244TH QM BN Leadership Guide

POSSUMUS SI NON POTESTIS

MSAF360
MULTI-SOURCE ASSESSMENT AND FEEDBACK

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LOGIN   Welcome to MSAF 360!

System Maintenance will occur on Friday, 10 February 2012 from 0800 to 0900 CST.

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LEAD ON

WITH THE ARMY-WIDE PROGRAM SPECIFICALLY DEVELOPED TO CREATE COMPETENT, CONFIDENT AND AGILE LEADERS.

Log In

MSAF360 can show you how.

Testimonials

"I believe that multi-dimensional feedback is an important component to holistic leader development. By encouraging input from peers, subordinates and superiors alike, leaders can better "see themselves" and increase self awareness. A 360-degree approach applies equally to junior leaders at the squad, platoon, and company level as well as to senior leaders. The ability to receive honest and candid feedback, in an anonymous manner, is a great opportunity to facilitate positive leadership growth."
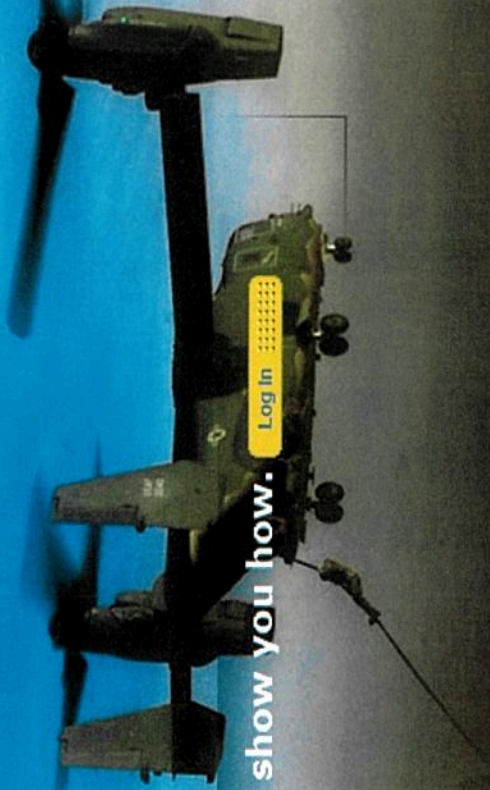
- GEN Ray Odierno

US ARMY – COMBINED ARMS CENTER
"An Engine of Change"
Center for Army Leadership

250 Gibbon Ave., Room 371   913-758-3591
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FOR IMMEDIATE RELEASE

Release Date: 14 May 08

US ARMY IMPLEMENTS MULTI-SOURCE ASSESSMENT AND FEEDBACK (MSAF) PROGRAM

The Center for Army Leadership (CAL) has launched the Multi-Source Assessment and Feedback (MSAF) program, a confidential and focused online assessment tool that promotes self-awareness for individual leader development in today's complex operational environment. MSAF provides individual feedback to leaders related to the eight leadership competencies as described in FM 6-22, *Army Leadership*. The results are provided directly and confidentially to the leader. Commanders may be provided with a roll-up analysis identifying strengths and weaknesses in their organization, while individual assessments remain confidential. Assessments are anonymous (protect the identity of the assessor) and results are confidential.

The MSAF was started as a pilot program in February 2004 to raise self-awareness and guide skill improvement for Army leaders: 97% of pilot participants agreed the program concept was worthwhile. According to one Battalion Commander, "As for the 360 degree survey, I must admit that at first I was skeptical. It was yet another tasking on an already overfull plate. However, it was fantastic. I cannot recommend it highly enough. I found the survey extremely useful for me personally and also an extremely useful tool for my leadership." This pilot led to a web-enabled system to efficiently gather data on leadership competencies outlined in FM 6-22.

MSAF applies to all domains of training and education (self-development, institutional, and operational), all cohorts (officers and warrant officers, NCOs and Army civilians), and all components, both Active (AC) and Reserve (RC). Individual feedback is confidential and may be from any combination of peers, subordinates, and superiors.

