

STANDARD OPERATING PROCEDURE

How to hear from drivers before they quit.

Six steps that ask drivers how it is going after every route and every week, read the problem answers first, and follow up by phone before a problem becomes a resignation.

PORTALS	Surveys, General, Ultimate DA
ROLES	Owner, Manager, Dispatcher
HOW OFTEN	Every route, Weekly, As needed
PAGES USED	Surveys, Survey Maker, Responses, Associates, Ultimate DA
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READ ONLINE	ultimatedsp.com/knowledge/hear-from-drivers

What this SOP fixes

- You hear about a problem only when the driver quits.
- Nobody asks, because asking takes time.
- Drivers will not be honest with their name on it.
- Amazon's own driver survey lands a bad score on you.

How to use it: read sections 1 to 6 once. Then run section 7 on the rhythm in section 6, and print the checklists in section 11 for the wall.

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1. Purpose and scope

This SOP makes asking drivers how it is going automatic. A short survey goes out after every route, and a weekly pulse every Friday evening. Each week, someone reads the flagged answers, calls the driver behind every low rating on a named survey, reminds drivers once, and logs an event only when an answer shows a real issue.

It is written for the owner and manager who set up the surveys and act on them, and the dispatcher who follows up. Surveys reach drivers only in Ultimate DA, and nothing a driver answers ever changes their record or score.

This SOP covers

- The end-of-route survey.
- The weekly pulse survey.
- Reading flagged answers.
- Calling behind low ratings.
- Reminders.
- When an answer becomes an event.

It does not cover

- Amazon's own driver survey, which Amazon runs.
- Coaching. That is the SOP Automated coaching.
- Hiring and exit interviews.

2. Why this matters

Most DSPs find out what a driver thinks on the day the driver quits. By then the problem has already cost you that driver. Four gaps cause it:

THE PROBLEM	WHAT IT COSTS YOU
You hear about a problem only when the driver quits	Replacing a driver costs hiring, training and lost work.
Nobody asks, because asking takes time	Problems stay hidden until they cost you a driver.
Drivers will not be honest with their name on it	The problems that matter most go unsaid.
Amazon's own driver survey lands a bad score on you	You hear about problems from Amazon, after the score is in.

3. What good looks like

- Every driver gets a short survey in the app after every route.
- A weekly pulse goes to every driver on the same evening each week.
- Flagged answers are read first, every week.
- Every low rating on a named survey gets a phone call.
- Drivers who have not answered get one reminder, never more.
- An event is logged only when an answer shows a real issue.
- You hear about problems while the driver still works for you.
- Every low rating on a named survey gets a call the same week.
- Drivers keep answering, because answers never count against them.

4. Roles and responsibilities

ROLE	WHAT THEY OWN IN THIS SOP
Owner	Sets up the surveys and reads the weekly results. Only the Owner and Sub Admin can delete a survey, and only a draft with no answers.
Manager	Creates and edits surveys, reads Responses, calls drivers and logs events.
Dispatcher (Operations)	Creates and edits surveys, reads Responses, calls drivers and sends reminders.
Sub Admin	Has the same rights as the Owner on Surveys.
Finance	No access to Surveys or Responses.
Driver	Answers in Ultimate DA, and never sees other drivers' answers or totals.

5. Before you start

Set these up once. Every step below assumes they are in place.

TASK
☐ Invite every driver to Ultimate DA from their record in Associates. Drivers without the app get no surveys.
☐ Set the station time zone in Company & Station, so answer times and the Friday send are local.
☐ Set up the station phone line in Connections, so reminders can go out by text.
☐ Keep the roster current, so inactive drivers stop receiving surveys.
☐ Use Preview on my phone on the survey row to send a test copy to your own Ultimate DA account before drivers see it.

6. The rhythm

When each part of the procedure happens, who does it and on which page.

