

The depth chart

1 Every seat, and who is second

Most owners fill the first two columns without pausing. The third column is the exercise. “Nobody, really” is an honest answer and the one worth writing.

Seat	Who sits in it	Who is second	Weeks to useful	Touches cash or compliance?
Drivers				
Dispatch				
Billing & collections				
Other seat				
Other seat				
Where one person holds two seats				

2 Backup day log

An actual day in the seat, not a conversation about whether someone could cover. Every question the stand-in had to ask is a line missing from the role document.

Date	Seat covered	Who stood in	What they could not do without asking

Pipeline & turnover

3 The pipeline, reviewed weekly

Same day every week, whether or not a seat 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 tenure band

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 Role documents

Written by the person in the seat, not the owner. One page: what it does, what it decides alone, what it escalates, and what confuses a new person in week one.

Seats with a role document		Last refreshed	
Seats that are one deep and touch cash		Score this component (1–10)	