One First Sergeant who participated in the pilot said, "Nobody ever tells you if you're screwed up. They just talk behind your back or assign the mission to someone else. With the 360 assessment, you get the truth. This ain't just another survey; it's essential." A Platoon Sergeant who also participated in the pilot confirmed the First Sergeant's point of view. "First time subordinates ever assessed my leadership," commented the Platoon Sergeant. "Showed me I didn't care enough about families. Platoon leader counseling has been a joke up to this point in my career. Without 360-assessment, you'd never really know how Soldiers felt about you."

Individuals will be required to initiate an assessment prior to attending Professional Military Education (PME) or Civilian Education System (CES) courses. For organizations within the operating

force, AC brigades will be scheduled every three years and RC brigades every six years to participate in the program. Organizations within the generating force are scheduled every five years. Individuals may utilize the MSAF at other times on their own initiative for self-development purposes. Organizational MSAF reports will be provided to commanders to identify strengths and weaknesses within their units related to leadership competencies, and to provide valuable feedback for organizational leader development. MSAF assessment instruments and feedback are accessed through the My Leader Development section on AKO or by logging on to https://msaf.army.mil.

Media interested in learning more about the Multi-Source Assessment and Feedback program should contact Dr. Jon Fallesen at the Center for Army Leadership, (913) 758-3160.
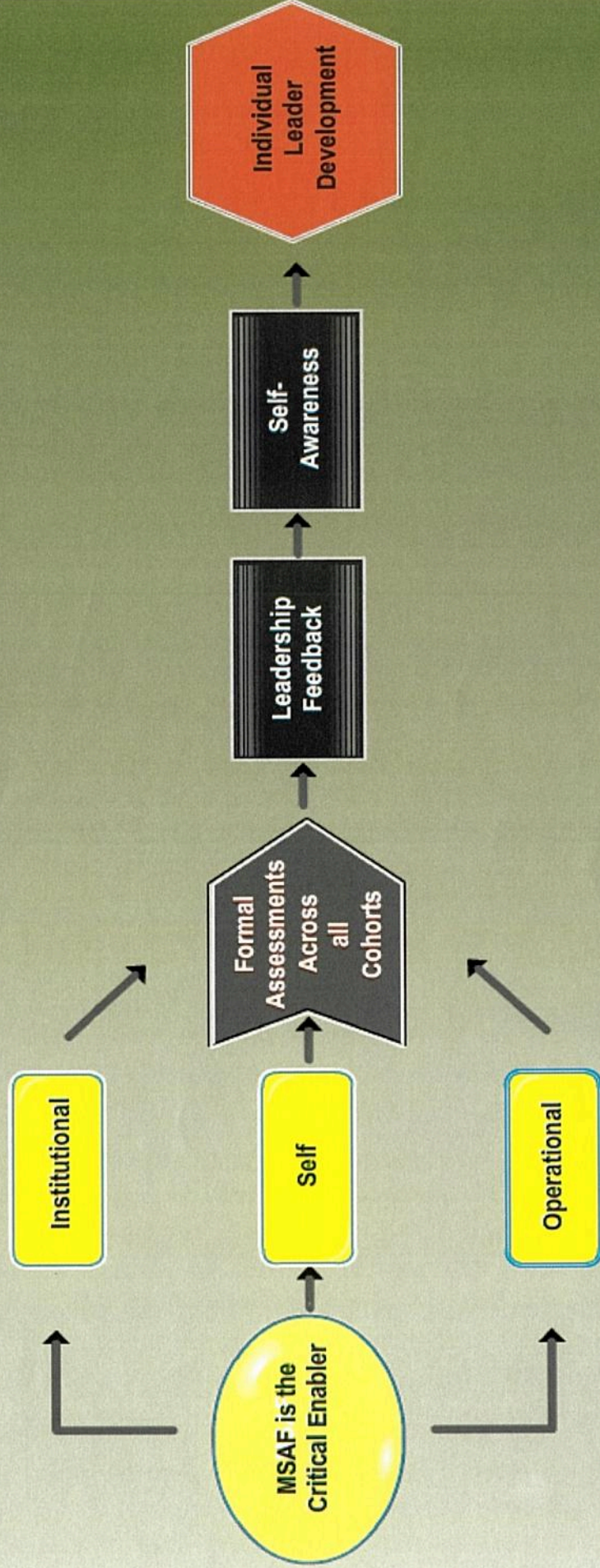
The Road to Leader Self Development

Institutional

Self

Operational

Formal Assessments Across all Cohorts

Leadership Feedback

Self-Awareness

Individual Leader Development

MSAF is the Critical Enabler

ARMY
CAREER TRACKER

Navigate the New Army Career Tracker

Welcome to the Sergeants Major Academy

SOC/AD/College
American Soldier

Professional Military Education

Functional Courses

MOS Training

Structured Self-Development

Welcome to Basic Training

Path 1
Path 2
Path 3

ACT is Coming... Get on the Right Path!

