us to use the forecasting and management structures in CS that will allow us to more

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easily scale. It also creates a more formal process for reviewing and selecting candidates as they move from one title in the FC to a different title within CS.

Cons: This option is also more vulnerable to criticism both in the FCs and among press/policymakers because the ambassadors will not be current FC associates. While they'd be recent graduates and have deep experience, it still opens up a convenient rhetorical attack for critics – "why believe these ex-FC employees any more than the ex-FC employee we have who was forced to pee in a bottle?" In addition, there is a risk that the associates could lose touch with the Amazon FC experience if they are not present on the floor and performing FC functions. It also is more of a one way door, because CS has an elevated title and it will be harder to revert an employee back to the FC once they are in CS.

We recommend Option 1 at launch. Credibility is one of our most important factors for success, and this option isn't a one-way door. If we find that this approach limits our ability to scale or has other downsides, we can switch to option 2. However, if we start with option 2 and are criticized, a switch to Option 1 could look reactive/defensive.

Twitter Handle Structure

There are two components to Twitter handles – (1) the username, which appears on top and in bold, and (2) the handle itself, which appears just under the username in lighter text.

The handle has a shorter character limit than the username so we have less flexibility with it than we do with the username. The handle is also one of the keys to getting accounts verified, which is critical for this program to be successful (otherwise it will be unclear to viewers whether an account is legitimate or an imposter). In order to smooth the verification process, we need to include "Amazon" in the username and keep the handle structures consistent across FCAs, so we recommend "AmazonFC[Name]". For Example, @AmazonFCSteve or @AmazonFCCarol.

Since usernames are more visible in the FCA's profile and we have more flexibility in how they're structured, we brainstormed several options. Note that in any option it would be clear that the person is with Amazon because of the @AmazonFC[Name] handle just under the username (mockups available appendix 1).

1. **[Name] – Ambassador in [city]**. For example:
Carol – Ambassador in Kent.
@AmazonFCCarol
2. **[Name] – Ambassador at [FC code]**. For example:
Carol – Ambassador at BFI4
@AmazonFCCarol
3. **[Name] – [City]**. For example:
Carol – Kent
@AmazonFCCarol
4. **[Name] – Ambassador**. For example:
Carol – Ambassador
@AmazonFCCarol
5. **[Name] – FC Ambassador**. For example:
Carol – FC Ambassador
@AmazonFCCarol
6. **[Name] – Amazon Ambassador**. For example:
Carol – Amazon Ambassador
@AmazonFCCarol
7. **[Name] – Amazon FC Ambassador**
Carol – Amazon FC Ambassador
@AmazonFCCarol

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We could also add an emoji to the username to give personality, for example a small box emoji. We lean toward option 7 but if you don't love any of these, we can also use this time to brainstorm more as a group.

Candidate Selection Criteria

We believe that the hiring funnel for Social FCAs starts with the existing Learning Ambassador population at the site. These are engaged associates who opted into increased responsibility, such as training new hires and giving tours to other Amazonians. We will then filter the pool by tenure (minimum 1 year, preference 3-4), attendance, performance and scheduled shift availability (front and back half of week, days and nights). We recommend that the final selection be made by local ops leaders based on program information provided – they know their teams best and can help us find the ones who will embrace this role.

We've already used this process successfully in assembling a pilot team of four strong candidate FCAs in BFI4. Appendix 2 shows the criteria we submitted to the leadership team at that FC, and Appendix 3 has additional information about these four initial FCAs. This process is repeatable in all US sites and will enable us to quickly scale across the country. However, there are not Learning Ambassadors in all sites in Europe, so we are actively working on alternate criteria for the EU.

Training Components

Our current Social FC Ambassador training ramp—what we've used with our pilot team in BFI4—is a three-day, instructor-led program covering (1) Tenets, (2) Social Media tools, and (3) hands-on practice (additional details in Appendix 4). It is designed to provide FCA candidates with both behavioral and process knowledge, allowing them to effectively represent themselves and Amazon. The training will prepare them to politely, bluntly, and authentically represent their own experiences as fulfillment center employees in an effort to correct misconceptions and falsehoods about our working conditions. The initial feedback on this process and the early results in test sessions from our pilot team at BFI4 is encouraging, as the next section of the doc lays out in more detail.

