



SECRETARY OF THE ARMY  
WASHINGTON

03 FEB 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2016-06 (Commander 360 Program)

1. References:

- a. Privacy Act of 1974, Pub. L. No. 93-579, 88 Stat. 1896–1902.
- b. Army Regulation (AR) 350-1 (Army Training and Leader Development), 19 August 2014.
- c. AR 600-20 (Army Command Policy), 6 November 2014.
- d. AR 600-100 (Army Leadership), 8 March 2007.
- e. AR 623-3 (Evaluation Reporting System), 31 March 2014.
- f. Army Doctrine Publication 6-22 (Army Leadership), August 2012, Including Change 1, 10 September 2012.

2. Purpose. This directive announces the implementation of an Armywide program to enhance leader development through the Commander 360 (CDR360) program. The program will focus on centralized selection list commanders at the lieutenant colonel and colonel levels.

3. Background

a. The Army designed the CDR360 program to facilitate a leader's growth and development by providing information on the leader's capabilities from multiple perspectives to facilitate more informed coaching, counseling and dialogue. The program includes a multisource assessment of the commander's performance from current subordinates, peers and superiors. It also includes a mandatory discussion between the commander and the commander's current rater to ensure that a plan for development and continued growth results from the assessment.

b. The main tenet behind the utility of the 360-degree approach to assessments is that all leaders have blind spots or unrecognized skill deficiencies and strengths, and feedback from multiple sources facilitates self-awareness, which is the first step in development. Therefore, the CDR360 program will improve a commander's

SUBJECT: Army Directive 2016-06 (Commander 360 Program)

self-awareness, uncover potential strengths, identify developmental needs and facilitate an action plan that further develops a commander's leadership skills.

c. The CDR360 program and the Army 360 Multi-Source Assessment Feedback (MSAF) self-initiated and unit events are similar, but differ in several key ways. The Army uses the results of CDR360 and MSAF events to develop its officers. The officers' senior raters do not see the reports and the reports are not used as information in the officers' officer evaluation report (OER). A key difference between the programs is that the commanders' raters see the CDR360 feedback report. In self-initiated or unit MSAF events, participating officers retain ownership of their feedback and are not required to share their MSAF results with their rating chain, although officers may voluntarily provide the results to their rater.

d. In addition, the CDR360 program requires commanders to discuss their CDR360 assessment report with their rater. Commanders' completion of the CDR360 program fulfills their requirement to participate in the MSAF program in accordance with AR 350-1 and AR 623-3. Similar to self-initiated and unit MSAF events, the Army will annotate officers' participation in the CDR360 program in their OER as AR 623-3 requires. However, the officers' CDR360 results cannot be included or discussed in their OER.

#### 4. Policy

a. This directive is effective retroactively to 1 October 2014 for all active component central selection list O-5 and O-6 commanders, who are required to complete two CDR360 events during the course of their command tenure. Commanders who are unable to comply with this policy before the through date of their next OER may instead include the date of their most recent MSAF event. The effective date for all reserve component central selection list O-5 and O-6 commanders is 1 October 2015.

b. Army National Guard and U.S. Army Reserve commanders will participate in two CDR360 events during their command tenure. The Director, Army National Guard and Chief, Army Reserve will determine the windows for the events for their respective commanders. The commander's current rater will initiate each event.

#### 5. Responsibilities

a. The Deputy Chief of Staff, G-1 is the proponent for the MSAF program, including the CDR360 program. The Deputy Chief of Staff, G-1, through U.S. Army Human Resources Command, will identify eligible commanders and their rating chains and coordinate with the Center for Army Leadership at the U.S. Army Combined Arms Center.

SUBJECT: Army Directive 2016-06 (Commander 360 Program)

b. The Commanding General, U.S. Army Training and Doctrine Command, through the Center for Army Leadership, will serve as the executive agent to administer CDR360 support functions.

c. All Regular Army, Army National Guard and U.S. Army Reserve organizations are responsible for supporting their commanders' participation in the program.

d. CDR360 is executed as a rater's program. The current rater is responsible for initiating and managing the CDR360 process for subordinate commanders.

e. Active component commanders will participate in two CDR360 events during their command tenure. The first event will occur within 3 to 6 months after assumption of command, and the second will occur 15 to 18 months into command. The commander's current rater will initiate each event.

f. Subordinates, peers and superiors are responsible for completing assessments when selected by the CDR360 program.

