

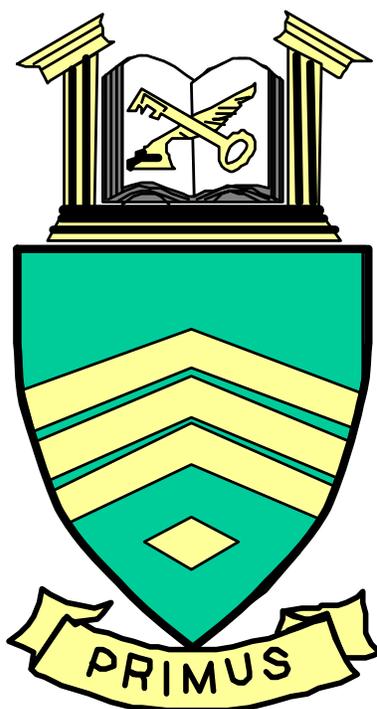
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

W660R1 (052002)

OCT 02

CONDUCT A COMPANY LEVEL DAILY
PERFORMANCE REVIEW (DPR)

TRAINING SUPPORT PACKAGE



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TRAINING SUPPORT PACKAGE

**TSP Number/
Hours and
Title** W660R1
 4.0 Hours
 Conduct A Company Level Daily Performance Review (DPR)

Effective Date Oct 02

**Supersedes
TSPs** New Lesson (USAREC)

TSP User The following course uses this TSP:

Course Number	Course Title
400-FSC(F) 521-SQIM (F) (VTT)	First Sergeant Course—The Army Training System (FSC-TATS)

Proponent The proponent for this document is the U.S. Army Recruiting and Retention Command.

**Comments and
Recommendations** Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

ATTN ATSS DCF COMDT USASMA BLDG 11291 BIGGS FLD FORT BLISS TX 79918-8002 Telephone (Comm): (915) 568-8854 Telephone (DSN): 978-8854	COMDT Recruiting and Retention School ATTN: Training and Development Department BLDG 10000 Hampton Parkway (SSI) FORT JACKSON, SC 29207 Telephone (Comm): (803) 751-8758 Telephone (DSN): 734-8758
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**Foreign
Disclosure
Restrictions** The lesson developers in coordination with the Fort Jackson Recruiting and Retention School foreign disclosure authority have reviewed this lesson. This lesson is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This training support package provides the instructor with a standardized lesson plan for teaching the tasks(s) listed in Section I.

This TSP Contains

Table of Contents		Page
Lesson	Section I, Administrative Data	3
	Section II, Introduction/Terminal Learning Objective	7
	TLO: Conduct a daily performance review (DPR) with a station commander,	7
	Section III, Presentation	9
	ELO 1: Review the DPR process and its functions.	9
	ELO 2: Evaluate a station commander's DPR performance.	13
	Section IV, Summary	18
	Section V, Student Evaluation	19
Appendixes	A. Visual Masters	A-1
	B. Test(s) and Test Solution(s)	Not Used
	C. Practical Exercise(s) and Solution(s)s	Not Used
	D. Student Handout(s)	D-1

CONDUCT A COMPANY DAILY PERFORMANCE REVIEW (DPR)

SECTION I ADMINISTRATIVE DATA

Teaching to Standard

The following courses teach this TSP to standard:

Course Number	Course Title
400-FSC (F) 521-SQIM (F) (VTT)	First Sergeant Course—The Army Training System (FSC-TATS)

Task(s) Trained to Standard

This lesson trains to standard the tasks listed in the following table(s):

Task Number:	805B-79R-5522.
Task Title:	Conduct a company daily performance review (DPR).
Conditions:	as a first sergeant given UR 350-7, UR 350-9, UR 600-22 and SH-3,
Standards:	Conducted a company daily performance review (DPR), IAW UR 350-7, UR 350-9, UR 600-22 and SH-3.

Task(s) Taught or Supported

None

Task(s) Reinforced

This lesson reinforces the task(s) listed in the following table: None.