Your Tool,
Your Career,
ACT Now!

https://actnow.army.mil

What is ACT?

Army Career Tracker (ACT) is a leadership development tool that integrates training and education into one personalized, easy-to-use website. Users can search multiple Army education and training resources, monitor their career development and receive personalized advice from their leadership.

Who Supports ACT?

As part of Army Learning Concept 2015 (ALC 2015), ACT will allow Soldiers, Officers, and Civilians to manage their lifelong career objectives and monitor progress toward career requirements and goals. Users can enroll in courses and training to become multi-skilled, agile leaders of the 21st Century.

A Real Solution for You

ACT was tested in Fall 2009 by 214 Soldiers who provided feedback, and a high percentage reported satisfaction with the tool. With this Soldier feedback, Congressional approval, leadership support and a fully built tool, ACT is now ready for you!

Find Out More

Email: act.now@us.army.mil

Log On: https://actnow.army.mil

Information Site: https://www.us.army.mil/suite/page/601000

ACT is Coming
Get on the Right Path

Release 1:
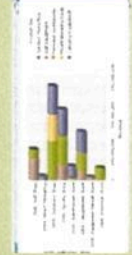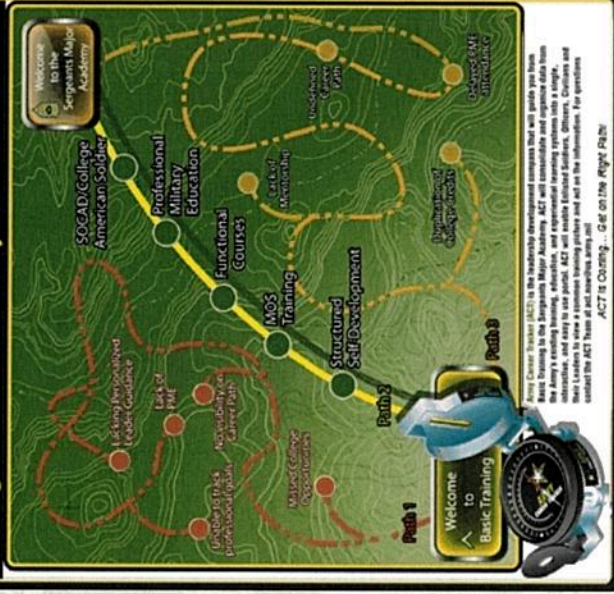**Enlisted Total Force**
Jun 2011

Release 2:
DA Civilian
Aug 2011

Release 3:
Recruiting
Sept 2011

Release 4:
Officer
Nov 2011

Release 5:
Staff Role
Nov 2011

U.S. ARMY

COMMANDER'S HANDBOOK FOR UNIT LEADER
DEVELOPMENT

UNIT LEADER DEVELOPMENT

Today's fast-paced, deployment-focused Army demands that a commander's first priority is a trained and ready unit. Leader development makes a substantial contribution to a unit's ability to train effectively and accomplish its mission. Yet commanders across the Army acknowledge the constant challenge to effectively implement unit leader development. This handbook is designed to provide commanders with an efficient and effective way to develop leaders. The handbook supports this goal by:

- Translating Army leader feedback for developing leaders into quick applications
- Prioritizing leader development activities under conditions of limited resources
- Integrating unit leader development into already occurring day-to-day activities
- Integrating FM 6-22 leader attributes and competencies consistently across Army leader development doctrine

This handbook draws on the input of successful Army commanders and non-commissioned officers, recent Army leadership studies, research on effective practices from the private and public sectors, and applicable Army regulations and doctrine. An online and downloadable version of this handbook is available on the Center for Army Leadership's Army Knowledge Online (AKO) Web page. Any feedback on this handbook can also be sent to the Center for Army Leadership via the previously referenced Web page.

