



Using 20/20 Insight with Canada's Department of Defense Graduate School

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The Canadian Forces College (CFC) is the graduate school for officers of the Canadian Armed Forces. One of the College's key programs is a year-long intensive course of study for officers in the rank of Major and Lieutenant-Colonel called the Command and Staff Course (CSC). A decision was taken in 2002 to include 360-degree feedback as an integral element of the CSC curriculum. Ellis Associates was chosen to develop the program. We worked closely with members of the Canadian Forces Leadership Institute to develop a customized survey and with representatives of the CFC to integrate the program into the course schedule. The program called for each participant to undergo a 90-minute one-on-one debriefing session with a coach. Each participant was also required to produce a written development plan as a defined course requirement.

A successful pilot test was conducted in the second quarter of 2003, and the full program was launched with the 90 students who commenced the CSC course in late August of that year. Initial skepticism about the value of 360-degree feedback on the part of some senior officers on the College faculty was addressed in a briefing presented by Ellis Associates just before the arrival of the students. The feedback from participants on the value of the program was very favourable. As a consequence, the program was renewed for the CSC serial commencing in 2004, and a decision was made to incorporate multi-rater assessment as an integral element of other more advanced senior staff courses offered at the College.