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MSAF Website

Welcome to the Multi-Source Assessment and Feedback website. MSAF provides both surveys and assessments to assist in leadership self-development. The process uses the assessment system, where a leader is evaluated by peers, superiors and subordinates. The system carefully preserves anonymity by stripping feedback of identifying information before producing the Individual Feedback Report. Use the menu bar across the top of the page to navigate the system. You can access the following:

MSAF Training Materials – this page contains available MSAF courses, which cover numerous aspects of the rating, leadership development and coaching process for Assessors, Leaders and Coaches. **My Dashboard** – this page displays all events (open and closed) where you are either a leader or assessor. Additionally, you can start an Event or Personal Assessment from this page. This page allows you to access your files, such as the Individual Feedback Report.

- **VIC** – your online source for leadership training materials, applications and resources. All 10 leader competencies from ADRP 6-22 are discussed.

MSAF Training Materials

The MSAF Training Materials page consists of three sections: For Assessors, Leaders and Coaches area and a link to the Leader Development Tools area. The For Assessors, Leaders and Coaches section contains available MSAF courses which cover numerous aspects of the rating, leadership development and coaching process for Assessors, Leaders and Coaches. The Leader Development Tools section contains a list of downloadable leadership resources, such as ADRP 6- 22, Leader Transitions Handbook, etc.

My Dashboard – In Progress

The In Progress section of the My Dashboard page contains all of your events (sorted by due date) that are currently in progress as well as any events that you have been selected as an assessor. The name of the individual or survey will display for events where you are an assessor. The system keeps all information confidential by stripping it of identifying information before it pulls it together into reports designed to assist a leader's self-development. Click the title link for an event, and the survey or assessment will begin. At any time during the survey or assessment, you can stop and exit, then return to it at a later date. The system will resume where you left off. When you complete the survey or assessment, you will be taken back to the freshly updated My Dashboard page. Self-assessment You may see a Self-assessment link in the In Progress section of the My Dashboard page. The Take your Self-assessment link will be displayed if you have not taken your Self-assessment for an Individual Event or if you are a Leader in a Unit Event. If you click on any of these links, you will be taken to the Self-assessment for this event. Once you have completed your Self-assessment, the link will no longer be displayed in the In Progress section of the My Dashboard page.

My Dashboard – Completed



The Completed section of the My Dashboard page which contains your completed Unit and Individual Events will be displayed. Each event title is a link to the Event Summary page for the event. The summary page will contain links to view your feedback report, create or edit your Individual Leadership Development Plan. The Request a Coaching Session link will display a form for you to complete when requesting a coaching session. This page also displays biographies of Coaches available for coaching sessions. Unit commanders with access to Unit Rollup Reports will also find them listed here. There is a link to Leader Development tools which contains a list of downloadable leadership resources, such as ADRP 6-22, Leader Transitions Handbook, etc. It includes documentation and other supporting content. Clicking the Subscribe link will sign you up to receive updates for leader development training materials. If you no longer wish to receive updates, click the Unsubscribe link.

My Dashboard – Actions and Related Content

Under the Actions section on the right side of the page there are links create a 360 Event or Personal Assessment and request a coaching session. Depending on where you are in the 360 Event process, the links will display Create My 360 Event, Continue My 360 Event or Extend My 360 Event. The Create My360 Event link will invoke the Individual Event workflow. The Continue My 360 Event link will resume an existing Individual Event wherever it is in the process. The Extend My 360 event link will display if your existing Individual Event is either past or within 5 days of the Event End Date. If this link is clicked, you can extend your Individual Event End Date by at least 2 weeks but less than a total of 120 days from the original event begin date.

The Related Content section contains links to sample IFRs and AR 2011-16.

