



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7

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CJCSI 1332.01A

1 July 2015

JOINT 360-ASSESSMENT POLICY

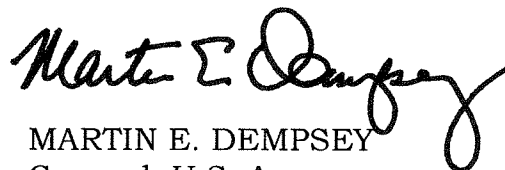
1. Purpose. This instruction provides the policies, procedures, and objectives of the Joint 360-Assessment Program.
2. Superseded/Cancellation. CJCSI 1332.01, 10 October 2014, is hereby superseded.
3. Applicability. This publication applies to the Joint Staff, Combatant Command Headquarters, Chairman's Controlled Activities, and National Defense University.
4. Policy. The Joint 360-Assessment Program is designed to provide senior leaders (general/flag officers (GO/FOs), Civilian Senior Executives, etc.) serving in joint assignments with heightened self-awareness regarding their personal conduct. The Joint 360-assessment is a character-focused tool of professional self-development.
5. Definitions. None.
6. Responsibilities. See Enclosure A.
7. Summary of Changes. This revision updates CJCSI 1332.01. It further:
 - a. Expands the program to include GO/FOs in the grade of O9 and Civilian Senior Executives.
 - b. Removes all access to view individual feedback reports, except for the participant.
 - c. Adds the requirement for participants to be assigned to permanent positions.

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- d. Establishes the minimum of three superior, four peer, and eight subordinate assessors to initiate a Joint 360-Assessment event.
- e. Encourages participants to select a wide range of assessors e.g., military officer, warrant officer, and enlisted personnel from different Services and government civilians; contractors should not be selected as assessors.
- f. Informs the Joint Staff DJ-1 to appoint a separate point of contact to administer the program to Civilian Senior Executives on the Joint Staff.
- g. Updates the scope of the program to include participants at the Headquarters of the Combatant Commands.
- h. Informs participants to initiate subsequent Joint 360-assessments 2 years after initiating their initial assessment and every 2 years thereafter, while assigned to a Joint position in the same command/organization.
- i. Clarifies when participants should initiate subsequent Joint 360-assessments when they move to a new Joint position within the same command/organization and when they move to a new Joint position outside their current command/organization.
- j. Removes Enclosure B -- Fiscal Year 2015 Implementation Plan by consolidating the information into Enclosure A.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DOD Components (to include the Combatant Commands), other Federal agencies, and the public, may obtain copies of this directive through the Internet from the CJCS Directives Electronic Library at: (http://www.dtic.mil/cjcs_directives/). JS activities may also obtain access via the SIPR Directives Electronic Library Websites.

9. Effective Date. This INSTRUCTION is effective upon receipt.



MARTIN E. DEMPSEY
General, U.S. Army

Enclosure:

A - Joint 360-Assessment Policy

ENCLOSURE A

JOINT 360-ASSESSMENT POLICY

1. Overview

a. The purpose of the Joint 360-Assessment Program is to aid self-development by broadening an individual's understanding of how his or her actions affect others.

b. Leaders benefit from candid evaluation and feedback. Leaders traditionally receive top-down feedback from a senior leader's perspective through evaluation reports. Performance reports tend to highlight professional competence rather than professional character.

c. The Joint 360-Assessment Program focuses on character. The Joint 360-assessment instrument includes specific questions directed at illuminating how others perceive the individual through the prism of character-based behavior.

d. The Joint 360-assessment includes candid feedback from subordinates, peers, and superiors that will be anonymous to the participant. By providing integrated views from all angles and not just the top-down view, the Joint 360-assessment is more likely to accurately challenge an individual's perception of his or her behavior.

e. The Joint 360-assessment consists of a Web-based instrument, personal feedback report, and options for follow-on discussions with seniors and/or executive coaching.

2. Scope. This program applies to all GO/FOs in grades O-7 through O-9, including selects to those grades, and Civilian Senior Executives who are assigned to permanent positions in the Combatant Command Headquarters, Joint Staff, Chairman's Controlled Activities, and National Defense University.