Academic Hours

This lesson requires the following academic hours:

	Peacetime Hours/ Methods	Mobilization Hours/ Methods
Test	4.0/ SG	/
Test Review	/	/
	/	/
Total Hours:	4.0	0 / 0

Test Lesson Number Prerequisite Lessons

None

Clearance and Access

There is no clearance or access requirement for this lesson.

References

The following table lists the reference(s) for this lesson:

Number	Title	Date	Additional Information
UR 350-7	Recruiting Station Production Management System	Mar 2002	
UR 350-9	Recruiting Company Production Management System	Jul 2002	
UR 600-22	Assignment of Enlistment Processing Responsibility	Jan 1997	

Student Assignments

Before class—

- Read UR 350-7, Appendix M and O; UR 350-9, para 2-1, 2-2, 2-3, Appendix D, and table D-3; UR 600-22, p 6 and SH-3.
- Read Student Handout 1

During class—

- Participate in classroom discussion.

After class—

- Review classroom notes and materials.
- Return recoverable materials to the instructor.

Instructor Requirements

- One Instructor at USASMA VTT site for Distance Learning (DL).
- One Instructor per small group room for First Sergeant Resident Course.
- Special Qualifications-ITC, SGITC, and VTT-ITC (VTT only) qualified.
- Read all TSP material.

Additional Personnel Requirements

This lesson requires the following support personnel for VTT site only:

- One site coordinator at each Distance Learning site.
- Video, audio, and audio linkage equipment operator (optional) at each DL site.
- Video, audio, and audio linkage equipment operator at principal VTT site.

Equipment Required for Instruction

This lesson requires the use of the following equipment:

- TNET communications equipment suite (VTT lesson only).
- TNET room equipment suite (VTT lesson only).

**Materials
Required**

- TNET audio/video linkage equipment (VTT lesson only).
- TV monitor(s).
- Liveboard(s).
- Viewgraph overhead projector.
- Butcher Board Paper.

Instructor materials—

Visual Aids (VGT): 11

- TSP
- UR 350-7, UR 350-9, UR 600-22 and SH-3.

Student materials—

- UR 350-7, UR 350-9, UR 600-22 and SH-3.
- Pen or pencil and writing paper.

**Copyright
Information**

No copyright material reproduced for use in this lesson.

**Gender
Statement**

Unless this lesson states otherwise, masculine nouns and pronouns do not refer exclusively to men.

**Classroom,
Training
Area, and
Range
Requirements**

Requirements for this lesson(s) are:

- A classroom suitable for small group instruction for a group of 18 students.
- TNET-equipped room for up-link transmission (VTT only).
- TNET-equipped classroom(s) that seat up to 18 students each (Distance Learning site only)

**Ammunition
Requirements**

None

**Instructional
Guidance**

- Conduct this lesson using the Small Group Instruction technique and use the questions provided to generate discussion among the students.
- The facilitator may need to create additional questions to ensure student participation continues throughout the lesson material.
- The DL (VTT) instructor will select an appropriate site before asking a student a question.

**Lesson
Approval**

The following individuals reviewed and approved this lesson for publication and incorporation into the First Sergeants Course-TATS.

Name/Signature	Rank	Title	Date Signed
Copley, Donald D.	SFC	Training Developer	
Gill, James M.	MSG	Dir RRS Trng. and Dev. Dept.	
Mayo, John W.	SGM	Chief, FSC, USASMA	
Mays, Albert J.	SGM	Chief, CDD, USASMA	
Gill, David M.	LTC	Commandant, USA RRS	

SECTION II INTRODUCTION

Motivator

Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio is: 1:18
 Time of instruction: 00:00 to 00:05
 Media used: VGT-1

The production of a recruiting station demands the constant attention of the recruiting company first sergeant. You are the one source of data that has a stand back perspective view of the station's productivity and historical data. The old saying goes "you can't see the forest for the trees" is typically true for station commanders. They actively engage themselves in the production battle and need to step out of the foxhole long enough to look at the big picture. For them, that is what daily performance review (DPR) represents. For you, DPR represents your chance to establish and maintain standards and implement command and control.

