

Center for Army Leadership (CAL)
Annual Study of Army Leadership (CASAL)
Frequently Asked Questions

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Q1. What is the purpose of the CASAL?

A. The CASAL is a recurring, longitudinal study to capture insights and feedback from the field about leadership, leader development, and Army working environments. The CASAL has been used to inform senior leaders about leadership quality and associated trends since 2005, which enables decision makers and stakeholders to make better informed decisions, course adjustments, or leverage prevailing strengths. CAL accepts data queries submitted by agencies and individuals for further analysis of the CASAL results.

Q2. Why is the CASAL administered every year?

A. The CASAL is part of the annual battle rhythm of senior officials and stakeholders for leader development. The CASAL results are analyzed to detect changes in the quality of leadership skills, the effectiveness of leader development practices, and the climate in which they occur. While some of the trend information confirms the Army is effectively sustaining its practices, other information has shown marked increases or decreases in rated levels over time. It is important that the Army identifies improvements or downswings as they start to occur in order to take preventative action.

Q3. Why should I volunteer to participate in this survey?

A. This survey is your opportunity to influence change by sharing your opinion about your leader development experiences and the quality of leadership in the Army. Your feedback enables Army decision makers and stakeholders to make informed decisions regarding leader development within the Army. Information from past surveys has helped to identify gaps in leadership and has directly informed several important initiatives and training products, including the Army handbook on positive climate, instruction on dealing with leaders who exhibit counterproductive behaviors, improvements to professional military education (PME) and Civilian Education System (CES) courses and schools, and efforts to increase employee engagement and reduce workload stress.

Q4. How was I selected for this survey?

A. Names are randomly selected from the total population of all currently-serving Regular Army, US Army Reserve, Army National Guard, and Army Civilian personnel. In some cases, additional personnel are selected to participate in the CASAL based on recent completion of professional military education (PME) and Civilian Education System (CES) courses or schools.

Q5. Are all Army personnel invited to participate in this survey?

A. No. The CASAL is administered to a randomly selected sample of Army personnel, drawn from the current database of all Regular Army, US Army Reserve, Army National Guard, and Army Civilian personnel.

In some cases, additional personnel are selected to participate in the CASAL based on recent completion of professional military education (PME) and Civilian Education System (CES) courses or schools. Not all Army personnel are invited to participate each year, though all Army personnel have a chance of being randomly selected to participate in the CASAL.

Q6. 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 the CASAL Help Desk at usarmy.leavenworth.tradoc.mbx.cal-surveys@army.mil with a description and a screenshot of the issue. A member of the survey team will respond to provide assistance.

If you have questions about the conduct of this study, its procedures, risks and benefits, or other general questions about the research, please contact April D. Sanders, Ph.D., by calling 913-758-3160 or at april.d.sanders9.civ@army.mil.

Q7. Why is the email invitation I received not digitally signed?

A. The Army-approved survey software platform (Verint) used to administer the CASAL is housed on a secure server. However, Verint does not have the capability to digitally sign mass email messages. DoD Instruction 8520.02, Public Key Infrastructure (PKI) and Public Key Enabling (PKE), dated May 24, 2011, states that digital signatures are required on all emails containing active links. Army Information Technology, AR 25-1, blocks hyperlinks in emails from being active. As a result, the active links may be removed from the survey request to ensure compliance with all applicable regulations. If you experience this issue, all you need to do is copy (omitting the word “blocked” or “caution” if it appears) and paste your entire individualized URL into the address bar of your internet browser to access and complete this official survey.

Q8. How do I access the CASAL survey?

A. Each individual who is selected for the CASAL will receive an email from “Center for Army Leadership” usarmy.leavenworth.tradoc.mbx.cal-surveys@army.mil that includes an invitation message and an individualized URL. Clicking the URL allows access to the survey start screen. If the URL is a deactivated hyperlink, you will need to highlight a single instance of the URL, copy it (omitting the words “caution” or “blocked” if they appear), and paste the link into a web browser to access the survey. This should direct to a web page with an official memo regarding the survey. If you do not see a web page with an official memorandum and a “Next” button at the bottom, check to ensure there is no space at the end of the URL, that you have copied the full URL (if the link wraps across two lines of text in an email), and that you have only copied one instance of the URL (deactivated links repeat in the email).

If you are still having difficulty accessing the survey, contact the CASAL Help Desk at usarmy.leavenworth.tradoc.mbx.cal-surveys@army.mil with a description and screenshot of the issue. A member of the survey team will respond and can provide you with a clickable link to access the survey.

Q9. Can I share my survey link with others so they can participate?

A. No. Each participant who is selected for the CASAL is assigned a unique URL. This URL can only be used once to access and complete the survey. Each URL is intended only for one individual and must not be shared or distributed.

Each CASAL survey is administered to a random sample of participants, as opposed to a census or an open participation design. All individuals who are randomly selected to participate in CASAL are notified by official email. Names are randomly selected from the Human Resource Command (HRC) database of all Regular Army, US Army Reserve, Army National Guard, and Army Civilian personnel.

