Contents

Army 360 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 '360' assessment system, where a leader is evaluated by peers, superiors and subordinates. Use the menu bar across the top of the page to navigate the system. You can access the following:

- ***Prepare*** – this page contains available MSAF courses, which cover numerous aspects of the rating, leadership development and coaching process for Respondents, Leaders and Coaches including a link to the Leader Development Tools page.
- ***Assess –*** this page allows you to Start a 360 Event, Continue a 360 Event and Extend a 360 Event along with Assess other Leaders.
- ***Advance*** – this page allows you to access your files, such as the Individual Feedback Report. It also stores any files you need to upload, such as an Individual Development Plan.
- ***VIC*** – this is your online source to training and education products and links to enable you to lear and practice the leadership competencies listed in ADP 6-22/ADRP 6-22.

Prepare

The prepare page consists of two sections: Training for Respondents, Leaders and Coaches area and a Leader Development Tools area. The Training for Respondents, Leaders and Coaches section contains available MSAF courses which cover numerous aspects of the rating, leadership development and coaching process for Respondents, Leaders and Coaches. The Leader Development Tools section contains a list of downloadable leadership resources, such as ADP 6-22, Leader Transitions Handbook, etc. It includes instructional videos, courses, documentation and other supporting content.

Assess

The Assess page contains two sections: Assess other Leaders area and an area that shows active events with action needed. The Assess other Leaders area will show a count of your assessments or surveys that you have not yet completed and the ones you have completed. Each assessment is part of an event; the open tab contains all the assessments you need to complete sorted by due date. Click the 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 Assess page, or a Self assessment. The right side of the page will display Start a 360 Event, Continue your 360 Event or Extend your 360 Event based upon if you have initiated an Individual Event and where it is in the process. The Start a 360 Event link will invoke the Individual Event workflow. The Continue your 360 Event link will resume an existing Individual Event wherever it is in the process. The Extend your 360 event link will display if your existing Individual Event is within 5 days of the Event End Date. If this link is clicked, a calendar will display allowing you to extend your event. You can extend your Individual Event End Date by at least 2 weeks but less than a total of 120 days from the event begin date. You may see a Take your Self assessment link on the right hand side of the Assess 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 and have not taken your Self assessment. 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.

Advance

The Advance page consists of two sections: a Review Events area, and links to various other pages and areas. In the Review Events section, you will see two sections: Current area and Past area. In the Current area, your most recent Unit and Individual Event will be displayed. Each event consists of a link to the IFR Summary page for the event, a link to view the Individual Feedback Report and a link to create or edit your Individual 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. In the My Files page, you can upload files, view them and delete them. This area is used to store files used for your leadership self-developments, such as Individual Development Plans (IDP). 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 ADP 6-22, Leader Transitions Handbook, etc. It includes instructional videos, courses, 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.

Virtual Improvement Center (VIC)

The Virtual Improvement Center (VIC) page contains links to improvement materials, applications and resources. Each link represents one of the leader competencies outlined in ADP 6-22/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. Further down the left side of page you will notice a feature displaying content/training materials. This 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). If you select one of the VIC Competencies and click the ‘Learn More’ link a 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 training material and a brief description about the training material.

Conducting an Individual event

What is the Army360 or MSAF?

The ARMY360 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 have to have a valid AKO email address to login to this website. Second, you should have an idea of people that you would like to include in your feedback that have a valid AKO email. You should include past or present peers, subordinates and superiors. You will need to know one of the following; their AKO 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 enter your AKO login information or use CAC authentication to enter the website. After logging in you should see the screen below.

Figure 1

Next, click on Start a 360 Event from any page. You should now be at a page labeled Ready to start your 360 Assessment with three steps to completing a 360 Assessment. Click on Begin to start planning your event. The next page is titled; Before we get started, we need some information.

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.

With four questions in front of you, you will need to answer the questions highlighted by red asterisks (*). Need help? Look at figure 2 above. By clicking on What is this, you will get a brief definition of the question also.

