

DEA LEADERSHIP ENGAGEMENT SURVEY

The DEA Leadership Engagement Survey is an annual survey designed to provide a routine, continuous process by which employees can tell their leaders what they are thinking and feeling about their work, their careers, and the relationship with their leaders. The survey is mandatory for all employees and is specifically targeted to help supervisors, managers, senior executives, and their work groups have meaningful conversations using feedback results about how to improve and maintain an effective workplace environment. Results will also be used for individual leadership development.

Your answers will be anonymous and will be combined with those given by others. The results of the survey will be given to the person evaluated as a picture of his/her leadership strengths and developmental needs. Please note that leaders in your organization will receive a summary of this information to continually improve their leadership skills; therefore, your thoughtfulness and honesty in selecting and rating leaders will result in the most impactful feedback and improvement.

The survey has five parts:

Part 1 - My Workplace asks you to rate the climate of your most recent DEA workplace. Your most recent workplace is one in which you served at least 90 days (3 months). This section of the survey focuses on employee perceptions regarding key work-life areas related to job satisfaction, commitment, engagement, and work unit performance.

Part 2 - My Leader - First Line asks you to rate the leader in your most recent direct chain of command in which you served continuously for at least 90 days.

Part 3 - My Leader - Second Line asks you to rate the leader at the second level in your most recent chain of command in which you served for at least 90 days.

Part 4 - My Leader - SAC/OH/RD asks you to rate your SAC, Office Head, or Regional Director. If you rated this person for Level 1 or Level 2, then you should rate the next higher leader in your most recent chain of command in which you served for at least 90 days.

Part 5 - DEA Leader - Optional provides you the option of rating any leader at your grade or above. This individual does not have to be in your chain of command. This section is optional.

If you are a new employee to the DEA and have served less than 90 days, you may still complete the survey. Please be sure to select the option "New Employee" when providing your responses to each section.

Please respond to each item in the survey with the answer that most aligns with your perspective using the scale provided for each section. If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option.

Refer to the definitions below to distinguish among the different levels of leadership asked across all three parts of the survey.

Leader: Is the person with first-line supervisory or managerial responsibilities in your direct chain of command.

Division/Region Leaders: Is the Division/Region management team where you work. Includes anyone with supervisory or managerial responsibilities.

Senior Leaders: Is the immediate leadership team responsible for directing the policies and priorities of the DEA. May hold either a political or career appointment and is typically a member of the Senior Executive Service or equivalent.

Confidentiality of Survey Data

The following additional information about the survey is provided for survey administrators and participants:

- Authorities for the collection of this information are found in 5 USC Part II Civil Service Functions and Responsibilities) and Part III (Employees).
- Your responses will be held in the strictest confidence. No individual responses will be reported or results disclosed or displayed in any way that could potentially be used to identify individual respondents. Information provided will be aggregated and reported for each division within DEA.
- The purpose for collecting this information is to study and report attitudes and perceptions of the DEA workforce regarding their work environments, with a focus on various management policies and practices that affect them. The results will help your organization develop strategies to improve the quality of that work environment - one of the goals of DEA's senior leadership.
- Only authorized personnel that are responsible for collecting or analyzing the information will have access to raw data. Individual surveys will be anonymous and data cannot be linked to a respondent's name or email address.

Part 1. My Workplace

This section of the survey provides employees an opportunity to tell their chain of command what they are thinking and feeling about their work, their Division/Region, their co-workers, and their relationship with the agency.

Please select the most recent location you worked continuously for 90 days (3 months) from the drop down menus below:

DIVISION/REGION

OFFICE/SECTION

UNIT/GROUP

If you have been in your present location for less than 90 days, please write in the most recent division and office where you have worked for at least 90 days.

DIVISION/REGION

OFFICE/SECTION

I am (mark any that apply):

- a TFO.
- detailed from another Federal agency.
- a new DEA employee (less than 90 days).
- currently in basic, SA/DI/FC/IRS training at the DEA Academy.

For the workplace climate part of the survey (Part 1), please respond to each item with the answer that best matches your perceptions of the last place you worked continuously for 90 days (3 months). Use the scale below:

- 1-Strongly Disagree
- 2-Disagree
- 3-Neutral
- 4-Agree
- 5-Strongly Agree
- 6-No basis to judge

If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option.

When you have completed each page, please click the "Next" or "Save" button.

For the workplace climate part of the survey, please respond to each item with the answer that best matches your perceptions of the last place you worked continuously for 90 days (3 months).