Q10. How long will it take to complete the survey?

A. Many participants will complete the survey in 30 to 35 minutes. Some participants take about half this time while others may choose to spend more time responding to the survey. The survey does not need to be completed in one sitting. The survey software saves progress so that the participant may exit the survey and return at a later time to complete it. By accessing the same unique survey link (URL) from the email invitation, the participant can easily return to the place where they left off.

Q11. Do I have to complete the survey in a single session? Or, my survey closed unexpectedly, do I need to start over?

A. No. The survey software saves your responses as you progress through the survey. If you cannot complete the survey in a single, uninterrupted session, you may access the same URL provided in the email invitation to return to the place in the survey where you left off.

Q12. Do I need to respond to every question?

A. No. Most questions in the survey are optional and do not require a response. 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 experiences or current assigned duties, please select the “No basis to assess” response.

Q13. Can I complete the survey during work hours?

A. Yes. This official Army survey may be completed during duty hours.

Q14. Why does the survey ask about my 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. 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.

Q15. How will the survey results be used?

A. The survey results will be analyzed by the CAL research team. The findings will be shared with 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.

Only group statistics will be reported, not for any specific individual, unit, or organization. For example, results are generated for active and reserve component leaders overall. Comparisons are made between results for officer and NCO participants. Results for PME and CES courses and schools in a given year are compared to results from previous years to detect change.

The following table presents doctrine, products, and programs that have been informed by past CASAL findings.

Doctrine & Policy	Examples of Products	Programs	Assessments
<ul style="list-style-type: none"> ▪ Army Doctrinal Publications <ul style="list-style-type: none"> ▪ 6-0 & 6-22 ▪ Field Manuals <ul style="list-style-type: none"> ▪ 6-22 & 3-0 ▪ Army Regulations <ul style="list-style-type: none"> ▪ 600-100 (FY23) ▪ Command Policy (600-20) ▪ Army Training Publications (FY23) <ul style="list-style-type: none"> ▪ Team Building (6-22.6) ▪ Providing Feedback (6-22.1) 	<ul style="list-style-type: none"> ▪ Command Climate Navigator ▪ Building a Positive Command Climate Handbook ▪ Career Long Assessments – Athena Self Development Tool (LSDT) ▪ Interactive Leader Development Guide (ILDG) ▪ DA Form 7906 (Individual Development Plan) ▪ New DA Form 4856 (FY23) ▪ Leader Effectiveness and Development Reference Card (LEADR Card) (FY23) ▪ Leader Development Self-Assessment (LDSA) (FY23) 	<ul style="list-style-type: none"> ▪ Command Assessment Program (CAP) ▪ Career Long Assessments – Athena ▪ This is My Squad ▪ Cohesion Assistance Team (CAT) ▪ Mission Essential Condition (Climate) (FY23) ▪ Quarterly People Training Brief (QPTB) (FY23) 	<ul style="list-style-type: none"> ▪ CAP Assessments <ul style="list-style-type: none"> ▪ Peer-Subordinate Feedback ▪ Army Comprehensive Talent Interview (ACTI) ▪ Career Long Assessments – Athena <ul style="list-style-type: none"> ▪ Leader 360 & Leader 180 ▪ Pre-Command Course <ul style="list-style-type: none"> ▪ Command Derailer ▪ Operational Force (FY23) <ul style="list-style-type: none"> ▪ Unit 360 ▪ Commander 360

At the conclusion of the survey, you will you have the option to provide or withhold consent to use your survey responses for future research activities outside of CASAL.

- **If you consent** to future research use of your survey responses, records of your de-identified responses will be stored and will be available for future research activities indefinitely. Only authorized research efforts complying with federal and DoD laws and regulations may request access to your de-identified individual-level data. Allowing information about you to be used in other research activities will not directly benefit you but may benefit Army initiatives and practices in the future and reduce survey burden by allowing your data to be used for other research rather than collecting similar data again.
- **If you decline consent** to future research use of your survey responses, the use of your de-identified responses will be limited to only the current research effort (CASAL).

If you have questions about the conduct of this study, its procedures, risks and benefits, or other general questions about the research, please contact April D. Sanders, Ph.D., by calling 913-758-3160 or at april.d.sanders9.civ@army.mil.

Q16. 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 the CAL research team and contractors who are involved in collecting and 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, component (i.e., Active, Reserve, Civilian), or PME/CES course or school. Groups generally represent 100's or 1000's of respondents. As an additional protection of anonymity, groups of less than 75 in number are not interpreted or reported.

Q17. Will my first line leader, supervisor, or chain of command have access to my survey responses?

A. No. Your responses are confidential and your anonymity is protected. Results will only be reported at the group level. Findings for groups of less than 75 in number are not reported as an additional protection of anonymity. At no point in the survey will you be asked to specify your name, your chain of command, or the name of your unit or organization, and this information is not collected by the survey in any other way.

Q18. Will I be able to see the survey results?

A. Final distribution of CASAL findings is controlled by the survey sponsor. Each year, subordinate commands are briefed on relevant results and trends.