

STANDARD OPERATING PROCEDURE

How to catch at-risk drivers, before Amazon does.

Five steps for the drivers who do not want to perform: seen at the at-risk stage every morning, coached the same day, watched for repeats, given fewer shifts and decided on with the full record in hand.

PORTALS	Scorecard, General, Scheduling
ROLES	Owner, Manager, Dispatcher
HOW OFTEN	Every morning, Daily, Weekly, Monthly
PAGES USED	Overview, Performance Roster, Events, Auto Schedule, Associates, Standards
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READ ONLINE	ultimatedsp.com/knowledge/risk-mitigation

What this SOP fixes

- Drivers who do not want to perform hide in a long event list.
- You find out a driver is a problem when Amazon does.
- The same driver repeats the same mistake week after week.
- At-risk drivers still get the same shifts as your best.
- When it is time to decide, the record is scattered.

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 is for the drivers who do not want to perform. It shows them at the at-risk stage every morning, gets them coached the same day, catches the mistakes that keep coming back, gives them fewer shifts while they recover, and makes the final decision with the full record in hand.

It is written for the owner and managers. The at-risk list is a management tool: drivers never see a tier or an at-risk flag in Ultimate DA, only their own score and events.

This SOP covers

- Reading the at-risk list every morning.
- Same-day coaching and conversations with at-risk drivers.
- The weekly review of repeat mistakes.
- Fewer shifts, through ranking and exclusions.
- The monthly decision on drivers who stay at risk.

It does not cover

- Setting points and tiers. That is the SOP Performance tracking.
- Building coaching modules. That is the SOP Automated coaching.

- Employment law, discipline and separation. Take advice from your employment lawyer.

2. Why this matters

Most DSPs find out a driver is a problem when Amazon does: a notice, a tier drop or a customer complaint. By then the pattern is weeks old. Five gaps let it grow:

THE PROBLEM	WHAT IT COSTS YOU
Problem drivers hide in a long event list	Nobody sees the pattern until it has cost weeks of points.
You find out when Amazon does	The first warning is a notice or a tier drop, after the damage is done.
The same mistake repeats week after week	Coaching that does not change behavior keeps costing points.
At-risk drivers get the same shifts as your best	The weakest drivers run as many routes as the strongest.
The record is scattered when it is time to decide	Decisions rest on memory, and they are hard to defend.

3. What good looks like

- Every at-risk driver is seen every morning, before the schedule is built.
- Every at-risk driver gets coaching or a conversation the same day.
- Repeat mistakes are reviewed every week.
- At-risk drivers fill the week last, and any driver held out has a written reason.
- Every decision is made with the full record: events, coaching, acknowledgments and trend.
- Drivers never see a tier or an at-risk flag. This list is for the owner and managers.
- No driver reaches Amazon's attention before yours.
- Every at-risk driver knows, the same day, that the DSP has noticed.
- Every decision about a driver rests on a complete record.

4. Roles and responsibilities

ROLE	WHAT THEY OWN IN THIS SOP
Owner	Reads the at-risk list, leads the monthly decisions, exports records and deactivates drivers when needed.

ROLE	WHAT THEY OWN IN THIS SOP
Manager	Coaches and talks to at-risk drivers the same day, reviews repeats every week and manages exclusions.
Dispatcher (Operations)	Sees the at-risk list, logs events and runs Auto Schedule. Decisions about a driver stay with the owner and managers.
Sub Admin	Has the same rights as the Owner on these pages.
Driver	Sees their own score and events in Ultimate DA, never a tier or an at-risk flag.

5. Before you start

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

TASK
☐ Name your performance tiers on Standards and mark the at-risk tier.
☐ Pair every negative standard with a coaching module, with auto coach on.
☐ Set Auto Schedule's needs, and rank by Scorecard net score.
☐ Invite every driver to Ultimate DA, so they can acknowledge coaching.
☐ Agree your approach to discipline and separation with your employment lawyer.

6. The rhythm

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

WHEN	WHAT	WHO	WHERE
Every morning	Read the at-risk list before touching the schedule	Owner or Manager	Overview, Associates
Every day	Log, coach and talk to every at-risk driver, and note it	Manager	Associates
Every week	Review repeat mistakes and tick the conversations	Manager	Events
Every week	Rank by score, and hold out drivers with a reason	Owner or Manager	Auto Schedule

WHEN	WHAT	WHO	WHERE
Every month	Read, export and decide on drivers who stayed at risk	Owner	Associates

7. The procedure, step by step

Five steps: one every morning, one every day, two every week and one every month. The at-risk list is a management tool: drivers see only their own score and events in Ultimate DA, never a tier or an at-risk flag.

1 Check the at-risk list before you build the schedule

Every morning

Where Scorecard · Associates **Who** Owner or Manager

WHY THIS STEP MATTERS

Drivers who do not want to perform are easy to miss in a long list of events. The at-risk list pulls them to the top, worst first, so they are seen at the at-risk stage, not when Amazon's notice arrives.