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Basis to Judge
41. I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. My coworkers demonstrate a responsibility when it comes to employee morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. My coworkers promote the DEA's Core Values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. The rotational nature of leadership in my Division/Region is detrimental to my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Who you know is more important than what you know or what you can do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. I am proud to work for the DEA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. I believe in the DEA's Core Values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. I believe in the mission of the DEA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. I feel a sense of commitment to the DEA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. I feel a sense of community (i.e., shared mission and values) with other employees across the DEA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. Are you considering leaving the DEA within the next year, and if so, why?						
	<input type="radio"/> No <input type="radio"/> Yes, to retire <input type="radio"/> Yes, to take another job within the Federal Government <input type="radio"/> Yes, to take another job outside the Federal Government <input type="radio"/> Yes, other					

General Comments:

Please add any additional comments that you have about what you most want the Administrator to know about your perceptions of working at the DEA.

When providing comments, please follow the guidelines below:

- Keep comments brief, constructive, and to the point. There is a 255 character limit.
- Avoid the use of terms which may identify you or a co-worker.
- When using examples, do not identify people by name or identify situations where only you or one person was involved.
- Do not report any incidents involving professional misconduct for investigation. Remember the survey is for feedback purposes. It is not designed as a whistleblower reporting tool.
- Do not use profanity or inappropriate language.

Part 2. My Leader - First Line

Please type in the name of your **first line leader** in the boxes below. You must have worked for this person at least 90 days (3 months). If you have not worked 90 days under your current first line supervisor/manager, you should use the previous first line supervisor/manager under whom you worked for at least 90 days.

LAST NAME Please reference Firebird _____	FIRST NAME Please reference Firebird _____	MIDDLE INITIAL Please reference Firebird _____
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Next, select that leader's work location from the drop-down list below (if he/she currently works in your division).

DIVISION/REGION _____	OFFICE/SECTION _____	UNIT/GROUP _____
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If that leader works in another office, please type the current location where he/she works.

DIVISION/REGION _____	OFFICE/SECTION _____
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My first-line leader is (mark all that apply):

- New to the position - 6 months or less
- Acting

For the leadership questions in Part 2, use the scale below to rate your first-line leader:

- 1-Absolutely not
- 2-To a small degree
- 3-Moderately
- 4-To a large degree
- 5-To a very exceptional degree
- 6-No basis to judge

Please respond to each item with the answer that best matches your observation of the leader **during the past year**. If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option. When you have completed each page, please click the "Next" or "Save" button.

Please respond with the answer that best matches your observations of your first line leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
74. Is flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. Is receptive to differing ideas, suggestions, or opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. Provides subordinates the flexibility needed to perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Provides ideas and solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Important: The following items are negatively worded.
 If you think your leader is doing well, you would likely choose 1 or 2 for these items.
 If you think your leader is doing poorly, you would likely choose 4 or 5.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
78. Allows emotions to cloud his or her judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Micromanages the work of our group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Is more focused on the next job at the expense of his of her current job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Is heard from only when problems or issues occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Comments:

Please add any constructive comments/suggestions you have for this leader. Consider what you would like this leader to start doing that they don't do now, continue doing, and stop doing in terms of their leadership.

When providing comments, please follow the guidelines below:

- Keep comments brief, constructive, and to the point. There is a 255 character limit.
- Avoid the use of terms which may identify you or a co-worker.
- When using examples, do not identify people by name or identify situations where only you or one person were involved.
- Do not report any incidents involving professional misconduct for investigation. Remember the survey is for feedback purposes. It is not designed as a whistleblower reporting tool.
- Do not use profanity or inappropriate language.

What would you like this leader to start doing that they don't do now?

What would you like this leader to continue doing?

What would you like this leader to stop doing in terms of their leadership?

Part 3. My Leader - Second Line

Please type in the name of your **second line leader** in the boxes below. You must have worked in this person's chain of command for at least 90 days (3 months). If you have not worked 90 days under your current second line supervisor/manager, you should use the previous second line supervisor/manager under whom you worked for at least 90 days.

If you do not have a second line leader, skip Parts 3 and 4.

LAST NAME	FIRST NAME	MIDDLE INITIAL
Please reference Firebird	Please reference Firebird	Please reference Firebird

Next, select that leader's work location from the drop-down list below (if he/she currently works in your division).

DIVISION/REGION	OFFICE/SECTION	UNIT/GROUP

If that leader works in another office, please type the current location where he/she works.

DIVISION/REGION	OFFICE/SECTION

My second-line leader is (mark all that apply):

- New to the position - 6 months or less
- Acting

For the leadership questions in Part 3, use the scale below to rate your second-line leader:

- 1-Absolutely not
- 2-To a small degree
- 3-Moderately
- 4-To a large degree
- 5-To a very exceptional degree
- 6-No basis to judge

Please respond to each item with the answer that best matches your observation of the leader **during the past year**. If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option. When you have completed each page, please click the "Next" or "Save" button.