Results From Initial Training Activity With Pilot Team of Four FCAs at BFI4

We have completed two initial days of training with our pilot team at BFI4, where we offered minimal direct coaching to learn about their instincts and judgement and help us refine where and how we'll need to offer more structured coaching. During Tenet training, FCA candidates reviewed actual negative social posts and role played – composing their first responses based on gut reactions. Below are three reactions to the same sample post.

Example Post [Bernie Sanders interviewing Seth King on Prime Day. Seth describes feeling so depressed working at Amazon he wanted to take his own life.]



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FCA Candidate Role-Playing (Non-Public) Replies With No Coaching Beyond The Program Tenets:



FCA reply 1

FCA reply 2

FCA reply 3

During Day 2 of the training, the FCAs logged into Sprinklr in a training profile. They practiced responding to actual posts that came into the queue that day (though posts were not yet made public). It gave them a chance to put their tool and tenet training to use in a real-world environment. Appendix 5 has ten examples of posts from the simulation.

Timeline to Launch

We want to launch as soon as possible, and are prepared to launch quickly once this group is fully aligned. Phase 1 of the FC Ambassador program is tracking to soft launch by tomorrow, August 10, with the first four trained candidates at BFI4. The program is being designed to scale in two-week intervals, expanding to six additional North American sites by August 24. In Europe, the first location will launch in the UK by September 7, and our first non-English EU site by September 21. The goal is to have ~30 FCA candidates in NA and ~20 FCA candidates in EU by October 1.

Internal & External FAQ about the FCA program.

We are bound to get questions from associates and from press about the program. Below is the FAQ we prepared to manage questions.

- 1. You seem to be paying employees to combat negative stories about the Amazon warehouse work experience. Is that because you recognize you have a negative warehouse work experience?**
No. It's important that we do a good job of educating people about the actual environment inside our fulfillment centers, and the FC ambassador program is a big part of that along with the FC tours we provide. If you haven't yet visited an FC, we encourage you to come see for yourself.
- 2. Are you only selecting loyal employees for this job who you know will spin their experience in a positive light?**
No. FC ambassadors are employees who understand what it's actually like to work in our FCs. The most important thing is that they've been here long enough to honestly share the facts based on personal experience.
- 3. Have you asked your PR department to combat negative stories about your business online?**
It's important that we do a good job of educating people about the actual environment inside our fulfillment centers, and the FC ambassador program is a big part of that along with the FC tours we provide. Those tours enable thousands of customers every year to come and see for themselves what it's like to work inside one of our FCs. If you haven't visited, I recommend it.
- 4. How are we supposed to believe these people when they are obviously being paid by Amazon?**
FC ambassadors are employees who have experience working in our FCs. It's important that we do a good job of educating people about the actual environment inside our fulfillment centers, and the FC ambassador program is a big part of that along with the FC tours we provide. Those tours enable thousands of customers every year to come and see for themselves what it's like to work inside one of our FCs. If you haven't visited, I recommend it.
- 5. You've taken rank and file employees and put them in a position to validate or invalidate the experiences of their colleagues with a very large microphone on social media. How is that impacting their work experience back at the warehouse?**

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The majority of associates are proud to work for us, are good at what they do, and like their jobs. Many have said that they're offended when they see people who don't know what it's actually like inside an FC commenting inaccurately about their work, so they like that we are doing this program.

6. Why haven't I seen any of your FC employees agree with negative criticism on Twitter?

The reason you're not seeing more negativity from our actual employees is because the majority of them like their jobs and our proud to work for Amazon. Associates are encouraged to share their own personal experience and facts.

