**Center for Army Leadership (CAL)**

**Annual Survey of Army Leadership (CASAL)**

The following are answers to some of the more frequently asked questions.

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# **What is the purpose of the CAL Annual Survey of Army Leadership?**

**A.** The Center for Army Leadership’s (CAL) Annual Survey of Army Leadership (CASAL) captures assessments from the field about leadership and leader development. CASAL has been a dependable source to inform senior leaders about the level of leadership quality and associated upward or downward trends since 2005. CASAL affords decision makers and stakeholders the option to make informed course corrections or to leverage prevailing strengths in the Army.

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# **Why should I participate in this survey?**

**A.** This is your opportunity to share your opinion about your leader development experiences and the quality of leadership in the Army in order to influence change. Your feedback enables Army decision makers and stakeholders valuable insight to make thoughtful decisions regarding leader development within the Army. CASAL results inform groups such as the CSA’s Training and Leader Development Conference, Army Profession and Leader Development Forum, Human Capital Enterprise Board, Army Learning Coordination Council, as well as special studies and initiatives.

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# **How was I selected for this survey?**

**A.** Your name was randomly selected from the Defense Manpower Data Center (DMDC) database of all active duty Army, US Army Reserve, Army National Guard, and Army civilian employees. In some cases respondents provided consent for longitudinal participation and are being re-contacted for this survey.

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# **How long will it take to complete the survey?**

**A.** Approximately 40 minutes. This time is an average. Some people take about half this time and some take longer, while they multi-task and attend to normal daily interruptions.

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# **Who do I contact if I have questions about this survey, including problems with accessing or completing it?**

**A.** If you encounter technical problems with accessing or completing the survey, please send an email to [usarmy.leavenworth.tradoc.mbx.cal-surveys@mail.mil](mailto:usarmy.leavenworth.tradoc.mbx.cal-surveys@mail.mil) with a description of the issue.

If you have questions about the conduct of this study, its procedures, risks and benefits, or other general questions about the research, please contact Jon J. Fallesen, Ph.D., by calling 913-758-3160 or at [jon.j.fallesen.civ@mail.mil](mailto:jon.j.fallesen.civ@mail.mil).

If you have concerns, complaints, are injured or have general questions about the research or your rights as a participant, please contact Barbara J. LoDico, B.S., CIP, Human Protections Administrator, ARDEC Human Research Protection Office by calling 973-724-2382 or at [Barbara.j.lodico.civ@mail.mil](mailto:Barbara.j.lodico.civ@mail.mil).

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# **Why is there a CASAL survey every year?**

**A.** CASAL is part of the annual battle rhythm of senior officials and stake-holders for leader development. CASAL results are analyzed to detect small changes in the quality of leadership skills and the effectiveness of leader development practices. While some of the year-to-year information confirms that the Army is effectively sustaining its practices, other information has shown marked increases or decreases in rated levels in a given year. It is important that the Army identifies improvements or downswings as they start to occur.

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# **Do I need to click the URL to complete the survey?**

**A.** Each participant is assigned a unique URL which allows you access to the survey. This URL is only for one individual and must not be passed on to anyone else. Click the URL to access the survey start screen. Alternatively, you may copy and paste the URL into your computer’s web browser to access the survey.

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# **Do I have to complete the survey in a single session?**

**A.** The survey software saves your responses as you complete the survey. If you cannot complete the survey in a single, uninterrupted session, you may access the URL provided in your email invitation to return to complete the survey at a later time.

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# **Do I need to respond to every question?**

**A.** No. However, you are encouraged to respond to each question and provide complete information. Only a few survey questions are mandatory and require a response to continue forward. If a question is not relevant to your experience or current work situation, please select the “No basis to assess” response.

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# **Can I complete the survey during work hours?**

**A.** Yes.

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# **How will the survey results be used?**

**A.** The survey results will be analyzed by the CAL research team. The findings will be used by Army leaders and decision-makers, administrators, trainers, and others to assess leadership and leader development practices, examine policies, evaluate program operations and outcomes, develop plans, and guide improvements.

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# **Will my responses be used to identify me personally?**

**A.** No. Your responses are confidential and your anonymity is protected. The Privacy Act protects your identity, and no data will be disclosed that could be used to identify specific individuals. Only research staff and contractors who are involved in collecting or preparing the information for analysis will have access to completed surveys. The research team is required to agree to nondisclosure agreements and are trained and certified in the protection of human subjects. No data that could be used to identify a specific individual or a person’s specific responses will be shared with any unit, organization, or chain-of-command. Only group statistics will be reported. Responses are combined by grouping factors such as rank, active-reserve-civilian, or most recent course. Groups generally represent 100’s or 1000’s of respondents. The findings on groups of less than 75 in number are not reported as an additional protection of anonymity.

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# **Why does the survey ask about my gender, race and ethnicity?**

**A.** Demographic information is collected at the end of the survey. This information is important to demonstrate that the findings of the survey represent the Army as a whole. The research team confirms that the proportion of respondents in demographic categories are similar to the proportion in the Army. These questions are not mandatory. You have the option to leave these questions blank or indicate “Prefer not to answer.” Responses to these questions WILL NOT be used to identify you.

The race-ethnic classification system and terminology used in this survey is consistent with current Office of Management and Budget (OMB) guidelines. Per OMB guidance, 1 January 2003, Hispanic/Latino/Spanish is an ethnic category, not a race category.

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# **Will I be able to see the survey results?**

**A.** Yes. You can access the results of previous iterations of this survey at <http://usacac.army.mil/organizations/mccoe/cal/ldrdevelopment>. New reports will be updated to this website as they become available.

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