Please respond with the answer that best matches your observations of your second line leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
74. Is flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. Is receptive to differing ideas, suggestions, or opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. Provides subordinates the flexibility needed to perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Provides ideas and solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Important: The following items are negatively worded.

If you think your leader is **doing well**, you would likely choose **1 or 2** for these items.

If you think your leader is **doing poorly**, you would likely choose **4 or 5**.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
78. Allows emotions to cloud his or her judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Micromanages the work of our group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Is more focused on the next job at the expense of his or her current job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Is heard from only when problems or issues occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Comments:

Please add any constructive comments/suggestions you have for this leader. Consider what you would like this leader to start doing that they don't do now, continue doing, and stop doing in terms of their leadership.

When providing comments, please follow the guidelines below:

- Keep comments brief, constructive, and to the point. There is a 255 character limit.
- Avoid the use of terms which may identify you or a co-worker.
- When using examples, do not identify people by name or identify situations where only you or one person were involved.
- Do not report any incidents involving professional misconduct for investigation. Remember the survey is for feedback purposes. It is not designed as a whistleblower reporting tool.
- Do not use profanity or inappropriate language.

What would you like this leader to start doing that they don't do now?

What would you like this leader to continue doing?

What would you like this leader to stop doing in terms of their leadership?

Part 4. My Leader - SAC/OH/RD

To begin, please type in the name of your **SAC/OH/RD** in the boxes below. You must have worked in this person's chain of command for at least 90 days (3 months). If you have not worked 90 days under your current SAC/OH/RD, you should use the previous SAC/OH/RD under whom you worked for at least 90 days. If you rated this person for Level 1 or Level 2, then you should rate the next higher leader in your most recent chain of command under whom you worked for at least 90 days.

LAST NAME	FIRST NAME	MIDDLE INITIAL
Please reference Firebird	Please reference Firebird	Please reference Firebird

Next, select that leader's work location from the drop-down list below (if he/she currently works in your division).

DIVISION/REGION

OFFICE/SECTION

UNIT/GROUP

If that leader works in another office, please type the current location where he/she works.

DIVISION/REGION

OFFICE/SECTION

This leader is (mark all that apply):

- New to the position - 6 months or less
 Acting

For the leadership questions in Part 4, use the scale below to rate your SAC/OH/RD:

- 1-Absolutely not
- 2-To a small degree
- 3-Moderately
- 4-To a large degree
- 5-To a very exceptional degree
- 6-No basis to judge

Please respond to each item with the answer that best matches your observation of the leader **during the past year**. If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option. When you have completed each page, please click the "Next" or "Save" button.

Please respond with the answer that best matches your observations of your SAC/OH/RD or third line leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
74. Is flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. Is receptive to differing ideas, suggestions, or opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. Provides subordinates the flexibility needed to perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Provides ideas and solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Important: The following items are negatively worded.
 If you think your leader is **doing well**, you would likely choose **1 or 2** for these items.
 If you think your leader is **doing poorly**, you would likely choose **4 or 5**.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
78. Allows emotions to cloud his or her judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Micromanages the work of our group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Is more focused on the next job at the expense of his or her current job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Is heard from only when problems or issues occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Comments:

Please add any constructive comments/suggestions you have for this leader. Consider what you would like this leader to start doing that they don't do now, continue doing, and stop doing in terms of their leadership.

When providing comments, please follow the guidelines below:

- Keep comments brief, constructive, and to the point. There is a 255 character limit.
- Avoid the use of terms which may identify you or a co-worker.
- When using examples, do not identify people by name or identify situations where only you or one person were involved.
- Do not report any incidents involving professional misconduct for investigation. Remember the survey is for feedback purposes. It is not designed as a whistleblower reporting tool.
- Do not use profanity or inappropriate language.

What would you like this leader to start doing that they don't do now?

What would you like this leader to continue doing?

What would you like this leader to stop doing in terms of their leadership?

Part 5. DEA Leader - Optional

In the boxes below please type in the name of any leader at your grade level or higher whom you would like to rate. This individual does not have to be in your chain of command.

This section is optional. If you choose not to rate an additional leader, click on the next button at the bottom of each page until you reach the last page, then click submit.

LAST NAME	FIRST NAME	MIDDLE INITIAL
Please reference Firebird _____	Please reference Firebird _____	Please reference Firebird _____

Next, select that leader's work location from the drop-down list below (if he/she currently works in your division).

DIVISION/REGION	OFFICE/SECTION	UNIT/GROUP
_____	_____	_____ ▼

If that leader works in another office, please type the current location where he/she works.