WHEN	WHAT	WHO	WHERE
Once	Set up the end-of-route survey and the weekly pulse	Owner or Manager	Survey Maker
Every route	The end-of-route survey sends itself when the route closes	Automatic	Surveys

WHEN	WHAT	WHO	WHERE
Fridays 18:00	The weekly pulse sends itself	Automatic	Surveys
Every week	Read flagged answers, call low ratings, remind once	Manager or Dispatcher	Responses, Dialer
As needed	Log an event when an answer shows a real issue	Manager	Associates

7. The procedure, step by step

Six steps: two surveys that send themselves, three weekly reviews and one as needed. Surveys reach drivers in Ultimate DA, and nothing a driver answers ever changes their record or score.

1

Send a short survey when every route closes

Every route

Where Surveys · Survey Maker **Who** Owner or Manager

WHY THIS STEP MATTERS

Asking takes time, so nobody asks. A survey that sends itself at the end of every route asks for you while the day is fresh, and a driver can say in a minute what they would never walk into the office to say.

HOW TO DO IT

1. Open Surveys and click **+ New survey**.
2. In **Start from**, pick **End of route**, and give the survey a name drivers will recognize.
3. Keep the questions short: a rating or two, a Yes or No, and one written answer. Tick **Required** only on a question you cannot do without.
4. In **When it sends**, keep **When a route ends**.
5. Choose **Named** or **Anonymous** in **Who sees who answered**, and set the **Reminder**.
6. Click **Preview** to check it, then **Save & activate**.
7. Nothing is texted when it sends: the survey waits in the app, so tell drivers to open Ultimate DA after each route.

WHAT TO CHECK

- The survey row reads Active.
- The trigger reads When a route closes on RTS.
- Every driver who runs routes has an Ultimate DA account, or they cannot receive it.

Done when: The survey reads Active, with When a route closes on RTS as its trigger.

IF SOMETHING IS WRONG

- An amber box says many questions are required: long required surveys get skipped. Untick some.
- The survey saved as Untitled survey: drivers see that name. Add a name.
- A driver did not get today's survey: they still hold an unanswered one, and no new copy goes out until they answer it.
- Nobody has answered yet: it sends only when a route closes in the Return to Station closing import, and only to drivers with the app.

KEEP A RECORD

Answers are kept against the survey and can never be edited. An answer never reaches the driver's record, score or events.

2

Send a weekly pulse survey on the same day

Weekly

Where Surveys · Survey Maker **Who** Owner or Manager

WHY THIS STEP MATTERS

Drivers will not be honest with their name on it. An anonymous weekly pulse gives them a safe way to say what is wrong, and a steady day means they expect it. You hear it first, and can fix it before Amazon's own driver survey.

HOW TO DO IT

1. Click **+ New survey**, and in **Start from** pick **Weekly pulse**.
2. Keep **Every week** in **When it sends**. The day and time are fixed, with no setting to change.
3. Ask about the things that make drivers leave: schedules, pay and paystubs, and how fast pay errors get fixed.
4. Pick **Anonymous** for honest answers, or **Named** if you need to follow up with each driver.
5. Click **Preview**, then **Save & activate**.

WHAT TO CHECK

- The row reads Active and Fridays 18:00, station time.
- Weekly completion shows a percent, with how many drivers answered.
- Every active driver has an Ultimate DA account.

Done when: The weekly survey reads Active with Fridays 18:00, station time, and the weekly completion tile starts counting.

IF SOMETHING IS WRONG

- Weekly completion is amber: fewer than half the drivers answered. Remind drivers at the start-up meeting that the survey lands on Friday evening.

- Weekly completion shows a dash on an anonymous survey: results stay hidden until 5 answers land.
- A driver hired midweek did not get it: they get the next one, with no catch-up copy.

KEEP A RECORD

Switching between Named and Anonymous changes new answers only. Drivers are never told which kind a survey is.

3

Read the flagged answers first

Weekly

Where Surveys · Responses **Who** Manager or Dispatcher

WHY THIS STEP MATTERS

Most answers say the day was fine. The few that do not are the ones that turn into resignations. Reading the flagged answers first puts your time on the drivers who are telling you something is wrong.

HOW TO DO IT

1. Open Surveys, then **Responses**.
2. Pick the survey, and set the range, for example **Last week**.
3. Read the flagged answers tile, then open each question card with **View answers**.
4. Read every low rating and every long written answer. Use the Filters panel to show one question at a time.
5. When you have dealt with an answer, open its menu and click **Mark handled**.
6. A van problem in an answer goes to repair, not back on the road.