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 you can skip to question 2. If you answer yes to the first question then the second question is; What is your class, followed by a drop down menu with choices? 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 Participants.

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. The first rating group to be built will be your Superiors.

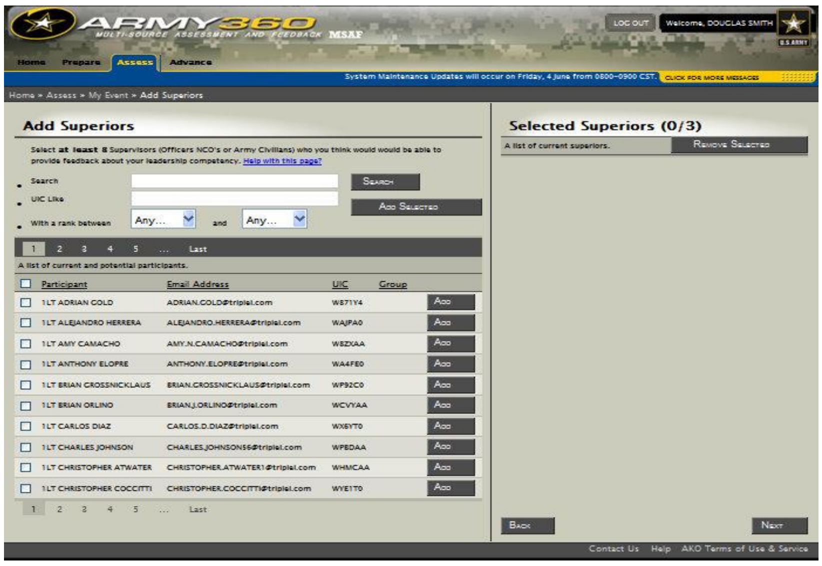

Figure 4

If you look in Figure 4 you can search for a participant by their AKO 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=MSG and MSG will return all participants named Jon Doe that have a rank of Master Sergeant. You can then place a check mark next to the participants name and either click Add next to their name or Add Selected from above. Notice the participants name will then appear in the right hand side of the screen as well as the minimum number of participants. The number of participants will be shown as one of three (1/3) and represents that you only need two more participants to meet the minimum recommended amount. Click Next, and do this for all three rating groups Superiors, Peers and Subordinates.

- **How do I search for participants?** Type their name, AKO email UIC or rank and click search.
- **How many people do I need?** Recommended minimums are three (3) superiors, five (5) peers and five (5) subordinates.
- **What if I don't have that many people available?** Don't worry; you can submit a help desk ticket to have the event started without the minimums met.
- **How can I remove a wrong participant?** On the right side of the screen place a check mark in the box next to their name and click remove selected.
- **How do I move a participant to another rating group?** You can delete the participant and re-search for them or search for them and place a check mark next to their name then click Move.

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 participants if you would like. By clicking on Start My Event, two things will happen. They are labeled numbers one and two from the bottom of figure 5.