DIVISION/REGION	OFFICE/SECTION
_____	_____

This leader is (mark all that apply):

- New to the position - 6 months or less
- Acting

For the leadership questions in Part 5, use the scale below to rate this leader:

- 1-Absolutely not
- 2-To a small degree
- 3-Moderately
- 4-To a large degree
- 5-To a very exceptional degree
- 6-No basis to judge

Please respond to each item with the answer that best matches your observation of the leader **during the past year**. If an item is not applicable to you, or you do not have an opinion on the item, please choose the "No Basis to Judge" option. When you have completed each page, please click the "Next" or "Save" button.

Please respond with the answer that best matches your observations of this leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
1. Acts in a fair and ethical manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Acts with integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Fosters ethical behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I have trust and confidence in this person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Inspires trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Is one whose actions match his or her words.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Is reliable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Keeps commitments and promises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Is one whose moral compass guides decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Treats people fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Follows through with commitments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Defines and clarifies roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Has a positive impact on my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Is organized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Is proactive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Sets goals and priorities for my group/office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Acts with empathy and compassion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Appreciates my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Cares about employee morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Checks in with employees about how they are doing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This section is optional. If you choose not to rate an additional leader, click on the next button at the bottom of each page until you reach the last page, then click submit.

Please respond with the answer that best matches your observations of this leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
21. Collaborates and cooperates with other leaders inside my Division/Region.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Collaborates and cooperates with other leaders outside my Division/Region.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Leadership style encourages teamwork.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Effectively communicates bad news.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Handles complaints and criticism with professionalism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Has a positive impact on my morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Has confidence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Identifies and works with employees who are struggling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Is approachable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Is genuine and sincere in relating to people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Is humble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Is kind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Achieves results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Effectively manages conflicts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Removes obstacles to facilitate solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Thinks through the implications of his or her actions and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Communicates the mission, vision, and values of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Decisions are aligned with the Administrator's priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This section is optional. If you choose not to rate an additional leader, click on the next button at the bottom of each page until you reach the last page, then click submit.

Please respond with the answer that best matches your observations of this leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
39. Has the necessary skills to effectively do the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Helps me see the bigger picture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Effectively navigates the organizational environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Understands the big picture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Acknowledges when he or she has made a mistake.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Clearly communicates ideas verbally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Clearly communicates ideas in writing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. Communicates a clear vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. Communicates information in a timely and accurate manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. Fosters good working relationships with units in my Division/Region.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49. Listens to what others have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. Provides constructive insights/suggestions regarding my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. Recognizes employees who are doing a good job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. Sets clear work expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Shares information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Acknowledges successes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. Advocates on my behalf.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. Cultivates a productive work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

This section is optional. If you choose not to rate an additional leader, click on the next button at the bottom of each page until you reach the last page, then click submit.

Please respond with the answer that best matches your observations of your third line leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
57. Demonstrates enthusiasm and commitment to the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Develops and mentors subordinates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Encourages employees to take initiative.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. Given the opportunity, I would choose to work for this person again.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. Has sufficient skills necessary to coach others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Holds people accountable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
63. I am motivated to work for this leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. I am willing to put in the extra effort to help this leader be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. Inspires others to feel committed to public service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. Leads by example.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
67. Makes decisions in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. Makes the hard decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
69. Seeks effective relationships with counterparts within the DEA and outside agencies (USAO, other Federal, State, Locals, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. Solicits input before making important decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
71. Would be successful at the next level of leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72. Represents DEA well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73. Shows commitment to public service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please respond with the answer that best matches your observations of this leader during the past year.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
74. Is flexible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. Is receptive to differing ideas, suggestions, or opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
76. Provides subordinates the flexibility needed to perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. Provides ideas and solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Important: The following items are negatively worded.

If you think your leader is doing well, you would likely choose 1 or 2 for these items.

If you think your leader is doing poorly, you would likely choose 4 or 5.

	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
78. Allows emotions to cloud his or her judgment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
79. Micromanages the work of our group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Is more focused on the next job at the expense of his or her current job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
81. Is heard from only when problems or issues occur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Comments:

Please add any constructive comments/suggestions you have for this leader. Consider what you would like this leader to start doing that they don't do now, continue doing, and stop doing in terms of their leadership.

When providing comments, please follow the guidelines below:

- Keep comments brief, constructive, and to the point. There is a 255 character limit.
- Avoid the use of terms which may identify you or a co-worker.
- When using examples, do not identify people by name or identify situations where only you or one person were involved.
- Do not report any incidents involving professional misconduct for investigation. Remember the survey is for feedback purposes. It is not designed as a whistleblower reporting tool.
- Do not use profanity or inappropriate language.

What would you like this leader to start doing that they don't do now?

What would you like this leader to continue doing?

What would you like this leader to stop doing in terms of their leadership?

**This completes the survey. Please hit 'Submit' below.
Thank you for your participation!**