3. Execution. Individual Joint 360-assessments are conducted in three phases: Preparation, Execution, and Reflection.

a. Phase One: Preparation

(1) The required senior leader participants (defined as those individuals initiating a Joint 360-assessment) are informed of their requirement to commence a Joint 360-assessment by the point of contact within their respective directorate/organization. Individuals selected for advancement to

GO/FO rank while serving in a Joint billet will adhere to the rules regarding their future grade.

(2) Participants are provided individualized instructions for arranging and conducting their personal Joint 360-assessment. Participants will be directed to the Web-based Joint 360-assessment portal in order to commence their assessment.

(3) Participants are notified to initiate a Joint 360-assessment 6 months after reporting to their Joint assignment and should complete their Joint 360-assessment within 60 days of notification. Assessors for the initial assessment should be personnel from within the participant's current or first previous assignment. It is critical for participants to astutely select those superior, peer, and subordinate assessors who will provide anonymous, candid, and complete character assessments.

(4) Civilian Senior Executives, who normally stay in positions for a longer period of time, will initiate subsequent Joint 360-assessments 2 years after initiating their initial assessment and every 2 years thereafter, while assigned to a Joint position in the same command/organization. For subsequent assessments, Civilian Senior Executives should select assessors from within their current assignment.

(5) Participants moving from one Joint position to another Joint position within the same command/organization (e.g., Joint Staff J5 to Director, Joint Staff) do not have to initiate another Joint 360-assessment at the 6-month time in the new position if they have already completed a previous Joint 360-assessment while assigned to the same command/organization. Participants, if moving within the same command/organization, will initiate subsequent Joint 360-assessments 2 years after their initial assessment.

(6) Participants moving from one Joint position to another Joint position outside their command/organization (e.g., USPACOM HQ to USCENTCOM HQ; National Defense University to Joint Staff; or Joint Staff to Combatant Command HQ) will initiate a new Joint 360-assessment at the 6-month time-in-position and will follow the rules for subsequent assessments as described in section 4 above.

b. Phase Two: Execution

(1) Participants initiate their assessment on the Joint 360-assessment portal.

(a) Participants select at a minimum three superior, four peer, and eight subordinate assessors.

(b) Participants are encouraged to select a wide range of assessors e.g., military officer, warrant officer, and enlisted personnel from different Services and government civilians; contractors should not be selected as assessors. Assessors must have common access card access in order to complete the assessment.

(2) Participants select their superior, peer, and subordinate assessors and complete a self-assessment from the Joint 360-assessment portal.

(3) Assessors receive a system notification and complete a Web-based, anonymous assessment of the participant.

(4) Participant and assessor inputs are collected centrally. An individualized feedback report is provided to each participant once a minimum number of assessors complete and submit their assessments.

(5) Stage One: Initial Operating Capability (IOC)

(a) Stage one includes senior leaders on the Joint Staff, Chairman's Controlled Activities, and National Defense University.

(b) IOC terminates upon implementation of Joint 360-assessments by senior leaders within the Joint Staff, Chairman's Controlled Activities, and the National Defense University.

(6) Stage Two: Full Operating Capability (FOC)

(a) Stage two includes senior leaders within the Combatant Command Headquarters.

(b) FOC terminates upon implementation of Joint 360-assessments by senior leaders within the Combatant Command Headquarters.

(7) Additional participants and organizations might be identified after FOC.

c. Phase Three: Reflection

(1) Participants receive their individualized feedback report. For the purposes of tracking, a participant is considered complete after the feedback report is received.

(2) To obtain value from the Joint 360-assessment feedback report, participants select one or more of the following three options:

(a) Participants gain understanding of the report through self-study, aided by the “Joint 360 Interpretation and Self Reflection Guide” provided with each report.

(b) Participants may choose to discuss their report with their rater or other senior leader of their choice by providing the senior leader a copy of the participant’s feedback report. Senior leaders can access a “Rater’s Guide” on the Joint 360-assessment portal.