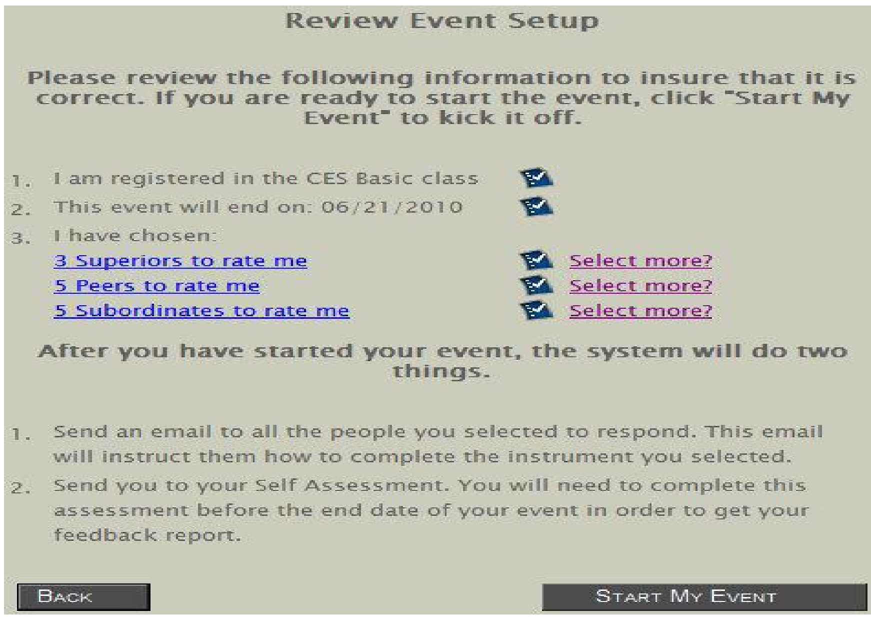

Figure 5

After clicking Start My Event, you will see a popup menu asking if you are sure you are done selecting additional respondents. You can select no and be returned back to the review event page or by selecting yes you will start your 360 Assessment. Read the help and directions page for some good tips and click Continue. The second page contains general directions. When asked a survey question, these will be your choices of how to respond. You can click the *see example* (figure 6) to view an example of when these answers will apply.

General Directions:

- Make use of the full scale (graphic of scale – see online training session)
- Use the "Not Observed/Unobserved" option if you have feel you do not have enough information to make an accurate assessment of a behavior

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 *see example*
Disagree	Ineffective	The Leader **RARELY** performs the behavior effectively. In about 20% of the occurrences. *see example*
Slightly Disagree	Somewhat Ineffective	The Leader **OCCASIONALLY** performs the behavior effectively. In about 40% of the occurrences. *see example*
	Borderline	The Leader **SOMETIMES** performs the behavior effectively. In about 50% of the occurrences. *see example*
Slightly Agree	Somewhat Effective	The Leader **FREQUENTLY** performs the behavior effectively. In about 60% of the occurrences. *see example*
Agree	Effective	The Leader **USUALLY** performs the behavior effectively. In about 80% of the occurrences. *see example*
Strongly Agree	Very Effective	The Leader performs the behavior effectively **ALMOST EVERY TIME**. *see example*
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]

Continue

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 respondent?** From the Send reminders screen you can select Replace. We will discuss this more later.

Completing your Self Assessment

Figure 7

After you have started your event, you will be moved directly to the Self Assessment which uses the assessment set 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 & Exit 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. This assessment has several pages and you can check your progress by using the fuel gauge in the top right corner.

When you have finished the assessment click Finish to exit.

-**What happens if I get cut off during the assessment?** More than likely your answers will not save 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 home page or from the Assess tab home page.

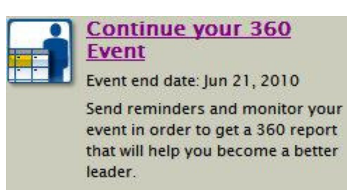

Figure 8

Once you are in the event you will be able to view the incomplete respondents and completed assignments. You can also replace respondents 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 respondent.

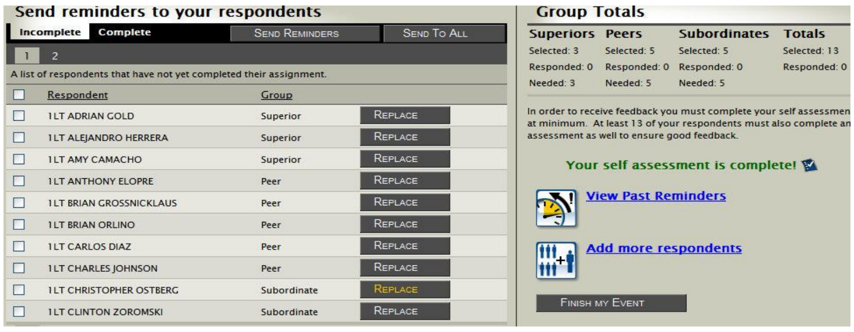

Figure 9

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 respondents at once just click Send To All. You can see on the right hand side of Figure 9 the total number of respondents, 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. Below you will see a brief description of the MSAF website navigation.