HOW TO DO IT

1. Open Scorecard. On the Overview, read **At Risk** and **Shift Blocked**, and the **At Risk** card.
2. Open **Associates** (the Performance Roster) and click the **At Risk** tile, which turns on **At Risk Only**.
3. For each driver, read NET, TIER, the 60-day trend, COACHING and ELIGIBILITY.
4. Click **Open** on a driver to see the detail.
5. Then build or check the week on Schedule, where every row carries the driver's tier chip.

WHAT TO CHECK

- Every at-risk driver has open coaching, or you have planned a talk for today.
- You know which at-risk drivers are also blocked.
- The trend shows you who is getting worse and who is recovering.

Done when: You have read every at-risk driver's row, and each one has open coaching or a plan for today.

IF SOMETHING IS WRONG

- At Risk reads zero while drivers are clearly struggling: no tier is marked at risk. Mark one on Standards, Performance Tiers.
- New drivers sit in a middle tier: a driver with no scored events sits in the tier that holds zero.
- A driver shows Blocked: they have overdue coaching and cannot be scheduled.
- A driver shows Inactive: their coaching is parked until they are reactivated.

KEEP A RECORD

The roster reads the live record. What stays is your action on each driver: the coaching or the note.

2

Coach every at-risk driver the same day

Daily

Where Scorecard · Associates **Who** Owner or Manager

WHY THIS STEP MATTERS

An at-risk score is a pattern, not one bad day. Coaching the same day ties the lesson to the behavior, and a conversation tells the driver the DSP has noticed. Having both on record keeps the next decision fair.

HOW TO DO IT

1. If the behavior was a safety event, check the driver is safe before anything else.
2. On the driver's row or detail, click **+ Log Event**: pick the **Standard**, set the **Event Date**, write what was seen and click **Save Event**.
3. Click **Assign Coaching**: pick the **Module**, set the days to finish it, keep **Blocks shift when overdue** on and click **Assign**.
4. For several drivers, tick their rows and use **Assign Coaching** once.
5. Open the driver's full record, and call or message them from there.
6. Record the conversation with **+ Note** from the record's menu. Drivers never see notes.

WHAT TO CHECK

- The COACHING column shows the new assignment.
- The driver appears on the Events chase list.
- A note records what was said and what was agreed.

Done when: Each at-risk driver has coaching assigned today and a note of the conversation.

IF SOMETHING IS WRONG

- The toast asks you to pick a module or a standard: fill in the missing field.
- The same module was assigned twice: nothing stops a duplicate, so check the COACHING column before you assign.
- The driver's app status reads not invited or invited: they cannot acknowledge yet. Invite them first.

KEEP A RECORD

The event, the assignment and the note stay on the driver's record, with who added them and when.

3

Watch for the same mistake coming back

Weekly

Where Scorecard · Events **Who** Owner or Manager

WHY THIS STEP MATTERS

A repeat means the coaching did not change the behavior, and sending the same module again rarely works. The weekly repeat review is where you find the drivers who need a different conversation, or a decision.

HOW TO DO IT

1. Open Scorecard, then **Events**, and the **Completed** tab.
2. Click **Repeat Within 30 Days**, which turns on **Repeats Only**.
3. Filter by **Associate**, **Standard** or **Module** to see the pattern.
4. Talk to each driver, then tick their CONVERSATION box.
5. Open the driver from the row menu to log a new event or assign different coaching.

WHAT TO CHECK

- Every repeat driver has a ticked conversation.
- Repeat drivers have a different module or a ride-along planned, not the same module again.
- The repeat rate on the Overview is falling.

Done when: Every repeat driver has a ticked conversation and a new plan.

IF SOMETHING IS WRONG

- The repeat rate keeps rising: the coaching is not working. Rework the modules using the SOP Automated coaching.
- A negative event shows No module on the All tab: nothing was assigned. Pair its standard.
- Coaching assigned by hand with no event never counts as a repeat: check those drivers on their record.

KEEP A RECORD

The Repeat chip and the conversation tick stay with the completed coaching.

4

Give at-risk drivers fewer shifts until their score recovers

Weekly

Where Scheduling · Auto Schedule **Who** Owner or Manager

WHY THIS STEP MATTERS

Giving your weakest drivers the same shifts as your best spreads the damage across the whole week. Fewer shifts protect the score while the driver works on it, and more shifts are the reward for recovering.

HOW TO DO IT

1. Open Scheduling, then **Auto Schedule**. Pick the **Target week** and set the needs.
2. In Rules, under Ranking, keep **Ranking source** on **Scorecard net score** and choose the **Score window**.
3. To hold a driver out, click **+ Exclude DAs**, pick the driver and a **Reason**, and save.
4. Click **Run Auto Schedule**.
5. On Result, read Rank, Score and Tier in the assignment log, and Below cut in Skipped DAs.
6. Click **Send to Schedule**, then adjust any shift by hand on Schedule.
7. When a held-out driver's score recovers, remove them from Excluded DAs.

WHAT TO CHECK

- At-risk drivers rank near the bottom.
- Every excluded driver has a reason.
- Routes are still covered, with a backup for every day.

Done when: At-risk drivers sit at the bottom of the assignment log or under Below cut, and every driver held out has a written reason.