Terminal Learning Objective

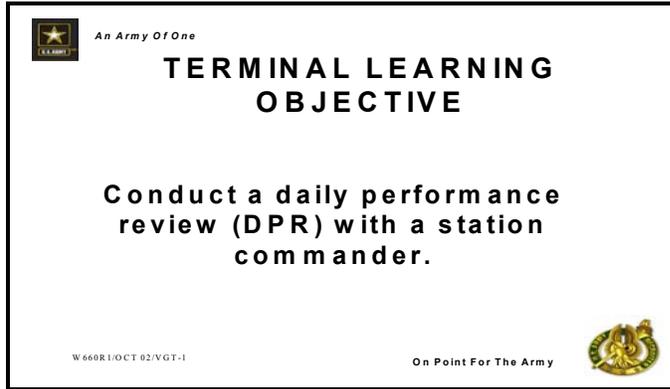
NOTE: Inform the students of the following Terminal Learning Objective (TLO) requirements.

At the completion of this lesson, you will

Action:	Conduct a daily performance review (DPR) with a station commander.
Conditions:	As a first sergeant in a classroom environment, given UR 350-7, UR 350-9, UR 600-22, and SH-3.
Standard:	Conduct a daily performance review (DPR), IAW UR 350-7, UR 350-9, UR 600-22 and SH-3.

Terminal Learning Objective,

SHOW VGT-1, TERMINAL LEARNING OBJECTIVE



NOTE: Have one of the students read the TLO.

REMOVE VGT-1

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

None

Evaluation

At the end of this module, you will receive a written, objective examination. It will test your learning of the objectives from this and other lessons. You must correctly answer at least 70 percent (28 out of 40) of the questions to receive a GO.

Instructional Lead-in

None.

PRESENTATION

ELO 1**ENABLING LEARNING OBJECTIVE 1**

NOTE: Inform the students of the enabling learning objective requirements.

Action:	Review the DPR process and its functions.
Conditions:	As a first sergeant in a classroom environment, given UR 350-9.
Standard:	Reviewed the DPR process and its functions IAW UR 350-9.

**Learning Step/
Activity 1,
(LS/A) ELO-1**

Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio: 1:18
 Time of instruction: 00:05 to 01:50
 Media used: VGT-2 thru VGT-5

DPR

The company leadership team (CLT) will receive command and management directives from the battalion leadership team (BLT).

NOTE: Ask the following question to start the student interaction on the subject.

QUESTION: Who is responsible for the performance of the command and management functions in a recruiting company?

ANSWER: Even though personnel attached or assigned to a recruiting company headquarters furnish reports, the commander and the 1SG are the only ones responsible for the performance of the command and management functions.

(Ref: UR 350-9, para 2-1)

NOTE: After the instructor introduces the subjects, have the students discuss the information on the slides. They should cite some experiences and ensure that they use their own words and not read verbatim from the regulation.
 Direct the students to UR 350-9, para 2-2 and 2-3.

LS/A 1, ELO 1
DPR, continued

SHOW VGT-2, DAILY PERFORMANCE REVIEW



(Ref: UR 350-9, para 2-2 and 2-3)

REMOVE VGT-2

NOTE: The instructor should have a smooth transition into the subject area that comes next.

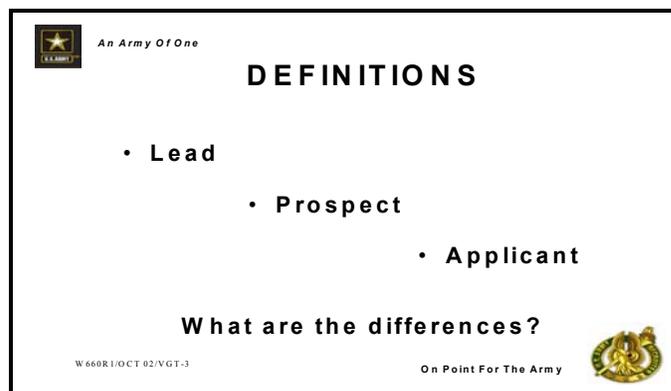
Break

Time: 00:50 to 01:00

Time: 01:00 to 01:50 (continue learning step activity 1)

