



CAP ENCAMPMENT PROGRAM

360° Leadership Feedback for Cadre

PARTICIPATING CADET's NAME:

PARTICIPATING CADET's GRADE:

ENCAMPMENT NAME:
(Year, Host Region or Wing, Site)

PARTICIPATING CADET's
DUTY ASSIGNMENT:

To the **PARTICIPANT**

This leadership feedback tool is unlike the CAPF 50's you are used to at your home squadron in that it is a "360°" assessment of your leadership skill. Subordinates, peers, and superiors (not just your immediate boss) will reflect on your performance as a leader and anonymously use this form to communicate with you. Someone who is senior to you but not your immediate boss will serve as your coach and help you interpret the feedback you receive. Your challenge as the participant is (1) to try to be open and receptive toward feedback and (2) to decide on your own what steps you need to take to further your personal development as a leader.

Personal Integrity

- honest, good role model of the Core Values
- does not show favoritism
- humble, does not display cockiness
- pushes-back against bad attitudes immoral conduct

Mission Effectiveness

- expresses a clear and appropriate vision for the team
- teaches and develops people
- fully knowledgeable about all aspects of job and subject matter
- gets job done, thorough, on time, dependable

Safety Focus

- knows location of subordinates at all times
- safety-conscious attitude is visible in encampment daily life
- pro-actively take steps to keep people safe

People Skills

- is fair in dealings with others and does not display favoritism
- takes a positive approach to leadership; does not "boss" or threaten
- motivates the team and each individual to support one another and try hard
- makes an effort to use empathy
- disciplines others fairly and constructively

Communication Skills

- keeps the boss informed when appropriate
- asks questions
- listens carefully to subordinates and superiors alike
- speaks clearly and concisely
- good public speaking fundamentals when in front of the team

Delegation Skills

- gives clear directions to subordinates
- encourages subordinates to ask questions, apply their creativity
- leads by using a "command intent"
- monitors subordinates' progress and redirects as needed
- does not over-delegate; retains assignments that are beyond the subordinate's scope and ability

To the **EVALUATOR**

You are a subordinate, peer, or are superior to the participant named above and you are being asked to evaluate that individual's leadership performance. As with any feedback tool, this exercise will be helpful to the participant only if you are positive, constructive, and specific. Use the space designated for each evaluated category to cite real examples to support your judgments. Don't be vague or speak in platitudes. Thank you for your efforts to help a colleague further his or her own leadership journey. **SEE REVERSE FOR ADDITIONAL INSTRUCTIONS.**

OUTSTANDING 3 points each	VERY GOOD 2 points each	SUCCESSFUL 1 point each	NEEDS IMPROVEMENT 0 points each	UNACCEPTABLE -2 points each
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Additional Comments, Observed Successes, and Suggestions for Future Growth: (continue on reverse if necessary)

TOTAL POINTS:
Goal is 8 or more

COACH / ADVISOR for this 360° FEEDBACK
{ **NOT** the EVALUATOR }

CADET CADRE MEMBER

ADDITIONAL INSTRUCTIONS

Participating cadets are evaluated by subordinates, peers, and superiors. The table below lists suggested evaluators for participating cadets based on each participant's duty assignment.

PARTICIPANT	SUGGESTED EVALUATORS			
Cadet Flight Sergeant	Cadet Flight Commander Immediate Superior	Cadet First Sergeant Superior	Training Officer Senior / Superior	
Cadet Flight Commander	Cadet Flight Sergeant Immediate Subordinate	Cadet Flight Commander Peer	Cadet Squadron Commander Immediate Superior	Training Officer Senior / Superior
Cadet First Sergeant	Cadet Flight Sergeant Indirect Subordinate	Cadet Flight Commander Superior	Cadet Squadron Commander Immediate Superior	Training Officer(s) Senior / Superior(s)
Cadet Squadron Commander	Cadet Flight Commander(s) Immediate Subordinate(s)	Cadet Commander or Deputy Immediate Superior	Training Officer Senior / Superior	Commandant of Cadets Senior / Superior
Cadet Support Staff	Peer on Cadet Support Staff Peer	Cadet Executive Officer Immediate Superior	Senior Support Staff Member Senior / Superior	
Cadet Executive Officer	Cadet Squadron Commander Indirect Subordinate	Cadet Commander Immediate Superior	Deputy Commander for Support Senior / Superior	Commandant of Cadets Senior / Superior
Cadet Deputy Commander	Cadet Squadron Commander(s) Subordinate(s)	Cadet Executive Officer Peer	Cadet Commander Immediate Superior	Commandant of Cadets Senior / Superior
Cadet Commander	Squadron Commander(s) Subordinate	Cadet Deputy or Exec. Off. Subordinate / Peer	Commandant of Cadets Senior / Immediate Superior	Encampment Commander Senior / Superior

GUIDE TO RATINGS

Outstanding

Cadet displayed the traits consistently throughout most of the encampment, with very few exceptions

Cadet's mastery of this area makes him or her an excellent role model

Cadet is definitely ready for advanced study in this area and for complex new challenges

Very Good

Cadet displayed most traits fairly consistently by the encampment's conclusion

Cadet is proficient in these areas and is ready for new challenges

With a little work, cadet can develop this trait into a real strength

Successful

Cadet displayed most traits fairly consistently by the encampment's conclusion

Cadet is generally proficient in these areas and is becoming ready for new challenges

Needs Improvement

Cadet seldom displayed traits in this area before the encampment's conclusion

Cadet should work hard to improve in these areas with help of his or her home unit

Unacceptable

Cadet frequently displayed the antithesis of these traits.

Cadet required close supervision in this area.

Cadet's attitude in this area made it difficult for his or her mentors to assist.