IF SOMETHING IS WRONG

- At-risk drivers still got shifts: there were not enough eligible drivers to fill the need. Rank sets the order, not a limit.
- An excluded driver still holds shifts from before: exclusion only works on future runs. Remove held shifts on Schedule.
- An excluded driver placed by hand shows a soft warning: check that it was meant.

KEEP A RECORD

Each exclusion keeps its reason, and every run keeps each driver's rank, score and skip reason.

5

Decide on drivers who stay at risk, with their record in hand

Monthly

Where Scorecard · Associates **Who** Owner

WHY THIS STEP MATTERS

A decision about a driver's job should rest on the whole record, not on last week. The trend shows whether coaching worked, the acknowledgments show the driver was told, and the export keeps the evidence in one place.

HOW TO DO IT

1. Open Scorecard, then **Associates**, open the driver and set the window, for example **Last 90 Days**.
2. Read **Score Trend**, **Deductions by Standard**, **Events**, **Coaching** and Coaching and Acknowledgements. A flatter line after an acknowledgment marker means the coaching worked.
3. Click **Export** and choose **Excel** or **PDF**.
4. Open the full record and write the decision with **+ Note**.
5. Act: assign more coaching, use **Exclude From Auto-Schedule**, or **Deactivate DA**.
6. Before any separation, take advice from your employment lawyer.

WHAT TO CHECK

- The decision names the pattern, the coaching given and the result.
- The export is saved with the decision.
- A deactivated driver's records are kept, and their status is updated in Amazon's portal too.

Done when: Every driver who stayed at risk has a written decision, backed by an exported record.

IF SOMETHING IS WRONG

- Some coaching shows no driver acknowledgment: it was closed manually. Do not treat it as acknowledged.
- Delete is refused on a driver with history: a record with history can only be deactivated.
- The export toast reads last 90 days: check that the file covers the period you decided on.

KEEP A RECORD

Deactivating keeps every record and can be reversed with **Reactivate DA**. The note holds the decision and the reason.

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
At risk	Active drivers in a tier marked at risk, right now.	It rises: check whether one standard or one group of drivers is behind it.
Repeat rate	How often drivers break the same standard within 30 days of finishing its coaching.	It rises: change the coaching, not just the module.
Score trend	Each driver's running net score, with a marker where they acknowledged coaching.	The line keeps falling after coaching: the driver needs a decision.

9. Common mistakes

MISTAKE	WHY IT HURTS	DO THIS INSTEAD
Waiting for Amazon's notice to act.	The pattern is weeks old and has already cost points.	Read the at-risk list every morning.
Assigning coaching without talking to the driver.	The driver never hears that the DSP has noticed.	Talk to every at-risk driver the same day, and note it.
Sending the same module again after a repeat.	It did not work the first time.	Change the approach: a talk, a ride-along or a different module.
Expecting the ranking to cap shifts.	When drivers are short, at-risk drivers still fill the gaps.	Hold drivers out with Excluded DAs when you decide to.
Deciding on a driver from last week alone.	The decision is unfair and hard to defend.	Decide with the full record for the period, exported.
Trying to delete a problem driver's record.	A record with history cannot be deleted, and the evidence is needed.	Deactivate the driver: every record stays.

10. When to escalate

- A driver stays at risk for a month after coaching and conversations: the owner makes a decision with the exported record.
- A driver refuses coaching: the assignment goes overdue and blocks their shifts, and the manager tells the owner the same week.

- Many drivers are at risk at once: the owner checks whether a standard, a route or a training gap is behind it.
- A decision may end in separation: the owner takes advice from an employment lawyer before acting.

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.

Every morning

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Overview At Risk and Shift Blocked read	
☐ At Risk Only roster read, worst first	
☐ Each at-risk driver has coaching or a talk planned	

Every day

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Events logged for what you saw	
☐ Coaching assigned with Blocks shift when overdue on	
☐ Conversation held and noted	

Every week

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Repeats Only reviewed	
☐ Conversations ticked	
☐ Auto Schedule ranked by score	
☐ Exclusions reviewed, reasons written	

Every month

Date or week of: _____ Checked by: _____

TASK	DONE BY
☐ Full record read for each driver still at risk	
☐ Record exported	
☐ Decision noted and acted on	

12. Terms used in this SOP

TERM	MEANING
Net score	The all-time total of a driver's event points.
Performance tier	A named band over the net score, set by your DSP.
At risk	A driver whose tier is marked as at risk.
Performance Roster	The Associates page in Scorecard, which lists drivers worst score first.
Eligibility	Clear, Blocked or Inactive: whether the driver can be scheduled.
Repeat	The same standard broken again within 30 days of finishing its coaching.
Below cut	Skipped by Auto Schedule because higher-ranked drivers filled the need.
Excluded DAs	Drivers you hold out of Auto Schedule runs, each with a reason.
Deactivate	Offboarding that keeps every record and can be reversed.

13. Related SOPs

- Performance tracking: ultimatedsp.com/knowledge/performance-tracking
- Automated coaching: ultimatedsp.com/knowledge/automated-coaching
- DA management: ultimatedsp.com/knowledge/da-management

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/risk-mitigation.