LS/A 1, ELO-1
Definitions

SHOW VGT-3, DEFINITIONS



***Do you need this slide at this time. You discuss it during the SC Face to Face portion of the lesson. See VGT-7.*

(Ref: UR 600-22, pg 6)

NOTE: After the instructor introduces the subjects, have the students discuss the information on the slides. They should tie the terms into the information on the next slide.

LS/A 1, ELO 1, REMOVE VGT-3
DPR Process

The next item of discussion is the daily performance review process and DPR breakdown steps.

SHOW VGT-4, DAILY PERFORMANCE REVIEW HIGHLIGHTS

NOTE: Discuss the ARISS top of system (TOS) reports.



(Ref: UR 350-9, app D-1 and D-2)

REMOVE VGT-4

NOTE: Ask the following question to lead into the next slide.

QUESTION: What are the seven steps in the DPR process?

ANSWER: See VGT-5.

(Ref: UR 350-9, table D-3)

NOTE: Direct the students to the reference and lead a discussion on the procedures to conduct a successful DPR. Allow the students to talk about their experiences (good or bad) on this matter when they were station commanders.

LS/A-1, ELO 1, SHOW VGT-5, DAILY PERFORMANCE REVIEW STEPS
DPR Process



(Ref: UR 350-9, table D-3)

Check on Learning

QUESTIONS and ANSWERS

QUESTION: Who, in the recruiting company, is responsible for the performance of the command and management functions?

ANSWER: The commander and the 1SG are the only ones responsible for the performance of the command and management functions.

(Ref: UR 350-9, para 2-1)

QUESTION: What does the ARISS remote feature allow the CLT to do?

ANSWER: The ARISS remote feature allows the CLT to gather information in preparation for a face-to-face or telephonic DPR with his or her station commanders.

(Ref: UR 350-9, app D, para D-2)

QUESTION: Where are the CLT production management reports located?

ANSWER: The automated CLT production management reports are automated and are in the top of the system (TOS).

(Ref: UR 350-9, app D, para D-2a)

Break

Time: 01:50 to 02:00

ELO 2

ENABLING LEARNING OBJECTIVE 2

NOTE: Inform the students of the enabling learning objective requirements.

Action:	Evaluate a station commander’s DPR performance.
Conditions:	As a first sergeant in a classroom environment, given UR 350-7 and SH-3.
Standard:	Evaluated a station commander’s DPR performance IAW UR 350-7 and SH-3.

**Learning Step/
Activity 1,
ELO-2**

Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio: 1:18
 Time of instruction: 02:00 to 03:45
 Media used: VGT-6 thru VGT-11

**LS/A-1, ELO-2,
RS Daily
Performance
Review**

In order for the commander/first sergeant to evaluate the recruiting station commander (RSC), they must know what to evaluate.

NOTE: Ask the following question to initiate the discussion on the RSC responsibilities.

QUESTION: Is a DPR limited to or confined to a scheduled day or time?

ANSWER: No. The DPR is not limited to a scheduled day or time. The RS commander and recruiter DPR is a continuous occurrence which involves the RS commander providing guidance.

(Ref: UR 350-7, Appendix M, para M-1)

NOTE: Show the following slide and call on different students to discuss each of the bullets. Allow for student interaction and encourage the students to cite some personal experiences that could be helpful to the other students.

We will now discuss the two types of DPRs.

NOTE: Ask two of the students to discuss the two types of DPRs.

LS/A 1, ELO 2,
RS Daily
Performance
Review,
continued

SHOW VGT-6, RECRUITING STATION COMMANDER (SC) REMOTE DPR

**RECRUITING STATION (RS)
COMMANDER REMOTE DPR**

- How often?
- Minimum items to review?
- Reports available at the top of the system (TOS)?
- What must SC do with the reports?
- What other reports are available?