For further information or to submit comments on this handbook, contact the Combined Arms Center—Center for Army Leadership at (913-758-3160 or http://usacac.army.mil/CAC2/CAL.

U.S.ARMY

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Leader Development Practices of High Performing Organizations

Input from Experienced Commanders & NCO's

FM 6-22 Army Leadership

Army Command Guidance Regulations (AR 600-20)

COMMANDER'S HANDBOOK FOR UNIT LEADER DEVELOPMENT

FM-7 Training for Full Spectrum Operations

HRC Selection, Promotion, Career Management Guidance

Army Trends in Leader Development

Leader Development Research Findings

Individual Development Planning Guide

May 2010

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> *"Leadership and learning are indispensable to each other."*
> -John F. Kennedy

It is natural to idolize leaders, imagining they know or have always known what to do and how to do it. Ask any leader, however, and they will probably tell you they got where they are by learning that is based on openness to new ideas and opportunities, evolves from experience into wisdom, is fast-tracked by the courage to try something new, and rises up through the humbling effects of adversity and failure. The key to leadership is the ability and willingness to continuously learn.

Why is continuous learning so important in the Army? It is because ongoing learning is the key to **agility, resilience, and sustained strength.**

Every soldier knows that each combat or operational situation is different. With conditions as unpredictable as those faced in combat, you can only know so much ahead of time. When you adopt the attitude of a life-long learner, you remain open to what there is to learn from your environment, experiences, and interactions. This responsiveness makes you agile so you can respond to the immediate by expanding what you know to include what you learn on-the-spot.

The world is becoming more complex every day and nowhere is that more evident than with the types of challenges you deal with. The ability to bounce back and not be beaten down by stress and strain is critical to soldiering. This resilience requires that you learn the strategies and tactics that worked for you in the past as well as what worked for others.

If there are whole units dedicated to building and maintaining your vehicles, don't you think there should be the same emphasis placed on building and maintaining you and your abilities? While a truck has to rely on the mechanic to maintain its effectiveness, your strength and effectiveness rely on how much you put into your maintenance and development. Consider the development process you are undertaking as your personal "maintenance crew." You are the Army's most important resource and continuous learning is essential to maintaining and sustaining the strength of your contribution.

What is an IDP?

Your Individual Development Plan (IDP) is a document created by you, for you, to guide your growth as a professional. You can create an IDP on your own or collaboratively with your supervisor, a trusted colleague, mentor, or coach. Your IDP is not a part of your performance evaluation. It is a tool for creating clear objectives for your professional development, stating concrete ways to achieve those results, and mapping part of your journey as a lifelong learner.

Example- Individual Development Plan (IDP)

INDIVIDUAL DEVELOPMENT PLAN (IDP)

(1) Leader's Name:
Susan Daniels

(2) Areas to Develop:

- Improve my ability and willingness to really listen to and understand others' ideas.

- Become more skilled in giving performance counseling to my subordinates.

(3) Supported Leader Competencies:

- Communicates

- Develops Others

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(4) Desired Outcomes:

- At the end of a conversation, I am able to accurately summarize the other person's points.

- I am able to get through all the steps of counseling without becoming sidetracked.

(5) Developmental Activities:

- Read about active listening methods.
- Use active listening in conversations I have at work and home.

- Analyze past counseling sessions to identify how they got sidetracked.
- Use a written counseling plan to keep counseling sessions on track.

(6) Progress Indicators:

- During conversations others indicate that I understand their points.

- During performance counseling I am able to re-focus the conversation when the counselee becomes defensive or argumentative.

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(7) Resources and Logistics Needed:

Civilian Leader Development

Growing Army Leaders in the 21st Century
"The Pentathlete"

Multi-skilled Leader

- Strategic & creative thinker
- **Builder** of leaders and teams
- Competent full spectrum warfighter or accomplished **professional** who supports the Soldier
- Effective in managing, **leading and changing** large organizations
- Skilled in governance, **statesmanship,** and diplomacy
- Understands **cultural context,** and works effectively across it

Personifies the Civilian Corps Creed in all aspects, from mission support to statesmanship to enterprise management... It's a way of life

Leader Attributes

- **Sets the standard** for integrity and character
- **Confident and competent** decision-maker in uncertain situations:
  - **Prudent risk taker**
  - **Innovative**
  - **Adaptive**
  - **Accountable**
- **Empathetic** and always positive
- **Professionally educated** and dedicated to life-long learning
- **Effective communicator**

