Global IT Director Comms Plan

Exec summary

IT Support specialists within the VOTS and VLT orgs will become Global IT employees on <month, DD, YYYY>. The change will affect ~180 employees. It will not negatively impact their pay or job role. The plan will take X weeks to implement, starting on <month, DD, YYYY>. The customer service agents that VOTS and VLT support will not see any impact because of the change. We are making the change to position Amazon for the future where most employees work from home on computers running our proprietary operating system.

50,000 Ft view

We are proposing that employees in the Virtual Operations Tech Support (VOTS) and Virtual Logistics and Transportation (VLT) orgs, move under the Global It Support org on <month, DD, YYYY>.

This change serves three main purposes. First, it will provide structure around an ad-hoc support group of ~180 Amazonians that currently support 11k virtual customer support agents worldwide. Second, it will provde a savings of x MM annually by taking advantage of Global IT's organizational resources and scale. For example, the change relieves VCS teams in each country from providing their own tech support assets and coordinating device shipping and other related activities. A huge, unnecessary operational burden. Third, it will enable VOTS and VLT employees increased job satisfaction through career advancement. These new Global IT team members are eligible for higher pay and to apply for jobs within our org. Before the move, these employees would top out at as Lxs.

VOTS and VLT employees can opt out of the move. Those who do, will be reassigned as CSAs. We expect a low rejection rate because of the salary and opportunity advantages.

For VCS employees, there is no observable change to how they get support. They will continue to access SHIELD for self-service troubleshooting, and contact VOTS at the same phone numbers they call today. The subtle differences they may notice are an improvement in tech support availability, language options, and technical capability of their VOTS agents.

10K ft view

To manage the transition and bring both Global IT and VCS perspectives, VCS formed a Tiger Team. Tiger Team members include Global IT (REDACTED) and VCS (REDACTED). The role of the Tiger Team is to ensure the transition is smooth and bring together expertise from both teams to generate the ideal outcome for the transition: a positive experience for our customers (CSAs) and employees (VOTS and VLT Teams).

The transition should take approximately x weeks, beginning on <Month, Day, 2019> and wrapping up on <Month, Day, 2019>. On that date, VOTS and VLT team managers and associates will transition from the VCS Strategy team (currently part of CS) and report into the Global IT organization.

The changes enable Amazon to better support our growing CS organization and virtual employee base at Amazon. This movement will enable consistent standards, tools, training, coaching, and support of global events such as Peak and Prime Day.

Combining VOTS and VLT support with Global IT will also accelerate and deepen the support for associates responding to internal customers. In short, this move will help virtual operations scale quickly. This is critical because we estimate that we will have 65K virtual customer service agents by 2022.

To support the transition, there is an extensive communications planning effort underway. We will communicate the plan early, often, and through multiple channels, including the document you're reading right now.

The comms will take a three-pronged approach: top down (when speaking to the director level, like this document), bottoms up (when speaking to Amazonians moving from VCS to Global IT; managers will pass along this data to their affected direct reports), and influencer-led interactions.

Influencers are embedded in Global IT or VCS, they could be a manager or an IC. Most important, they are vocal and well respected. They will help us socialize the change, which should reduce rumor mongering. We will talk to managers to identify about 20-25 of them.

For those who do not want to switch orgs, they will be reassigned as a CSA under VCS Operations with no change to pay or level. Work schedules could change based on customer needs in the marketplace they support (which is TBD based on business need).

Boots on the ground view

Right now, VOTS and VLT support REDACTED's virtual teams of ~11.5K VCS associates globally, providing support to SDS, Consumer, VTS (D2), and VCS Leadership. VOTS also supports DSL and Seller Support. With VCS planned expansions to >30K+ by 2022, now is the time to evaluate the VOTS org structure and ownership, and determine a unified global strategy going forward.

Additionally, other teams beyond VCS like TRMS, Seller Support, and CS Brick & Mortar teams, are being required to onboard on CSOS. With this increase in size and scope of the IT support needed for CSOS globally, VCS proposes that Global IT re-absorb technical support for our global virtual teams and follow one, unified global support structure for CSOS users.

 The structure of VOTS and VLT under Global IT will not change. VOTS/VLT team managers and associates who support internal customers, and the program managers who provide strategic insight and field support, will continue their work.

In order to make a seamless transition for VOTS and VTS employees into Global IT, we will not begin our communication campaign until we have full salary and job role details from HR. Once we have that information, we will behin a phased roll out. We will provide talking points for leaders, managers, and influencers, so we are all singing from the same choir book.

Every week we must use one or more communication channels to reinforce our message. Channels include: Town halls, all hands, brown bag sessions, office hours, and Follow Up Emails as Needed. We will focus on these message types:
- Change is coming (needs to be said several different ways, seven times at minimum (1 email, 1 1:1, one town hall). Each instance promotes the exact same message.
- Change is coming on x date (get more specific. Again seven times at minimum, as above).
- It's coming next week.
- It's coming tomorrow.
- It's here.
- FAQs during the first week of transition
- It's been a week, how's it going?

We will measure success through a combination of employee perceptions (Connections scores and quality (service level adherence, communication between VCS and Global IT). The appendicies and FAQs contain more granular data.