W660R1/OCT 02/VGT-6 On Point For The Army

(Ref: UR 350-7, Appendix M, para M-1 and M-2)

REMOVE VGT-6

SHOW VGT-7, STATION COMMANDER FACE-TO-FACE DPR

NOTE: Show the following slide and call on different students to discuss each of the bullets. Allow for student interaction and encourage the students to cite some personal experiences that could be helpful to the other students.

**STATION COMMANDER
FACE-TO-FACE DPR**

- Check appearance.
- Review planning guide.
- Review remote workstation (RWS) leads/reports.
 - Lead
 - Prospect
 - Applicant
 - Delayed Entry Program/Delayed Training Program
- TOS Reports (13 reports)
- Review daily and weekly requirements.
- Close the loop

W660R1/OCT 02/VGT-7 On Point For The Army

(Ref: UR 350-7, Appendix M, para M-3 and figures M-1 and M-2)

REMOVE VGT-7

Break

Time: 02:50 to 03:00

Time: 03:00 to 3:45 (continue learning step activity 1)

LS/A 1, ELO 2
RS Daily
Performance
Review,
continued

After the station commander goes through his DPR process, you should complete the station commander DPR evaluation.

NOTE: If needed, have one of the students explain the recruiting inspection log (UF 1117) (Ref: UR 350-7, Appendix O). Make sure the discussion points out that the CLT or BLT verifies the corrections made by signing and dating the form.

SHOW VGT-8, COMPLETE THE STATION COMMANDER DPR EVALUATION

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COMPLETE THE STATION COMMANDER DPR EVALUATION

- Summarize by annotating the inspection log.
- Provide suspense's for areas of concern.
- Identify training needs and plans.
- Identify how you can assist the SC and the recruiters.
- Close the session positively.

W 660R1/OCT 02/VGT-8
On Point For The Army


(Ref: UR 350-7, Appendix O, para g)
REMOVE VGT-8

NOTE: Show the next slide and open a discussion on the “whys and why nots” shown on the bullets. This discussion should develop into a good learning point on good time management. There is no reference for the information on the slide.

SHOW VGT-9, WARNING!!

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WARNING !!

- Do not get captured at headquarters.
- Do not allow diversions.
- Do not spend time on the telephone.
- Inspect, check, and verify information.
- Train the SC to your expectations.
- Annotate the inspection log.
- Give realistic suspense's.

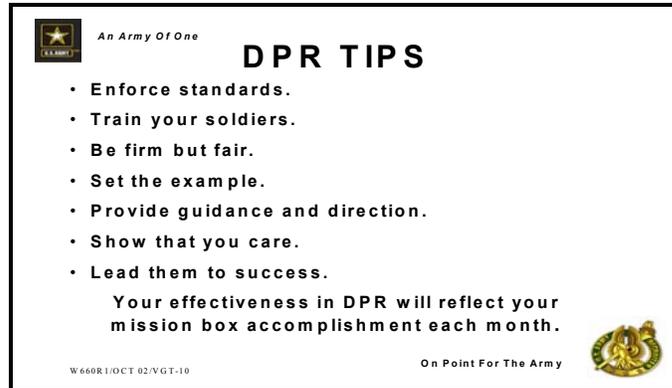
W 660R1/OCT 02/VGT-9
On Point For The Army


REMOVE VGT-9

LS/A 1, ELO 2
RS Daily
Performance
Review,
continued

NOTE: The DPR tips (SH-3) are a good source of information for the first sergeant to know. There is no reference for the information on this slide. It is a compilation of lessons learned by past battalion leadership teams (BLT) and company leadership teams (CLT). Ask different students to discuss each of the bullets. Allow interaction among the students. Use the information below to reinforce the meaning of each of the bullets.