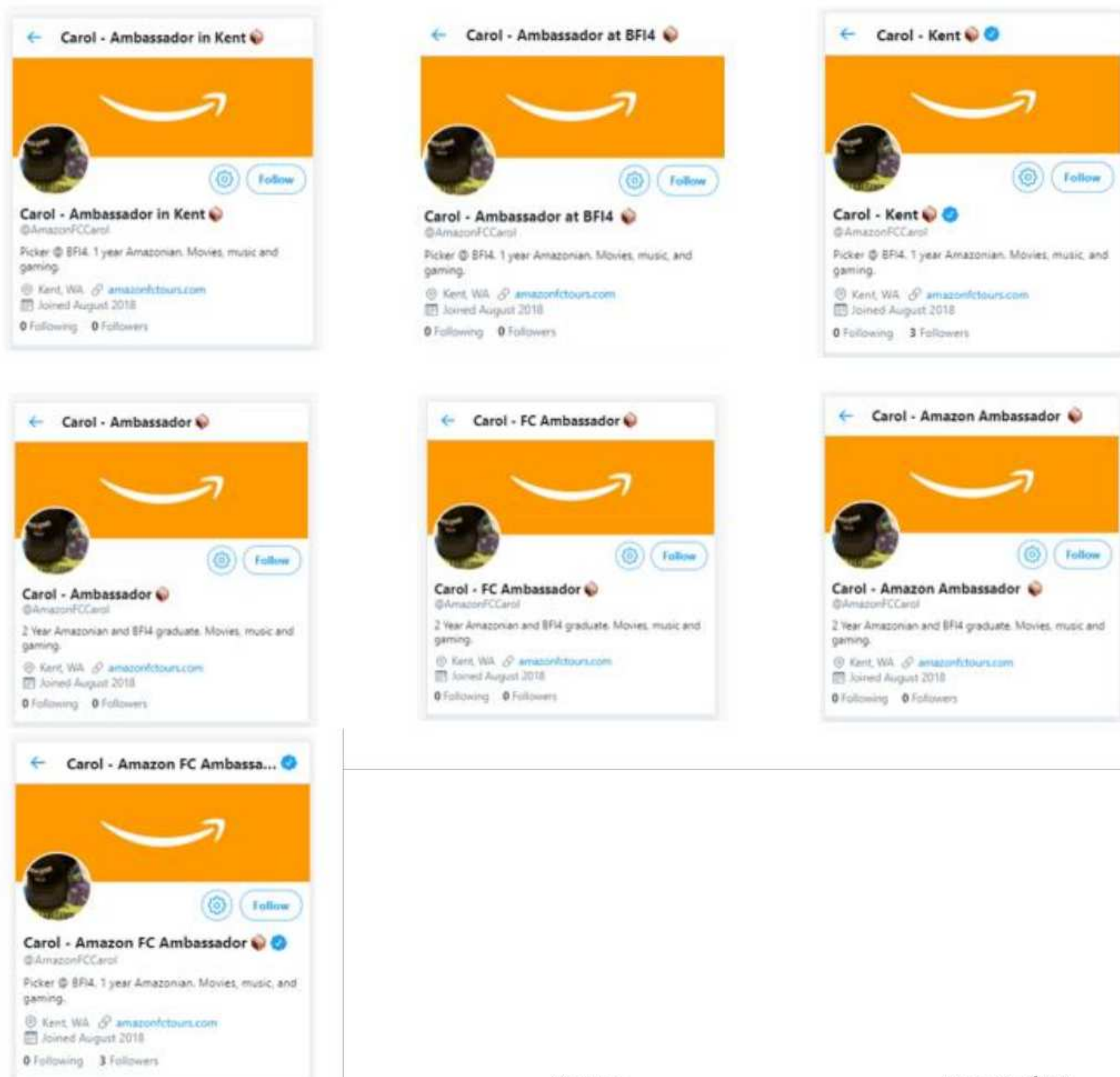
7. What happens to if one of these responders make a rude or outrageous remark to a customer online?

We will discuss the incident with the employee and a range of actions could take place, from coaching to returning the employee to their FC responsibilities.

8. Can they participate in strikes or unionization activities at their respective sites? Can they be active union members?

Yes.

Appendix 1: Twitter Handle Mockups



Appendix 2: FCA Candidate Selection Criteria Used at BFI4 Pilot

Basic Qualifications:




- 1 year tenure
- Strong performance background (strong KPI performance, good attendance, clean HR record)
- Able to work independently
- Liked and respected by peers
- Local language fluency (NA = English)
- Basic written communication skills
- Basic computer and internet literacy
- Confident, good humored, and sincere

Preferred Qualifications:

- Social media experience (has/uses personal FB, TW, IG, Reddit account already)
- Strong judgement and risk assessment skills
- Creative writing skills

Appendix 3: FCA Pilot Team Bios

These four CSAs are from BFI4, an Amazon Robotics, sortable site, established in 2016.

