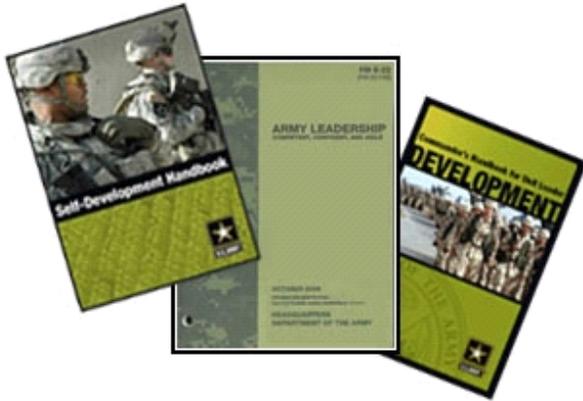


## CAL Publications



- **FM 6-22, Army Leadership**
- **Commander's Handbook for Unit Leader Development**
- **Self-Development Handbook**

**Download your own copy of these publications from the**

**CAL AKO Website**

**(<https://www.us.army.mil/suite/page/376783>)**

**or CAL Public Website**

**(<http://usacac.army.mil/cac2/cal/index.asp>)**

## Multi-Source Assessment and Feedback (MSAF)

... a web-based program and on-line training modules for participants.

**<https://msaf.army.mil>**

**For more information on MSAF, contact:**

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DSN Prefix: 585-XXXX

## Combined Arms Center Center for Army Leadership



## Multi-Source Assessment and Feedback (MSAF)

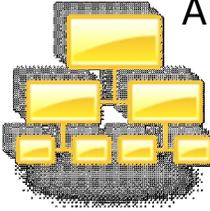
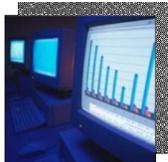
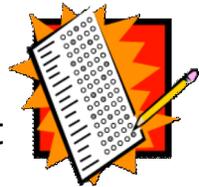
MSAF is a program that provides individual feedback to leaders related to the eight leadership competencies as described in FM 6-22, *Army Leadership*. The MSAF program applies to all domains of training and education (self-development, institutional, and operational), for all cohorts (officers and warrant officers, NCOs and DA civilians), and all components (AC and RC). Individual feedback is confidential and may be from any combination of peers, subordinates, and superiors.

# The MSAF Program

The Army's interest in multi-source assessments dates back to the Army Training and Leader Development Panel (ATLDP) studies of 2000-2003. In February 2004, the CAC Commander directed the Center for Army Leadership to conduct a "proof of principle" at the Combat Training Centers (CTCs). The CG's guidance was to develop a formal assessment of leader behaviors to be used for developmental purposes (not tied to an OER/NCOER) and to ensure the assessment process was anonymous and the results confidential. The proof of principle was conducted during 2004-2006 at 14 CTC rotations involving 2034 leaders and 23,169 participants. The results validated the concept: 97% of participants agreed the program was worthwhile.



## MSAF Features:

- 
**All Cohorts**
- 
**Virtual Coaching**
- 
**www**
- 
**Accessibility**
- 
**Cadre Coaching**
- 
**Self-aware Leader**
- 
**Protected Portfolio**
- 
**dL Training**
- 
**Valid Measurement**
- 
**Personalized Feedback**

All LD  
Domains



The MSAF program applies to all domains of training and education (self-development, institutional, and operational). Individuals may participate for self-development purposes at any time. With regard to the institutional domain, individuals will be required to initiate an assessment prior to attending a PME course. For the operational domain, AC brigades will be scheduled every three years and RC brigades every six years. TDA organizations will be scheduled every five years.

The impact on units should be minimal. Once a unit administrator is designated to build the recommended assessment relationships, individual assessments require a maximum of 10-12 minutes each with most taking five to six minutes. All the MSAF materials are web-based.

While only individuals have access to their own confidential assessments, commanders may be provided with a trend analysis identifying strengths and weaknesses related to leadership competencies in their organizations. This is valuable feedback for unit leader development programs.