WHAT TO CHECK

- Every flagged answer is marked Handled.
- Every rating of 2 or lower has an action behind it.
- Every long written answer has been read.

Done when: Every flagged answer in the range carries a Handled badge.

IF SOMETHING IS WRONG

- The survey is not in the picker: it has no answers yet.
- A banner says Anonymous survey: no driver or route shows on any answer, and results stay hidden until 5 answers land.
- There is no filter for flagged answers only: work down the question cards, one question at a time.
- You marked the wrong answer handled: Handled is only a working mark, and **Reopen** puts it back.

KEEP A RECORD

Answers can never be edited. Handled is only a working mark: the answer stays exactly as the driver wrote it.

4

Call the driver behind every low rating on a named survey

Weekly

Where Surveys · Responses **Who** Manager or Dispatcher

WHY THIS STEP MATTERS

A low rating is a driver telling you something is wrong while they still work for you. A call that week shows them someone read it, and fixing the problem then is far easier than replacing the driver later.

HOW TO DO IT

1. In Responses, open the rating question and click **View answers**.
2. Find the ratings of 2 or lower, and read the Driver and Route columns.
3. Open the dialer, search the driver in **Contacts** and tap them to call.
4. Listen first. Agree what happens next, and type it with **Add call note** before **End call**.
5. Back in Responses, open the answer's menu and click **Mark handled**.

WHAT TO CHECK

- Every rating of 2 or lower has a call on the driver's timeline.
- Every call has a note of what was agreed.
- Every one of those answers is marked Handled.

Done when: Every low rating on a named survey has a call on the driver's timeline and a Handled badge.

IF SOMETHING IS WRONG

- There is no Driver column: the survey is anonymous. You cannot call anyone about it, so act on the pattern instead.
- Route shows a dash: weekly and hand-sent surveys have no route.
- **Call** is disabled in the dialer: the station line is not set up in Connections.
- The driver raises a pay error: hand it to the person who owns pay, and get it fixed fast.

KEEP A RECORD

The call logs to the driver's Inbox timeline with its outcome and your note, and nothing the driver answered touches their score.

5

Remind drivers who have not answered, once

Weekly

Where Surveys · Responses **Who** Manager or Dispatcher

WHY THIS STEP MATTERS

One reminder gets answers from drivers who simply forgot. More than one turns a survey into nagging, and not answering is never a performance fact.

HOW TO DO IT

1. In Responses, find the **Not answered** card next to the Responses per day chart.
2. Search the list if it is long.
3. Click **Remind** on each row. The button changes to **Reminded**.
4. Do not chase a second time: one reminder per survey, per driver, is all the product sends.

WHAT TO CHECK

- Every row on the list shows Reminded.
- Drivers who still do not answer are left alone.
- No driver is treated differently for not answering.

Done when: Each driver on the list shows Reminded.

IF SOMETHING IS WRONG

- There is no Not answered list: the survey is anonymous, so there are no names to remind.
- A driver already had the automatic reminder: a manual Remind does not send a second one.
- A driver says they never got it: the reminder goes by text from the station line, so check their phone number on their record in Associates.

KEEP A RECORD

Each reminder goes by text from the station line, plus a push notice if the driver allowed it, and opens the survey.

6

Log an event only when an answer shows a real issue

As needed

Where Surveys · Responses **Who** Manager

WHY THIS STEP MATTERS

Drivers stop telling you the truth the moment an answer gets them in trouble. Keeping events for real issues, written up with the facts, protects the survey and stays fair to the driver.

HOW TO DO IT

1. Read the answer, and call the driver first if anything is unclear.
2. Decide whether it breaks one of your standards. An opinion or a complaint never does.

3. If it does, open General, then **Associates**, open the driver and click **+ Log Event**. Pick the standard and write down the facts.
4. Assign coaching if the event calls for it.
5. Back in Responses, open the answer's menu and click **Mark handled**.