## 6. Execution

a. CDR360 assessments evaluate a commander's effectiveness on observable behaviors associated with Army leader competencies and attributes as defined in Army Doctrine Publication 6-22. The CDR360 report will provide comprehensive and specific feedback on the commander's capability and behaviors from multiple perspectives (subordinates, peers or superiors).

b. The current rater is responsible for selecting the majority of assessors for CDR360 from the pool of individuals who currently work with the commander as a subordinate, peer or superior. Commanders may nominate two assessors (one peer and one subordinate) for consideration. The final list of assessors will remain confidential and will not be shared with the commander. Army personnel selected as assessors will provide feedback and complete their CDR360 assessments within the prescribed time. The assessors' individual-level ratings will be confidential, and results will be reported only at the individual group level (peer, subordinate or superior).

c. A key component of the CDR360 program is the developmental discussion commanders have with their rater within 2 weeks of receiving their CDR360 assessment report. This mandatory meeting will give the rater and commander the opportunity to engage in a candid, in-depth and informed discussion about the commander's capabilities, performance and development. This requirement reinforces the Army's expectations that raters will help their subordinate commanders grow as leaders. The exact format and structure of the discussion is left to the discretion of the individual

SUBJECT: Army Directive 2016-06 (Commander 360 Program)

rater, but it should result in an executable plan for development. A CDR360 event is not complete until participating commanders receive all of their CDR360 assessments and discuss the results with their rater. The commander and rater will annotate the date of their developmental discussion on the CDR360 Web site.

d. All participating commanders and raters are required to complete support forms through the Evaluation Entry System (<https://evaluations.hrc.army.mil>) within the first 90 days of command, to include the online CDR360 training, which addresses the standards that are assessed. In addition, when first participating in the program, raters will use the CDR360 Web site to request additional guidance from a leader development coach to better understand how to interpret the results of a CDR360 assessment.

## 7. Accessibility and Confidentiality of Reports

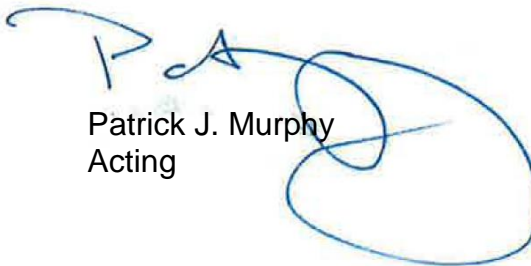
a. All CDR360 data will be collected, maintained and shared in accordance with the Privacy Act. CDR360 feedback products will be available only through Web-based delivery. Assessments will be found under the "Commander's dashboard" page at <https://cdr360.army.mil>. A common access card is required to sign on, and high-level encryption and other protection are in place to prevent unauthorized disclosure.

b. Only participating commanders and their raters will receive the results of the commander's assessments, except when commanders disclose their results to a CDR360 leader development coach.

c. Commanders may share their CDR360 results with others.

d. CDR360 program personnel and administrators must sign nondisclosure agreements.

8. Proponent. The Deputy Chief of Staff, G-1 is the proponent for CDR360 and will incorporate the program into the next update of references 1c-1e. This directive is rescinded upon publication of the revised regulations.



Patrick J. Murphy  
Acting

DISTRIBUTION:  
(see next page)

SUBJECT: Army Directive 2016-06 (Commander 360 Program)

DISTRIBUTION:

Principal Officials of Headquarters, Department of the Army  
Commander

- U.S. Army Forces Command
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command
- U.S. Army Pacific
- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Africa/Southern European Task Force
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Army Installation Management Command

Superintendent, United States Military Academy  
Director, U.S. Army Acquisition Support Center  
Executive Director, Arlington National Cemetery  
Commander, U.S. Army Accessions Support Brigade  
Commandant, U.S. Army War College  
Commander, Second Army

CF:

Director, Army National Guard  
Director of Business Transformation  
Commander, Eighth Army  
Commander, U.S. Army Cyber Command