SHOW VGT-10, DPR TIPS



There are several things to keep in mind that will allow for more efficient time management and more effective DPR sessions. They are:

- a. Enforce standards – The standards are set and can only change by accepting a lesser standard. As soon as you accept a lesser standard, you will have set a new standard!
- b. Train your soldiers – Trained soldiers who have the knowledge to perform well are the soldiers you want on the battlefield. Untrained soldiers start to lapse into excuses and they start to accept failure as a way of life. Training is the key to stopping this negative attitude from consuming your recruiters.
- c. Be firm but fair – Give rewards when rewards are just. Give punishment and negative counseling when necessary.
- d. Set the example – You can't live in a "Do as I say, not as I do" world. You must be a leader that leads by example. Never have a Station Commander calling you at home to DPR. If your soldiers are at work...you should be at work!
- e. Provide guidance and direction – Can you imagine a boat on the ocean with no purpose or direction? We must keep the Station Commanders focused and heading in the right direction. It is very

easy to get lost at sea if you have no purpose or direction.

LS/A 1, ELO 2
RS Daily
Performance
Review,
continued

- f. Show that you care – You must be genuine in your concern for soldiers and their families. If you don't believe in your soldiers they will lose respect for you. You must strive to keep their welfare in mind! Soldiers need to feel that their leaders are caring and compassionate about them.
- g. Lead them to success – One of the most important steps to getting a station fired up is getting them to taste success. All soldiers have an internal driving force to be successful. Lead your stations to that success and once they've tasted it, they will not want to go back. Make it enjoyable! Don't add pressure to them for having made success. Take them to the top and let them ride the wave!

REMOVE VGT-10

Check on
Learning

QUESTIONS and ANSWERS

QUESTION: What does the remote performance review feature allow the RS commander in preparation for a face-to-face performance review with his or her recruiters?

ANSWER: The remote performance review feature allows the RS commander to gather information in preparation for a face-to-face performance review with his recruiters.

(Ref: UR 350-7, app M, para M-2)

QUESTION: What are two reports found at the TOS?

ANSWER: The available reports are as follows:

1. Applicant Processing List.
2. Leads Source Analysis.
3. MET Processing Log.
4. MEPS Processing List.
5. DEP/DTP Tracking Log.
6. DEP Separation Log.

Check on Learning, continued

7. Mission Recommendation/Assignment Spreadsheet.
8. Recruiter Report Card.
9. RSM Calendar.
10. Awards Substitution Rules.
11. Awards Categories/Groups.
12. Recruiting Achievement Point Values.
13. Monthly/Quarterly Mission Box.

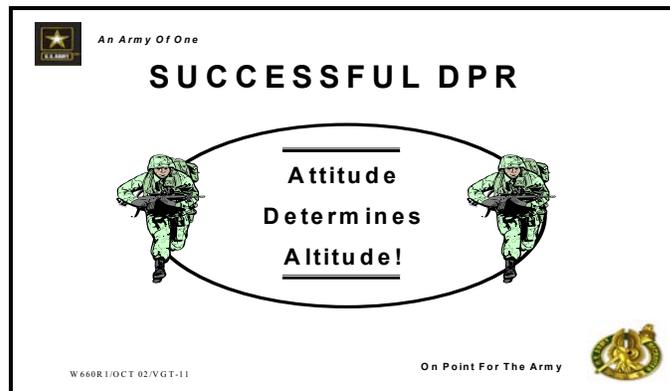
Reference: UR 350-7, Appendix M, para M-2a (1)-(13)

QUESTION: What is the first step a RSC should do in a face-to-face DPR?

ANSWER: Check Recruiter's appearance.

Reference: UR 350-7, Appendix M, Para M-3 b (1)

SHOW VGT-11, ATTITUDE DETERMINES ALTITUDE



SECTION IV SUMMARY

Review/ Summarize Lesson

Method of instruction: CO
 Technique of delivery: SG
 Instructor to student ratio is: 1:18
 Time of instruction: 03:45 to 03:50
 Media used: None

During the past four hours we discussed the importance of holding effective Daily Performance Review sessions with your station commanders. You should review all areas in a proactive fashion to immediately identify problems. This involves the company leadership team providing specific guidance and direction to correct all identified deficiencies. This proactive DPR will head off problems that could keep the recruiting station from making mission. The functioning of the company depends on your leadership, management, and expertise. All soldiers deserve good leadership, now go and give it to them.