Virtual Improvement Center (VIC)

The Virtual Improvement Center (VIC) page contains links to improvement materials, applications and resources. Each link represents one of the ten leader competencies and attributes outlined in the Army Leadership manual (ADRP 6-22). Located at the top upper left hand corner of the VIC Home page is a Search box. This will allow you to search VIC content. The search will cover the entire VIC and will allow the user to search by title, description, and URLs. Below the Search box are three checkboxes (Document, Multimedia and Website). This is an additional search option. It will allow you to search specific type of content by checking or not checking the boxes as needed. The VIC search feature will display recommended leadership training materials for targeted skill development. Enter a keyword such as “Leadership” in the Search box and click the “Go” push button. The search results will display training materials where the keyword “Leadership” is contained within the title, description or URL. It will also display a list compiled of Competency(s)-Component(s) related to the result(s). Further down the left side of page you will see a menu with links to MSAF Training Materials, Featured Training Materials, Leader Development Tools, Coaching, Mentorship and Army Resources. If you select “Learn More” under one of the VIC Competencies the Competency page will display with more information about the competency along with components (sub-elements) for that particular competency. Select one of the components listed under the competency and it will display a list of leadership resource training material(s). Each line item will contain an icon identifying the type of training material being displayed, the name of the training material and a brief description.

Conducting an Individual Event



What is the MSAF 360?

The MSAF 360 provides direct personal and professional benefit to every leader across the Army through improved self-awareness, enhanced development and better performance. This is a great way to solicit anonymous feedback about your leadership style and compare it to your own personal Self assessment, to help you build personally through coaching if you chose to.

What do I need to get started?

Not much! First everyone will a valid CAC to enter the site. Second, you should have an idea of people that you would like to include in your feedback. You should include past or present peers, subordinates and superiors. You will need to know one of the following; their email address, name, rank or UIC. The more you know the easier it will be to find them.

How do I get started?

Click on any Login button and use CAC authentication to enter the website. After logging in you should see the screen below.

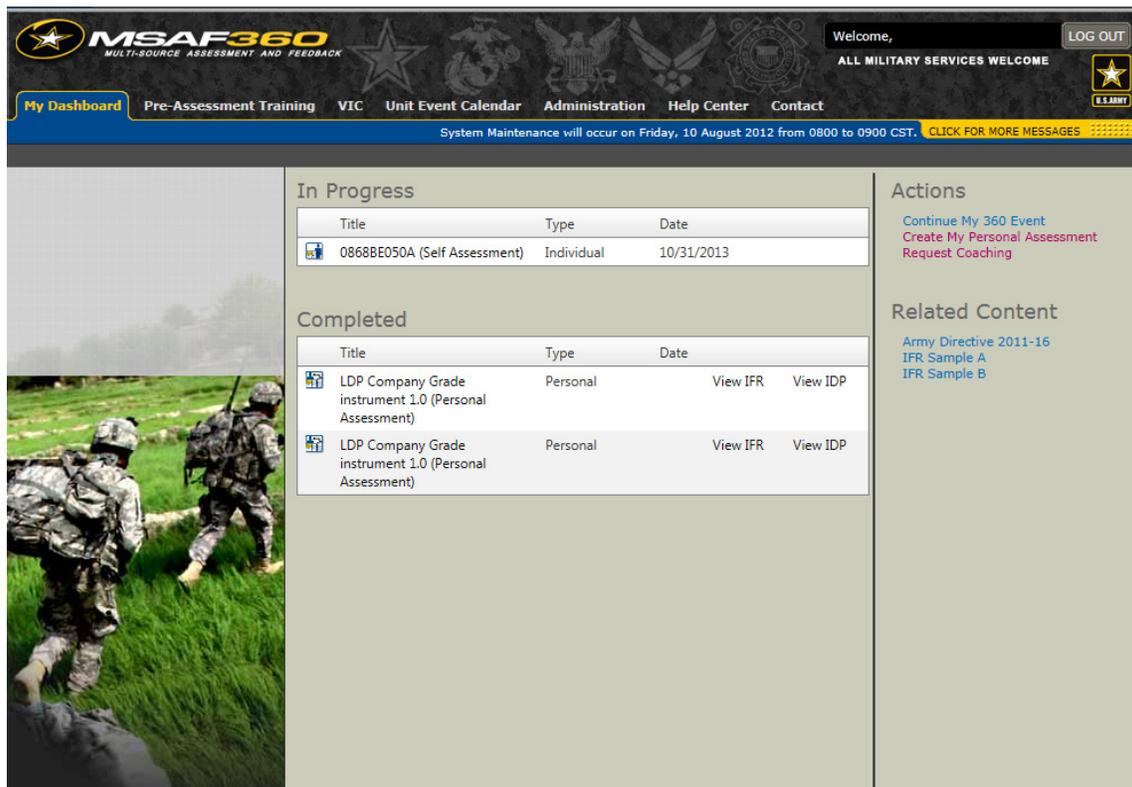


Figure 1

Next, click on Create My 360 Event from the My Dashboard page. You should now be at a page entitled Before we get started, we need some information.