Social FC Ambassador	Title, Location, Role	FC Tenure
 <div>Michele Odman</div>	Fulfillment Associate, BFI4 Picker and Learning Ambassador	1 year, 10 months
 <div>Maria Pascua</div>	Fulfillment Associate, BFI4 ICQA, Learning Ambassador, CDC, and Counting	2 years, 4 months
 <div>Philip Minami</div>	Fulfillment Associate, BFI4 Stower and Learning Ambassador	1 year, 9 months

 <div data-bbox="181 474 471 554">Carol Klassen</div>	<p>Fulfillment Associate, BFI4 Picker and Learning Ambassador</p>	<p>1 year</p>
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Appendix 4: Social FCA Ambassador Training Components

The Social FCA Training Ramp consist of three components, all of which leverage interactive instructor-led training in addition to an environment to practice what they've learned:

1. Social FCA Tenets Training
 - Objectives include:
 - Understanding and applying the Social FC Ambassador Tenets
 - Dealing with Ambiguity
 - Using Good Judgement
2. Social Media Tools Training
 - Objectives include:
 - Understand Social Media as a contact channel
 - Identify how Amazon uses Social Media
 - Know how to navigate the Sprinklr system, research customer contacts and history, and action customer contacts
3. Supported practice utilizing Sprinklr, in a sandbox environment
 - Direct, guided practice where we ensure that employees are responding in a polite, blunt way to every misunderstanding or falsehood

Appendix 5: BFI4 FCA Training Responses, Day 2

Note that in this initial training we used a light-touch approach to understand how the FCAs would answer on their own. We have only given them coaching on the tenets and if their responses more accurately represent them.

@asseenonirc: It is a common reply to critiques of capitalism and wealth disparity that "those workers at Amazon (or wherever) chose to work there! It's their fault for allowing exploitation when they can just choose to work elsewhere!" This is an incredibly ignorant position to take. Thread.

Social FCA: @asseenonirc I CHOSE to change jobs and start working for @Amazon in one of their robotic FCs just over a year ago and have yet to feel exploited. Above min wage and a good benefits package. It is, by far, the best CHOICE I've made in 15 years!

[Bernie tweeted about Jeff Bezos' wealth, prompting debate in the reply thread. One user argued that if people were angered by Jeff Bezos, they should also be angered by Bernie Sanders, prompting a reply from @d_krny that defends Bernie Sanders as having a right to his wealth.]

@d_krny: @SenSanders @JeffBezos That's totally how it works. He's (Bernie) late in his life and works very hard, he's entitled to enjoy his free time and the money's he's saved. Bernie isn't corrupt, and Amazon treat their employees like slaves. Get out of here, you fucking muppet."

Social FCA: @d_krny I agree. Everyone should be able to enjoy the money they've earned/saved. It's theirs. They should be able to do with it as they please. That includes Jeff Bezos. I have worked in an @Amazon FC for over a year now and there are no chains on me! 40hrs, living wage, time w/fam!

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[Two users discuss Jeff Bezos' investment in space exploration. @Geekyisgood takes the stance that money should be invested in Amazon FC employees instead. They are asked by another user if 1) they have ever worked for Amazon, and told 2) that money invested in Blue Origin creates wages for employees/contractors. @Geekyisgood responds with the following.]

@geekyisgood: @InfernoFilm @hellenkeniford 1. Why does that matter? 2. Sure but that doesn't mean that Amazon employees don't deserve decent working conditions.

Social FCA: @geekyisgood We have good working conditions. I promise you I would not go to my job everyday if i did not enjoy. There is bad info out there regarding Amazon.

@AmazonnWatch: Peeing in trash cans, constant surveillance, and asthma attacks on the job: Amazon workers tell us their warehouse horror stories." [businessinsider.com/amazon-warehou...](https://www.businessinsider.com/amazon-warehouse-horror-stories)

Social FCA: I work for Amazon and not sure about other facilities but I've never felt pressured to pee in a trash can. My managers understand when you gotta' go you gotta' go. It only becomes an issue when you abuse this. As for the smell, Amazon does sell deer urine that hunters use :-)

@Neveronbrand: When is Amazon going to distance itself from Alex Jones," is a hell of thing to ask of a company happily and publicly grinding its low-level employees to dust."