1. All raters shall be familiar with the Rater’s Guide before reviewing a subordinate’s Joint 360-assessment feedback report.

2. Joint 360-assessment feedback report review is only for mentoring and developmental purposes.

3. Utilizing information gained from the Joint 360-assessment feedback report for purposes of performance evaluation is prohibited.

(c) Participants may also request individual executive coaching or mentoring via the Joint 360-assessment portal.

4. Coordinating Instructions

a. Other 360-assessments administered by a Service, Component, or a training course do not satisfy the requirement for completing the Joint 360-assessment.

b. Neither the participant’s feedback report nor the information discussed in follow-up sessions will be included in the participant’s official record.

c. The Joint Staff Program Lead will maintain rosters for 5 years on completion/non-completion statistics by participants. The Center for Army Leadership at Fort Leavenworth is the repository for completed assessments. No information regarding individual assessments shall be released without the participant’s consent.

5. Responsibilities

a. Directors of Joint Staff J-1 through J-8 and the Directorate of Management. Joint Staff Directors shall:

(1) Appoint a directorate point of contact to administer the Joint 360-Assessment Program in coordination with the Joint Staff Program Lead. DJ-1 will also appoint a separate point of contact to administer the program to Civilian Senior Executives on the Joint Staff.

(2) Coordinate with the appropriate Chairman's Controlled Activities overseen by the Joint Staff directorate (J-8—JRO-CBRND and JIAMDO; J-3-JIOWC; J-5-IADB/C; J-7-JPRA and JCISFA).

(3) Maintain a spreadsheet with the Joint 360-assessment completion/non-completion statistics within their directorate.

(4) Submit a quarterly report on program compliance to the Joint Staff Program Lead.

b. Director for Joint Force Development, Joint Staff (DJ-7). In addition to the responsibilities listed in paragraph 5.a., the DJ-7 is also responsible for the following:

(1) Acting as the Program Lead for the Joint 360-Assessment Program.

(2) Coordinating the participation of senior leaders assigned to the Joint Staff, Chairman's Controlled Activities, and National Defense University.

(3) Maintaining rosters for 5 years on completion/non-completion statistics of participants. The Center for Army Leadership will retain custody of completed assessments.

(4) Submitting program compliance to the Director, Joint Staff, as required.

(5) Coordinating funding requirements for hosting, maintenance, and execution of the Joint 360-Assessment Program.

(6) Periodically reviewing the Joint 360-assessment mechanism.

(7) Providing training for all Joint Staff and Combatant Command points of contact that are responsible for administering the Joint 360-Assessment Program within their Directorate/Command.

c. Commanders of the Combatant Commands. Each Commander is responsible for the following:

(1) Implementing a command Joint 360-Assessment Program in accordance with this instruction.

(2) Appointing a command point of contact to administer the Joint 360-Assessment Program in coordination with the Joint Staff Program Lead. The designated points of contact will notify participants (military and civilian) of when to initiate an assessment, assist participants in setting-up and closing their assessment event, and explaining coaching and/or mentoring options.

Points of contact will not have administrative access to view participants' events and feedback reports within the Joint 360-assessment system.

(3) Maintaining a spreadsheet with the Joint 360-assessment completion/non-completion statistics within their command.

(4) Submitting quarterly report program compliance to the Joint Staff Program Lead.

(5) Resourcing executive coaching/mentoring options for senior leaders assigned to their command.

d. Directors of Chairman's Controlled Activities (CCAs). Directors of CCAs shall:

(1) Coordinate with the appropriate Joint Staff directorate that has oversight responsibility for the CCA.

(2) Submit a quarterly report on program compliance to the appropriate point of contact at the Joint Staff directorate that has oversight responsibility for the CCA.

e. President, National Defense University (NDU). The President, NDU, shall:

(1) Appoint an NDU point of contact to administer the Joint 360-Assessment Program at NDU in coordination with the Joint Staff Program Lead.

(2) Maintain a spreadsheet with the Joint 360-assessment completion/non-completion statistics within their organization.

(3) Submit a quarterly report on program compliance to the Joint Staff Program Lead.