MSAF360 MULTI-SOURCE ASSESSMENT AND FEEDBACK

Welcome, ALL MILITARY SERVICES WELCOME

LOG OUT

My Dashboard Pre-Assessment Training VIC Unit Event Calendar Administration Help Center Contact

System Maintenance will occur on Friday, 10 August 2012 from 0800 to 0900 CST. [CLICK FOR MORE MESSAGES](#)

360 Event

Before we get started, we need some information...

Are you registered in a military or civilian PME or CES class or specific program? ?

Yes
 No

* Organization: ? [dropdown]

* Program: ? [dropdown]

Program Description: [dropdown]

Course: ? [dropdown]

Course Description: [dropdown]

What is your class number? [text input]

* When do you want the event to end? ? [calendar icon]

* Indicates a required field

NEXT

Figure 2

Setting up your 360 Event

This screen provides vital information to us so we can align you with the best instrument to help you and others assess yourself correctly.

-What is an instrument? A set of questions aligned to you and your military profile.

You will need to answer the questions highlighted by red asterisks (*). Need help? Look at figure 2 above. By mousing over the question mark icons, you will get a brief definition of the question.

1. The first question is; Are you registered in a Professional Military Education or Civilian Education System course (PME&CES) or Specific Program? This is a simple yes or no answer asking if you are doing this for training.
 - a. If you answer no the page will refresh and display only the When do you want the event to end? calendar field. If you answer yes then you will need to select your Organization, Program and Course information from the associated drop down menus. Your class will fall into one of these classifications. If you are not sure which one, ask your instructor.
 - b. What is your class number? If you know your class number, enter it here. Note this is not a required field.
2. When do you want the event to end? When you click in this box you will have a calendar popup showing you a set of dates. You will have to select an end date between 10 and 60 days in the future. Grayed out dates cannot be used. Click Next.

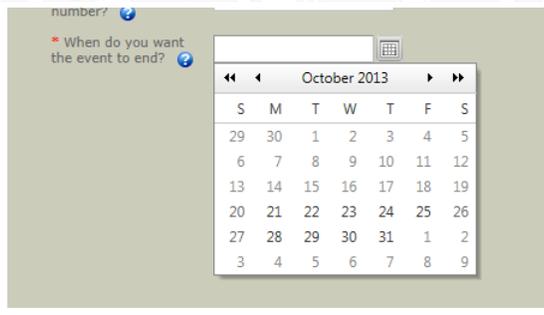


Figure 3

Adding Assessors

You have now defined your 360 event by selecting the instrument and the duration. This page will allow you to search for and add participants to your 360 event. All rating group assessors (Superiors, Peers and Subordinates) are selected from this page. To add an assessor to a rating group, first search for them using one or more of the available search fields. Once you find the assessor, check the box next to their name and then click on the appropriate button below the search results table (Add Superiors, Peers and Subordinates). The assessor is moved to the selected rating group on the right side of the page.

