



Listed below are the Joint 360 assessment items evaluated by superiors, peers, and subordinates.

Character, through the Profession of Arms values

This leader...

Is committed to the fulfillment of his or her duty.
Earns the respect of others through his or her actions.
Faces problems head on.
Chooses the right action when deliberating on a set of alternatives.
Uses others for his or her own gain.
Achieves objectives despite encountering obstacles along the way.
Follows through on commitments.
Pursues what must be done, regardless of difficulties faced.
Compromises when he or she shouldn't.
Makes personal sacrifices to accomplish the mission.
Puts too little effort into his or her work.
Stands behind his or her decisions.
Avoids dealing with uncomfortable situations.
Stands firm on issues of importance, despite possible hardships.
Makes promises without following through.
Follows rules, standards, and procedures even if others take shortcuts.
Stretches the truth to avoid confrontation or criticism.

Open-Ended Questions:

This leader's greatest character strength(s) is/are:
Regarding his or her character, this leader should be aware that:

Ethical Leadership

This leader...

Conveys the importance of upholding ethical standards.
Is fair and objective when assigning roles to others.
Maintains a climate where unit members are held accountable for using ethical practices in their duties.
Cares about and respects all members within the leader's unit.
Sets an example of ethical behavior in his or her actions and decisions.

Fosters discussion of ethical issues.
Is prepared to handle ethical dilemmas when they arise.
Reinforces unit members' ethical behavior.
Puts the needs of others above his or her own self interest.
Keeps his or her actions consistent with his or her stated values ("walks the talk").
Defines success not just by results but also by the way results are obtained.

Open-Ended Questions:

How have you seen this leader display ethical behavior?
How could this leader further promote ethical behavior in his or her unit?

Ethical Climate

This leader sets conditions that create a positive unit climate.
This leader is approachable with questions, comments, or concerns.
This leader is a good steward of government resources (equipment, time, funds, personnel).
This leader recognizes and rewards teamwork.
This leader acts in a way that demonstrates the belief that all members of his or her unit are valued.
Ethical violations reported to this leader are addressed.
This leader makes decisions to position his or her unit for long-term success.
There is a strong degree of cooperation in this leader's unit.
Maintaining a strong ethical climate is one of this leader's goals and objectives.
This leader's unit collaborates well with other units.

Open-Ended Questions:

What is something positive about working with this leader?
Is there anything occurring within this leader's unit that is hindering it from being a positive environment? If so, please specify.