REMOVE VGT-11

Check on Learning

The questions throughout the lesson and the checks on learning serve as the check on learning.

SECTION V STUDENT EVALUATION

Testing Requirements

You will receive a 40-question written examination that may include questions from this lesson. To receive a GO, you must answer at least 28 or more questions correctly.

Feedback Requirement

NOTE: You will participate in an After Action Review (AAR) immediately following the examination for this particular lesson.

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Appendix A

INDEX OF VISUAL AID MASTERS

**This Appendix
Contains**

This Appendix contains the masters (or facsimiles) of the visual aids listed in this table----

Number	Title
VGT-1	Terminal Learning Objective
VGT-2	Daily Performance Review
VGT-3	Definitions
VGT-4	Daily Performance Review Highlights
VGT-5	Daily Performance Review Steps
VGT-6	Recruiting Station (RS) Commander Remote DPR
VGT-7	Station Commander Face-to-Face DPR
VGT-8	Complete the Station Commander DPR Evaluation
VGT-9	Warning!!
VGT-10	DPR Tips
VGT-11	Successful DPR

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Appendix D**Index of Student Handouts**

**This
Appendix
Contains**

This Appendix contains the items listed in this table---

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Student Slide Note Sheets	SH-2-1 and SH-2-4
SH-3, USAREC Notes	SH-3-1

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Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of four hours of small group instruction.

Overview The production of a recruiting station demands the constant attention of the recruiting company first sergeant. You are the one source of data that has a stand back perspective view of the station's productivity and historical data. The old saying goes "you can't see the forest for the trees" is typically true for station commanders. They actively engage themselves in the production battle and need to step out of the foxhole long enough to look at the big picture. For them, that is what daily performance review (DPR) represents. For you, DPR represents your chance to establish and maintain standards and implement command and control.

Learning Objective

Terminal Learning Objective (TLO)

Action: Conduct a daily performance review with a station commander.
Condition: as a first sergeant in a classroom environment, given UR 350-7, 350-9, UR 600-22, and SH-3,
Standard: Conducted a daily performance review with a station commander IAW UR 350-7, UR 350-9, UR 600-22 and SH-3.

ELO 1 Review the DPR process and its functions.

ELO 2 Evaluate a station commander's DPR performance.

Assignment

The student assignments for this lesson are:

- Read UR 350-7, Appendixes M and O; UR 350-9, para 2-1, 2-2, 2-3, Appendix D, and table D-3; UR 600-22, p 6 and SH-3.
 - Read Student Handout 1.
-

**Additional
Subject Area
Resources**

None.

Bring to Class

All reference material as stated in the assignment block.
Pen or pencil and writing paper.

 *An Army Of One*

TERMINAL LEARNING OBJECTIVE

Conduct a daily performance review (DPR) with a station commander.

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W660R1/OCT 02/VGT-1

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DAILY PERFORMANCE REVIEW

- **Battalion Leadership Team (BLT) and Company Leadership Team (CLT).**
- **CLT and Recruiting Station (RS) Cdr.**

On Point For The Army 

W660R1/OCT 02/VGT-2

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DEFINITIONS

- **Lead**
- **Prospect**
- **Applicant**

What are the differences?

On Point For The Army 

W660R1/OCT 02/VGT-3

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DAILY PERFORMANCE REVIEW HIGHLIGHTS

- **General**
 - Telephonically.
 - Face to face.
 - Proactive area review.
 - Identify areas of concern.
- **Procedures**
 - ARISS remote performance review.
 - CLT performs analysis review.
 - Review top of system (TOS) reports.



W660R1/OCT 02/VGT-4 On Point For The Army

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DAILY PERFORMANCE REVIEW STEPS

- Establish rapport.
- Discuss recruiting personnel status.
- Review production and/or floor activity.
- Analyze DEP and DTP management.
- Review leader plan of action.
- Review training and counseling.
- Close DPR.