WHAT TO CHECK

- Every event logged from a survey answer breaks a standard, and the facts are written down.
- No event was logged for an opinion or a complaint.
- The answer is marked Handled.

Done when: The event is on the driver's record with the facts, and the answer is marked Handled.

IF SOMETHING IS WRONG

- The survey is anonymous: there is no driver on the answer, so no event can come from it.
- You expected the answer to change the driver's score: it cannot. Only an event you log does.
- A driver asks whether answers count against them: they do not. Surveys never touch the driver's record or score.

KEEP A RECORD

The event and its points live on the driver's record. The answer stays in Responses, unchanged.

8. The three numbers to watch

Read these numbers on the cadence in the rhythm table. Each one tells you whether the procedure is working.

NUMBER	WHAT IT TELLS YOU	ACT WHEN
Completion rate	Answers against the drivers who could answer, in the range. Green from 70%, amber from 40% and red below.	It is amber or red: remind named-survey drivers once, and ask at the start-up meeting why drivers skip it.
Flagged answers	Ratings of 2 or lower, problem answers and long written answers. Red at one or more.	It is above zero: read these first and mark each one handled.
Weekly completion	Drivers who answered the weekly survey, against the drivers it went to. Amber below 50%.	It is amber: check drivers have the app and know the survey lands on Friday evening.

9. Common mistakes

MISTAKE	WHY IT HURTS	DO THIS INSTEAD
Asking only when a driver resigns.	By then the problem has already cost you the driver.	Survey after every route and every week.
Long surveys with every question required.	Drivers skip them.	A few short questions, few of them required.
Putting names on every survey.	Drivers will not be honest.	Keep the weekly pulse anonymous.
Reading answers at random.	The answers that matter get lost among the fine ones.	Read the flagged answers first.
Chasing drivers again and again.	It turns the survey into nagging.	One reminder, then leave it.
Logging events for opinions.	Drivers stop telling you the truth.	Log an event only when a standard is broken.

10. When to escalate

- An answer reports a safety problem, an injury or a van that is not safe: the manager acts the same day.
- The same complaint comes from several drivers: the owner looks at the cause, not at the drivers.
- A driver on a named survey says they plan to leave: the owner or manager calls them that week.
- Weekly completion stays amber for several weeks: the owner asks drivers at the start-up meeting why they skip it.

11. Printable checklists

Print this page and pin it where the work happens. Tick each line and initial it. Keep the sheet with the day's records.

Once

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ End-of-route survey active	
☐ Weekly pulse active	
☐ Every driver invited to Ultimate DA	
☐ Test copy checked on your phone	

Every week

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Flagged answers read and marked handled	
☐ Every low rating on a named survey called	
☐ Non-responders reminded once	
☐ Events logged only for real issues	

12. Terms used in this SOP

TERM	MEANING
Survey	A set of questions with one trigger and one choice of named or anonymous.
Trigger	When a survey sends: when a route ends, every week, a new hire's first routes, or only when you send it.
Named, Anonymous	Whether answers show the driver and route, or never show who answered.
Flagged answer	A rating of 2 or lower, a problem answer, or a long written answer.
Handled	A working mark on an answer. It changes nothing in the answer.
Reminder	The one follow-up a driver gets for a survey, by text, plus push if they allowed it.
Anonymity floor	Anonymous results stay hidden until 5 answers land.
Completion rate	Answers against the drivers who could answer.

TERM	MEANING
Closing import	The Return to Station file load that closes routes and sends end-of-route surveys.
Turnover	Drivers leaving, and the cost of replacing them.

13. Related SOPs

- DA management: ultimatedsp.com/knowledge/da-management
- Scheduling: ultimatedsp.com/knowledge/scheduling
- Automated coaching: ultimatedsp.com/knowledge/automated-coaching

About this SOP

Written by an Amazon DSP that runs these procedures every day, using the pages of Ultimate DSP. Amazon's program policies, your DSP agreement and the law come first: where they differ from this SOP, follow them. Page names and on-screen labels match Ultimate DSP as of September 2026. The latest version is online at ultimatedsp.com/knowledge/hear-from-drivers.