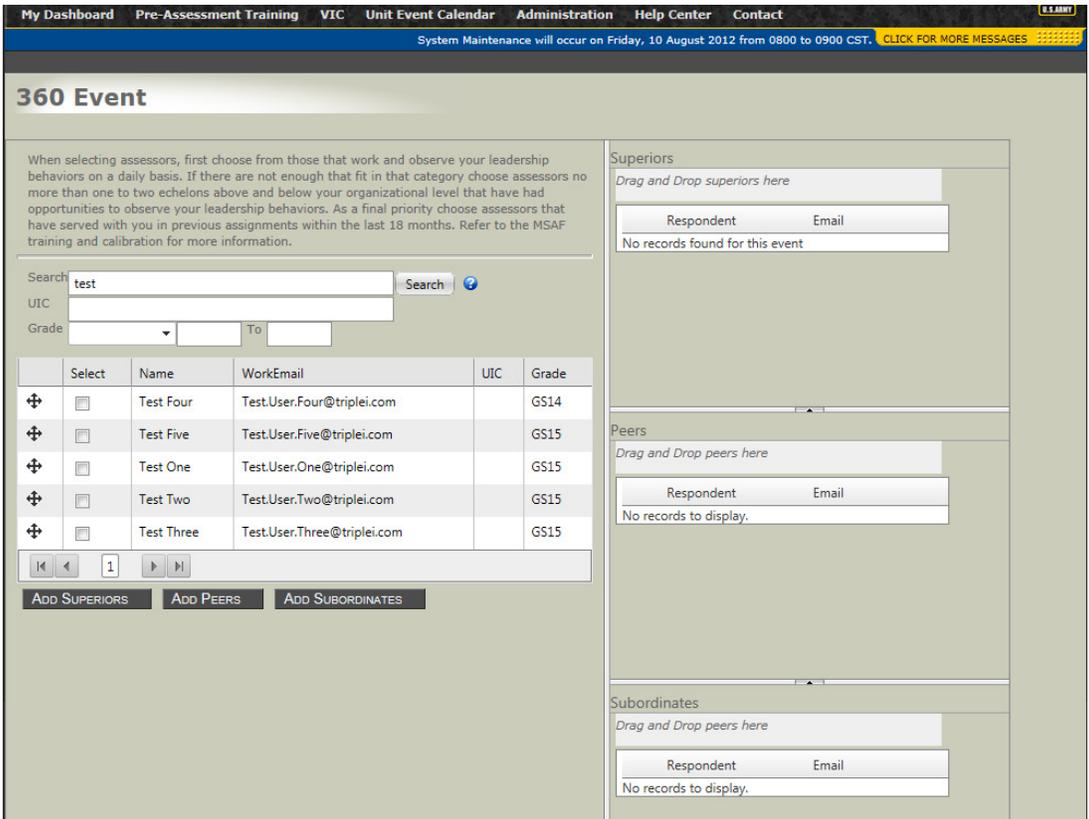


Figure 4

If you look in Figure 4 you can search for an assessor by their email address, name, UIC or rank. You can also combine those items to have a more refined search. As an example Name=Jon Doe, with a rank



between; Rank=E7 and E7 will return all participants named Jon Doe that have a rank of Master Sergeant. The numbers in parenthesis next to each assessor group title represent the number of assessors selected versus the number of assessors recommended for that rating group. For example, the recommended number of superiors is two. If you have added on superior to the event the numbers will display (1/2) meaning that you should add one more superior to meet the minimum recommended amount.

-How do I search for assessors? Type their name, email address, UIC or rank and click Search.

-How many people do I need? Recommended minimums are two (2) superiors, three (3) peers and three (3) subordinates.

-What if I don't have that many people available? Don't worry; you can conduct an individual event without the recommended minimums.

-How can I remove a wrong participant? On the right side of the screen you can remove an assessor from the rating group by clicking the delete icon next to their name.

-How do I move a participant to another rating group? You can click and drag the assessor from the current rating group to the desired rating group.

Choose an Assessment

This page may or may not display depending on what assessments are available based on the information you provided in the Before we get started page. If it does display, select the appropriate assessment and click the Next button.

Review Event Setup

When you are done adding all of the participants you will be sent to this screen. This screen shows a brief review of how you have defined the event and gives you a chance to select more assessors if you would like. By clicking on Next button a popup window will display asking if you are sure you are done selecting assessors. You can select no and be returned back to the Review Event Setup page or by selecting yes you are taken to the Ready to start your Individual Event? page.

My Dashboard Pre-Assessment Training VIC Unit Event Calendar Administration Help Center Contact

System Maintenance will occur on Friday, 10 August 2012 from 0800 to 0900 CST. [CLICK FOR MORE MESSAGES](#)

360 Event

Review Event Setup

Please review the following information to ensure that it is correct. If you are satisfied with the information, click "Next" to proceed.

