

Using CAP's Performance Feedback Form

DURATION: 45 Minutes

TEACHING METHOD: Discussion (Live or Webinar)

READING: Student Reading

LESSON OBJECTIVE: Demonstrate use of CAP's Form 40 *Performance Feedback* as a management and leadership tool.

DESIRED LEARNING OUTCOMES (DLO):

1. Describe the purposes of performance feedback.
2. Demonstrate the correct use of the CAP Form 40.
3. Develop ways to incorporate the Performance Feedback Form as a tool for evaluating subordinates and as a self-assessment tool.

LESSON STRATEGY: This lesson is designed to describe the idea behind, uses for and techniques for using the CAP Form 40 *Performance Feedback* tool.

The instructor (if live) or the webinar leader (live or recorded) has the task of taking the stigma out of feedback. There are four keys to success:

- Discussing the true, whole purpose of feedback (as opposed to perceptions and myths).
- Emphasizing feedback that is continual, positive and communicative.
- Emphasizing the tool as an ideal opportunity for the commander to share mission and vision for success.
- Highlighting the use of the Form 40 as an educational tool.

This lesson focuses on the Form 40 tool from the perspective of the commander/supervisor/mentor (referred to as the "rater.") The instructor should personalize the lesson to meet the particular needs of the audience, but should be prepared to lead the students through an examination of the Form 40 for those who are unfamiliar with the form.

INSTRUCTOR NOTE: Ask the students if they have any questions about the reading. If they have questions, answer them. If not, proceed with a short review. Ask the students to share the most important points from the reading. Ensure that the students comprehend the many purposes of performance feedback in CAP and how the Form 40 process can enhance performance feedback.

BRIDGE: Performance feedback and appraisal are seen by many as uncomfortable or even frightening. It conjures up visions of "mentoring" a la "Office Space" and "The Office." It is also generally viewed as a function reserved for supervisors and paid employees only. The truth is that true performance feedback is neither punitive or negative.

People participating in an organization, paid or not, want to know the mission, their place in it, how they are expected to contribute to it; and how well they are meeting those expectations. The Form 40 process simply provides a standard mechanism for and outline of a conversation that commanders, supervisors and members have with each other. It defines expectations, provides a way to measure against expectations and plans for improvement.

CAP Unit Commanders Course Instructor Guide
Using CAP's Performance Feedback Form Teaching Plan

Simply, it's a structured mentoring tool talking about the past, present and future.

SUGGESTED DISCUSSION QUESTIONS: Feel free to add or adjust questions as necessary to meet students' needs as well as the unique conditions of your wing.

Lead off question: What are the main reasons for performance feedback, and how has performance feedback been used where you work?

Supporting Question: Have you been evaluated using the Form 40 process? Do you already use the process with your people? What are your impressions?

Supporting Question: How does this process compare with the cadet leadership evaluation process? Why do you think that may be a more accepted process than one for senior members?

Supporting Question: How can you as the commander use the Form 40 process in your unit today? How can you make the process more comfortable for your members?

EXERCISE: Students complete the Form 40 on themselves as a self-evaluation. They will bring them to class for discussion. Be ready to discuss the Form 40 from that perspective.

CLOSURE: The Form 40 Performance Feedback tool is a great resource for commanders, supervisors and members alike. It helps commanders and supervisors define expectations and measure member performance.

CLOSELY RELATED LESSONS: Care and Feeding of the CAP Member; Developing Our Members