Transformation is Ingrained in Everything we do... Today and in the Future

Relevant and Ready...Today and Tomorrow

"CIVILIAN PENTATHLETE"

Army Civilian Education System

Policy
NOVEMBER 2006

Headquarters, Department of the Army
Deputy Chief of Staff, G-5/7/9 Training Directorate
Washington, DC

Table of Contents

1. General.

A. Purpose. The purpose of this policy is to provide guidance on Army civilian leader development programs and specific guidance for implementing the Foundation, Basic, Intermediate and Advanced Courses which are the core leader development courses of the new Civilian Education System (CES). This document is interim policy and additional policy phases will be published as the CES program is more fully developed. CES policy will be included in the next change or revision of Army Regulation 350-1, which is projected for FY07. Deputy Chief of Staff G-3/5/7 will review civilian leader development policy and, as necessary, adjust guidance and disseminate new information.

B. Leader development (Department of Army Pamphlet 350 – 58 Leader Development for the Army).

(1) Leader development is the deliberate, continuous, sequential, and progressive process; grounded in Army values that develop civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, organizational training, operational (on-the-job) experiences, and self-development. Managers and supervisors play a key role in leader development that ideally produces tactically and technically competent, confident, and agile leaders who act with boldness and initiative in dynamic, complex situations to execute the organization's goals and mission.

(2) Leader development is the mechanism by which the Army grows leaders at all levels to provide purpose, direction and motivation to the force and all its components. The output of that developmental system is leaders who exercise leadership. Done successfully, the system produces leaders who are equipped intellectually and endowed with the competence to meet the many and uncertain challenges of the contemporary operating environment.

C. Leader Development Model. The Army Training and Leader Development Model illustrates the development of trained and ready units led by competent and confident leaders. The term "units" applies to organizations with Soldiers and civilians that ultimately support units. The model identifies important interactions that develop leaders for the future. It describes three core domains (operational, institutional, and self-development) that shape critical learning experiences throughout a career. It describes a continuous cycle of counseling, coaching, mentoring, education, assessment, feedback, remediation and reinforcement. As leaders progress in their career and face new challenges they must be developed to meet those challenges.

"Civilian Leader Development"

ARMY LEADER DEVELOPMENT
SOLDIERS and CIVILIANS-PARALLEL SYSTEMS

MILITARY

CAPSTONE
LDR DEV PROG (CCL)
FORCE INTEGRATION (FI)
JOINT GO/SES TNG CONF
DEFENSE EO/EEO

SENIOR SERVICE COLLEGE (SSC)

COMMAND AND GENERAL
STAFF COLLEGE (CGSC)

COMBINED ARMS & SERVICES
STAFF SCHOOL (CAS3) CPT

OFFICER ADVANCED COURSE (OAC)
LEADERSHIP EDUCATION & DEVELOPMENT
COURSE (LEAD)
SUPERVISORY DEVELOPMENT COURSE (SDC)

OFFICER BASIC COURSE (OBC)
(2LT, 1LT)

MANDATORY FOR GENERAL OFFICERS
& SENIOR EXECUTIVE SERVICE (GO/SES)

SENIOR MANAGERS (GS 14-15, M1 MAJ-COL)

MANAGERS
(2ND LEVEL SUPERVISORS)

MANDATORY FOR NEW MANAGERS
(ANY GRADE)

KEY POSITIONS (GS 12-14)
(GS 11, 15 BY EXCEPTION)
(Mil- CPT - COL)

STAFF OFFICER TRAINING ANY GRADE
MANDATORY FOR INTERNS (GS 5-9) AND
JOURNEY LEVEL EMPLOYEES

MANDATORY FOR ALL
SUPERVISORS OF CIVILIANS
REGARDLESS OF GRADE OR RANK

MANDATORY FOR INTERNS
(GS 5-9)

CIVILIAN

LDR COMM WKSP (PAO)
APEX
LDR DEV PROG (CCL)
FORCE INTEGRATION (FI)
JOINT GO/SES TNG CONF
DEFENSE EO/EEO

SENIOR SERVICE COLLEGE (SSC)