Social FCA: @NeverOnBrand Brushes dust off my shoulder...Looks like I'm still standing strong here in the @Amazon robotic FC.

@raybeckerman: Amazon Worker Lives in Her Car ~ @SenSanders bit.ly/2vcwA8g

Social FCA: @raybeckerman Hi Ray! I don't know what this person's actual situation is but my experience at the Amazon warehouse I work in is completely different. Sure, I'd like higher wages ☹ but Amazon also offers many resources like access to financial and life counseling.

Chelly Magers: If you treated your employees better, I'm sure you would have people lined out the door to apply. High turnover rates are not a good thing and need to be addressed.

Social FCA: The associates here at BFI4 (WA) are treated very well. Excitement and hope abound when FCs start hiring... Lines are out the door, around the corner, down the street...we are certainly not lacking in prospective associates. ^Carol K

@TheNobleGaming: If I could be anyone else for a day, who would I be: Spider-Man... or Jeff Bezos so that I could pay my workers

Social FCA: @TheNobleGaming Please people. I get paid, and very well. If you include the whole package I am very well compensated from Amazon. I love my job. Period."

@BadAttitudeMan: @JeffBezos Can you please pay ALL your employees a living wage? You did not get where you are by yourself, and people working for YOU are suffering. You can't buy a conscience, but certainly you can start acting like a member of the human family. Thanks dude!

Social FCA: @BadAttitudeMan Hello! My name is Phil and I actually work in an Amazon warehouse in WA. While I would like raise (who wouldn't :-)) I can assure you, in my personal experience, that I am not suffering. Sure, it's hard work but that's the life of working in a warehouse :-)

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@dioxazinekev: Oh do the people who work from home get to use their own restrooms or do they pee in bottles like the warehouse workers are forced to

Social FCA: Hey, i work for Amazon we have plenty bathroom. I haven't had a chance to use all them. Come and tour Amazon, your welcome anytime so you can see it yourself. I never see anyone pee in the bottles.

We're encouraged by many of the un-coached responses. Potential areas for coaching could include (1) how to be clear and direct in their responses to make their points strongly and without risk of confusion about what they mean, and (2) not let humor detract from the bluntness of their responses

Draft Examples to Use in Training

We will use examples like these in our training to show FCAs examples of how to be polite, but blunt. We will also explain that these are the kinds of topics/categories that they can be looking for and responding to, though we don't want to limit them – we want them to go after every untruth they find.

- Articles about FC working conditions shared on social media
 - Example: "Daily Sun: Amazon employees forced to urinate in bottles during their shift"
 - Response: "No, that's not right. I worked in an Amazon FC for over four years and never saw anyone urinate in a bottle. There are easily accessible bathrooms in every one of our buildings I've ever been in."
- Inaccurate claims about FC working conditions from individuals
 - Example: "Your employees get fired if they have a baby. That's insane, do better Amazon."
 - Response: "That's simply not true. I've worked at an Amazon FC for a few years now, my friend and co-worker had a baby and she took paid leave and then came back to work. It's actually rare in this country for hourly employees to get parental leave and our benefits are pretty amazing. You can learn more here [link]."
- Requests to Amazon/Jeff Bezos to increase worker pay or improve working conditions
 - Example: "@jeffbezos @amazon you need to do better. Paying a slave wage is inhumane."
 - Response: "It sounds like you got wrong information. I work at an Amazon FC and can say from personal experience that our starting wages are really good – better than other hourly jobs I've had. In addition, Amazon gives us all stock, which is really rare in the industry."
- Accurate claims about FC working conditions, where additional context, an anecdote, or an FC tour helps
 - Example: "Amazon FC workers are required to go through security screenings like criminals!"
 - Response: "I've worked at an Amazon FC and at other warehouses for other companies, and security screenings are the industry standard. It's a normal part of what we do and we don't mind at all. It sounds like you misunderstood what's actually happening."

FCAs will not respond to:

- Media inquiries, without PR approval.
- Contacts about the right to unionize
 - Example: "@Amazon let your FC employees unionize if you have nothing to hide."
- Compound issues where PR approval is not received to comment on the other topic.
 - Example: "@Amazon why are you still advertising on Breitbart?! Between that and barely paying your employees, I'm ready to quit shopping with you."