- I am registered in the **Not Applicable** class for Organization: Not Applicable, Program: Not Applicable
- Selected instrument: Leader Behavior Scale (LBS) 1.0
- My class number is **Not Applicable**
- This event will end on 10/22/2013
- I have chosen:
3 Superiors to rate me [Add More Superiors](#)
1 Peers to rate me [Add More Peers](#)
1 Subordinates to rate me [Add More Subordinates](#)

<< PREVIOUS NEXT >>



Figure 5

The Ready to start your Individual Event? page explains that you must complete the pre-assessment training before starting your event. A link is provided to take you to the training materials if you have not completed the training. You must check the box next to the completion statement before starting the event. After clicking Start My Event, two things will happen as indicated at the bottom of the page. First, an email will be sent to all assessors inviting them to participate in the event and second, you will be taken to the Self-assessment.

A list of answer options and what they mean.

Duty Specific/LDP	LBS	Description
Strongly Disagree	Very Ineffective	The leader ALMOST NEVER performs the behavior effectively <i>see example</i>
Disagree	Ineffective	The Leader RARELY performs the behavior effectively. In about 20% of the occurrences. <i>see example</i>
Slightly Disagree	Somewhat Ineffective	The Leader OCCASIONALLY performs the behavior effectively. In about 40% of the occurrences. <i>see example</i>
	Borderline	The Leader SOMETIMES performs the behavior effectively. In about 50% of the occurrences. <i>see example</i>
Slightly Agree	Somewhat Effective	The Leader FREQUENTLY performs the behavior effectively. In about 60% of the occurrences. <i>see example</i>
Agree	Effective	The Leader USUALLY performs the behavior effectively. In about 80% of the occurrences. <i>see example</i>
Strongly Agree	Very Effective	The Leader performs the behavior effectively ALMOST EVERY TIME. <i>see example</i>
Unobserved	Not Observed	I do not have enough information to make an accurate assessment of the behavior.

Effective: Adequate to accomplish a purpose; producing the intended or expeted results. [src]

Figure 6

- After I start my event can I change the date? Yes, you can extend the end date but not shorten it.
- What if I realized I selected the wrong assessor? From the Send reminders screen you can select Replace. We will discuss this more later.

Completing your Self assessment

In accordance with the Privacy Act of 1974 (Public Law 93-579), this notice informs you of the purpose of the assessment instrument and how the findings will be used.

PRINCIPAL PURPOSE
 The purpose of this questionnaire is to obtain information about your impressions of an Army leader. The data will not be used in a formal evaluation of the leader you are assessing. Instead, the data will be provided to the leader for his or her self-assessment and self-development.

DISCLOSURE.
 All of your responses will be kept confidential and anonymous. The Target Leader will never see individual data; only aggregated data (group averages) so that no particular respondent can be identified. Your written comments may be edited to eliminate identifying information or unprofessional language.

Instructions:
 Rate how effective you are/the individual is on each behavior. Use the entire range of the scale for your answers as appropriate.



Figure 7

After you have started your event, you will be moved directly to the Self-assessment which uses the assessment you selected while setting up the event. We will use the Leadership Behavior Scale as an example. During the first five questions when you are selecting answers, there will be a popup window giving you the definition of the selection you made. This is called Frame of Reference (FoR). You can also click on any text in blue to get a definition on this page. Notice at the bottom of the page you can see Save and Close and Next buttons . On any page you can click these buttons and your answers will be saved at that point. You can return later to finish the assessment. If you click next before all questions are answered you will see red asterisks indicating you have not answered all the questions. Once they are all answered you can click next to move to the next page.

When you have finished the assessment click Finish to exit.

-What happens if I get cut off during the assessment? Your answers will not be saved and you will have to start over. Answers only save on page advances.

Event Maintenance

Now that you have set up your event what do you do now? Really you don't have to do much. You will want to check on the event to ensure participation and send out emails to remind people to participate. This can be done by clicking on Continue your 360 Event from the My Dashboard page.