PERSONNEL MANAGEMENT FOR
EXECUTIVES I/II (PME I/II)
ORGANIZATIONAL LEADERSHIP FOR
EXECUTIVES (OLE)

MANAGER DEVELOPMENT COURSE (MDC)

SUSTAINING BASE LEADERSHIP &
MANAGEMENT PROGRAM AT AMSC

ACTION OFFICER DEVELOPMENT
COURSE (AODC)

LEADERSHIP EDUCATION & DEVELOPMENT
COURSE (LEAD)
SUPERVISORY DEVELOPMENT
COURSE (SDC)

INTERN LEADERSHIP DEVELOPMENT
COURSE (ILDC)

Civilian Leader Development Overview

Pay Band 1			Pay Band 2			Pay Band 3
GS-5/7/9	GS-11	GS-12	GS-13	GS-14		GS-15
NAF 1/2/3	NAF 4			NAF 5		

Federal Wage System employees' eligibility varies by geographic location

"Most permanent Army civilians are centrally funded. Local National employees; military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations"

Senior Service School

DOD Defense Leadership & Management Program (DLAMP)

Continuing Education for Senior Leaders (CESL)

Advanced Course (AC) – dL & Resident

Manager Development Course (MDC) – dL

Intermediate Course (IC) – dL & Resident

Supervisor Development Course (SDC) – dL

Basic Course (BC) – dL & Resident

Action Officer Development Course (AODC) – dL

Communities of Practice Available at Each Level

Foundation Course (FC) – dL *For ALL new Army civilians*

Pay bands based on supervisory responsibility

Example-Civilian Individual Development Plan

INDIVIDUAL DEVELOPMENT PLAN (IDP)

(NON-SUPERVISOR)

PART I - EMPLOYEE DATA

NAME: Peter Winters	**TIME PERIOD COVERED:** 1 Oct 2009 - 30 Sep 2010
POSITION/PAY PLAN/OCCUPATIONAL CODE/GRADE: Management Analyst-GS-343-12	**ORGANIZATION:** Department X

PART II - CAREER GOALS

SHORT-TERM GOALS (1 year):
Expand my contributions to our division's mission and goals.

LONG-TERM GOALS (2-3 years):
Move up to a supervisory position to advance in my career.

PART III - DEVELOPMENTAL NEEDS

Developmental Objective	Developmental Activity	Target Completion Date	Actual Completion Date	Outcome Achieved
1. Enhance my analytical skills to improve performance of job objective #1	1a. <u>Management Analysis: Advanced Applications</u>, USDA Grad School., 4 days, $945, proposed dates 11-14 February	14 February		
1. Enhance my analytical skills to improve performance of job objective #1	1b. Design and conduct a study on a subject that is relevant to current issues my office is facing. Prepare	30 April		

Example- Civilian Individual Development Plan (cont.)

PART III - DEVELOPMENTAL NEEDS

Developmental Objective	Developmental Activity	Target Completion Date	Actual Completion Date	Outcome Achieved
2. Learn more about our section's other functional areas, to expand my ability to support our customers.	Interview SMEs and shadow them for a week. Write a report summarizing learning and insights. Include recommendations to improve customer support.	15 June		
3. Assess and improve leadership skills.	Join CCLD Program. Take 180 assessment with supervisor, work with mentor and supervisor to add needed leadership skill objectives to this IDP.	31 January		

PART IV: SIGNATURES	Signature and Date IDP Established	Date Updated/ Initials	Date Updated/ Initials	Date Updated/ Initials
Employee	Peter Winters 15 Nov 2009			

Army Training Domain

University from universitas magistrorum et scholarium, which means "community of masters and scholars"

Army Military Education

- CAL
- WOCC
- DLI
- CGSC
- USASMA
- WHINSEC

Strategy and Education System Development

Executing Institutions

CAC Leader Development & Education

Leader Development Enterprise

Army Civilian Education

- Army Civilian University
- Army Management Staff College

- Defense Ammunition School and Center
- AMC Logistics Leadership Center
- Civilian HR Agency Training Management Division
- Army Modeling and Simulation School
- MWR Academy
- Army Lean Six Sigma

- Army Force Management School
- USACE Learning Center (ULC), Huntsville
- Army Space & Missile Cmd, Future Warfare Ctr
- US Army Criminal Investigation Command Lab School