W660R1/OCT 02/VGT-5 On Point for the Army

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RECRUITING STATION (RS) COMMANDER REMOTE DPR

- How often?
- Minimum items to review?
- Reports available at the top of the system (TOS)?
- What must SC do with the reports?
- What other reports are available?



W660R1/OCT 02/VGT-6 On Point For The Army

 *An Army Of One*

STATION COMMANDER FACE-TO-FACE DPR

- Check appearance.
- Review planning guide.
- Review remote workstation (RWS) leads/reports.
 - Lead
 - Prospect
 - Applicant
 - Delayed Entry Program/Delayed Training Program
- TOS Reports (13 reports)
- Review daily and weekly requirements.
- Close the loop



W660R1/OCT 02/VGT-7 On Point For The Army

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COMPLETE THE STATION COMMANDER DPR EVALUATION

- Summarize by annotating the inspection log.
- Provide suspense's for areas of concern.
- Identify training needs and plans.
- Identify how you can assist the SC and the recruiters.
- Close the session positively.



W660R1/OCT 02/VGT-8 On Point For The Army

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WARNING !!

- Do not get captured at headquarters.
- Do not allow diversions.
- Do not spend time on the telephone.
- Inspect, check, and verify information.
- Train the SC to your expectations.
- Annotate the inspection log.
- Give realistic suspense's.



W660R1/OCT 02/VGT-9 On Point For The Army

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DPR TIPS

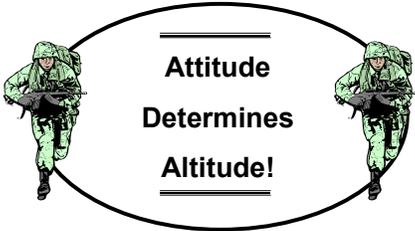
- Enforce standards.
- Train your soldiers.
- Be firm but fair.
- Set the example.
- Provide guidance and direction.
- Show that you care.
- Lead them to success.

Your effectiveness in DPR will reflect your mission box accomplishment each month.

W660R1/OCT 02/VGT-10 On Point For The Army 

 *An Army Of One*

SUCCESSFUL DPR



**Attitude
Determines
Altitude!**

W660R1/OCT 02/VGT-11 On Point For The Army 

STUDENT HANDOUT 3

**This Student
Handout
Contains**

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Student Handout 3

**Efficient
Time
Management,
Effective
DPR Sessions**

There are several things to keep in mind that will allow for more efficient time management and more effective DPR sessions. They are:

- a. Enforce standards – The standards are set and can only change by accepting a lesser standard. As soon as you accept a lesser standard, you will have set a new standard!
- b. Train your soldiers – Trained soldiers who have the knowledge to perform well are the soldiers you want on the battlefield. Untrained soldiers start to lapse into excuses and they start to accept failure as a way of life. Training is the key to stopping this negative attitude from consuming your recruiters.
- c. Be firm but fair – Give rewards when rewards are just. Give punishment and negative counseling when necessary.
- d. Set the example – You can't live in a "Do as I say, not as I do" world. You must be a leader that leads by example. Never have a Station Commander calling you at home to DPR. If your soldiers are at work...you should also be at work!
- e. Provide guidance and direction – Can you imagine a boat on the ocean with no purpose or direction? We must keep the Station Commanders focused and heading in the right direction. It is very easy to get lost at sea if you have no purpose or direction.
- h. Show that you care – You must be genuine in your concern for soldiers and their families. If you do not believe in your soldiers, they will lose respect for you. You must strive to keep their welfare in mind! Soldiers need to feel that their leaders are caring and compassionate about them.

Lead them to success – One of the most important steps to getting a station fired up is getting them to taste success. All soldiers have an internal driving force to be successful. Lead your stations to that success and once they have tasted it, they will not want to go back. Make it enjoyable! Do not add pressure to them for having made success. Take them to the top and let them ride the wave!

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