MSAF360
MULTI-SOURCE ASSESSMENT AND FEEDBACK

Welcome,
ALL MILITARY SERVICES WELCOME

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In Progress

Title	Type	Date
0868BE050A (Self Assessment)	Individual	10/31/2013

Completed

Title	Type	Date	View IFR	View IDP
LDP Company Grade instrument 1.0 (Personal Assessment)	Personal		View IFR	View IDP
LDP Company Grade instrument 1.0 (Personal Assessment)	Personal		View IFR	View IDP

Actions

- [Continue My 360 Event](#)
- [Create My Personal Assessment](#)
- [Request Coaching](#)

Related Content

- [Army Directive 2011-16](#)
- [IFR Sample A](#)
- [IFR Sample B](#)

Figure 8

Once you are in the event you will be able to view the incomplete assessors and completed assignments. You can also replace assessors if you realize they are the wrong people or are not responding. To replace someone just click replace and do the same search as before to add the new assessor.

MSAF360
MULTI-SOURCE ASSESSMENT AND FEEDBACK

Welcome, Mr. Eric Shirling
ALL MILITARY SERVICES WELCOME

My Dashboard Pre-Assessment Training VIC Unit Event Calendar Administration Help Center Contact

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Monitor Event 23257E0133

Incomplete Complete SEND REMINDERS SEND TO ALL

A list of respondents that have not yet completed their assignment.

Respondent	Group	MOVE	REPLACE	REMOVE
<input type="checkbox"/> Test Four	Superior	MOVE	REPLACE	REMOVE
<input type="checkbox"/> Test Five	Superior	MOVE	REPLACE	REMOVE
<input type="checkbox"/> Test One	Superior	MOVE	REPLACE	REMOVE
<input type="checkbox"/> Test Two	Peer	MOVE	REPLACE	REMOVE
<input type="checkbox"/> Test Three	Subordinate	MOVE	REPLACE	REMOVE

Group Totals

Superiors	Peers	Subordinates	Totals
Selected: 3	Selected: 1	Selected: 1	Selected: 5
Responded: 0	Responded: 0	Responded: 0	Responded: 0
Needed: 3	Needed: 5	Needed: 5	

[Take Self Assessment](#)
[Add More Respondents](#)

Figure 9



If you would like to send reminders to individual people place a check mark next to their name and click Send Reminders. If you would like to send to all incomplete assessors at once just click Send To All. You can see on the right hand side of Figure 9 the total number of assessors, the number that has responded and the minimum recommended number. You can also View Past Reminders.

Finish My Event

After you are satisfied with the amount of feedback you can click Finish My Event from the send reminders page. This will give you a popup asking of you are sure you are finished receiving feedback, by clicking no you will be exited back to the send reminders page if you click yes this will finish your event and your Individual Feedback Report will be available. All of the reports have definitions on them so they will not be discussed in detail.

The screenshot shows the MSAF360 web interface. The top navigation bar includes 'My Dashboard', 'Pre-Assessment Training', 'VIC', 'Unit Event Calendar', 'Administration', 'Help Center', and 'Contact'. A system maintenance notice is displayed: 'System Maintenance will occur on Friday, 10 August 2012 from 0800 to 0900 CST. CLICK FOR MORE MESSAGES'. The main content area is titled 'Monitor Event 23257E0133' and is divided into two sections: 'Incomplete' and 'Complete'. The 'Incomplete' section shows a list of respondents with columns for 'Respondent', 'Group', and three action buttons: 'MOVE', 'REPLACE', and 'REMOVE'. The 'Complete' section is currently empty. To the right of the 'Monitor Event' section is a 'Group Totals' table with columns for 'Superiors', 'Peers', 'Subordinates', and 'Totals'. The table shows the following data:

Superiors	Peers	Subordinates	Totals
Selected: 3	Selected: 1	Selected: 1	Selected: 5
Responded: 0	Responded: 0	Responded: 0	Responded: 0
Needed: 3	Needed: 5	Needed: 5	

Below the 'Group Totals' table are two links: 'Take Self Assessment' and 'Add More Respondents'. At the bottom of the page are two buttons: 'FINISH MY EVENT' and 'SEND EVENT STATUS'. A red arrow points to the 'FINISH MY EVENT' button.

Figure 10