

Positions and their SOPs

1 Every position, its SOP, and who covers it

An SOP (standard operating procedure) written by the person who does the job: what they do, what they decide alone, and the logins, contacts and quirks. The last column is who follows it if that person is suddenly out.

Position	Who holds it	Jobs it covers	SOP written?	Last tested	Covers a sudden absence
Owner					
Dispatcher					
Office manager					
Drivers					
Other position					
Other position					

2 SOP test log

Once a quarter for each position, someone runs a day of it using only the SOP. Every question they had to ask is a line the SOP is missing.

Date	Position	Who ran the day	What the SOP was missing

Pipeline, turnover & pay

3 The pipeline, reviewed weekly

Same day every week, whether or not a position is open. Days to callback is the number that decides whether any of this works.

Week	Applications in	Callbacks made	Longest wait for a callback	Added to the warm bench

4 Separations by how long they stayed

Three people leaving at one month and three leaving after two years are the same number and different problems.

Band	How many	What it points at	“What would have kept you?”
Inside 30 days		Hiring or onboarding	
Three to six months		Schedule or pay	
After a year		Something changed	

5 Pay against trips

Before payroll goes out. Each driver’s pay against the trips and hours in the dispatch record. A gap gets explained that week.

Week	Driver	Pay	Trips and hours run	Gap, and why

6 SOPs and the pay plan

A quick read on both, once a quarter. A position that touches cash with no tested SOP is the first one to fix.

Positions with a written SOP		SOPs tested in the last quarter	
Positions that touch cash with no tested SOP		Pay plan written for every role?	
Pay plan last checked against wage rules		Score this component (1–10)	