### **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 prese and office where you have wor		please write in the most recent division
DIVISION/REGION	OFFICE/SECTION	
I am (mark any that apply):		
□ a TFO.		
detailed from another Feder	al agency.	
☐ a new DEA employee (less t	han 90 days).	
☐ currently in basic, SA/DI/FC	/IRS training at the DEA Academy	•
For the workplace climate part best matches your perceptions the scale below:	of the survey (Part 1), please resp of the last place you worked conti	oond to each item with the answer that inuously 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 y Basis to Judge" option.	ou, or you do not have an opinion	on the item, please choose the "No
When you have completed eac	h page, please click the "Next" or '	"Save" button.

1.	Direct communication (e.g., office visits, town hall meetings, emails) from my Division/Region senior leaders helps me understand the DEA mission and strategy.	Strongly Disagree	Disagree O	Neutral O	Agree	Strongly Agree	No Basis to Judge
2.	Direct communication (e.g., office visits, town hall meetings, emails) from the DEA Administrator helps me understand the DEA mission and strategy.	0	0	0	0	0	0
3.	I receive sufficient information from my leader regarding changes taking place at work.	0	0	0	0	0	0
4.	My Division/Region senior leaders distort information or don't tell the whole story.	0	0	0	0	0	0
5.	My Division/Region senior leaders are receptive to negative information and bad news.	0	0	0	0	0	0
6.	Considering everything, I am satisfied with the DEA.	0	0	0	0	0	0
7.	Considering everything, I am satisfied with my job.	0	0	0	0	0	0
8.	I recommend the DEA as a good place to work.	0	0	0	0		0
9.	Employees in my office are able to work effectively with other Federal agencies as needed by the job.	0	0	0	0	0	0
10.	Employees in my office are able to work effectively with other DEA Divisions/Regions as needed by the job.	0	Ö	0	0	0/	0
11.	Employees in my office help each other.	0	0	0	0	0	0

12.	This is a friendly and cooperative place to work.	Strongly Disagree	Disagree O	Neutral	Agree	Strongly Agree	No Basis to Judge
13.	In my office, some employees protect their own interests above other considerations.	0	0	0	0	0	0
14.	In my office, employees who instigate conflict are ignored or tolerated by leadership.	0	0	0	0	0	0
15.	In my office, employees who put little effort into their work are ignored or tolerated by leadership.	0	0	0	0	0	0
16.	In my office, employees with arrogant or negative attitudes are ignored or tolerated by leadership.	0	0	0	0	0	0
17.	Employee morale is important to the DEA Administrator.	0	<b>'</b> O	0	0	,Ö,	0
18.	Employee morale is important to DEA senior leaders.	0	0	0	0	0	0
19.	In the DEA, decisions are made at the right level of senior leadership.	0	0	0	0	0	0
20.	I believe in the Administrator's direction for the DEA.	0	0	0	0	0	0
21.	I have a high level of respect for the DEA senior leaders.	0	0	0	0		0
22.	My Division/Region leaders promote the DEA's Core Values.	0	0	0	0	0	0
23.	DEA senior leadership promotes the DEA's Core Values.	0	0	0	0	0	0
24.	The leaders in my Division/Region demonstrate a commitment to ethics, integrity, and the law.	0	0	0	0	0	0

25.	My Division/Region leaders have a positive impact on our Division/Region performance.	Strongly Disagree	Disagree O	Neutral O	Agree O	Strongly Agree	No Basis to Judge
26.	Employee morale is important to my Division/Region leaders.	0	0.	0	0	0	0
27.	My Division/Region leaders generate high levels of motivation and commitment in the workforce.	0	0	0	0	0	0
28.	In my Division/Region, decisions are made at the right level of leadership.	0	0	0	0	0	0
29.	I have a high level of respect for my Division/Region leaders.	0	0	0	0	0	0
30.	My Division/Region leaders implement the Administrator's vision for the DEA.	0	0	0	0	0	0
31.	I feel burned out from the work that I do.	0	0	0	0	0	0
32.	I feel frustrated at work.	O.	0	0	0	0	0
33.	I find my work to be interesting and challenging.	0	0	0	0	0	0
34.	I look forward to going to work.	0	0	0	0	0	0
35.	My morale at work is good.	0	0	0	0	0	0
36.	The work I do makes a difference.	0	0	0	0	<b>Ø</b> }	0
37.	In regards to my work, quality is valued more than quantity.	0	0	0	0	0	0
38.	I believe the results of this survey will be used to make my Division/Region a better place to work.	0	0	0	0	0	0
39.	It is easier to get things done at the DEA through informal channels rather than through formal channels.	0	0	0	0	0	0
40.	It takes more effort than necessary to get stuff done around here.	0 .	0	0	0	O	0

41.	I have experienced significant change at work in the last year (e.g., reorganization, changes to job role).	Strongly Disagree	Disagree	Neutral	Agree O	Strongly Agree	No Basis to Judge
42.	My coworkers demonstrate a responsibility when it comes to employee morale.	0	0	0	0	0	0
43.	My coworkers promote the DEA's Core Values.	0	0	0	0	0	0
44.	The rotational nature of leadership in my Division/Region is detrimental to my work.	0	0	0	0	O	0
45.	Who you know is more important than what you know or what you can do.	0	0	0	0	0	0
46.	I am proud to work for the DEA.	0	0	0	0	0	0
47.	I believe in the DEA's Core Values.	0	0	0	0	0	0
48.	I believe in the mission of the DEA.	0	0	0	0	0	0
49.	I feel a sense of commitment to the DEA.	0	0	0	0	0	0
50.	I feel a sense of community (i.e., shared mission and values) with other employees across the DEA.	0	Ö	0	0	0	0
	A	Alter Alexander		nd :6 aa			

51. Are you considering leaving the DEA within the next year	r, and if so	why?
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( )	R I	-
	IM	n

O Yes, to retire

O Yes, to take another job within the Federal Government

O Yes, to take another job outside the Federal Government

O 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.

Please reference Firebird	
	Please reference Firebird
ocation from the drop-down list be	elow (if he/she currently works in your
OFFICE/SECTION	UNIT/GROUP
ffice, please type the current loca	ation where he/she works.
OFFICE/SECTION	
nat apply):	
s or less	
	OFFICE/SECTION  ffice, please type the current loca

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.

1.	Acts in a fair and ethical manner.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
2.	Acts with integrity.	0	O	0	0	0	0
3.	Fosters ethical behavior.	0	0	0	0	0	0
4.	I have trust and confidence in this person.	0	0	0	0	<b>O</b>	0
5.	Inspires trust.	0	0	0	0	0	0
6.	Is one whose actions match his or her words.	0	0	0	0	<b>©</b>	0
7.	Is reliable.	0	0	0	0	0	0
8.	Keeps commitments and promises.	-0	0	0	0	0	0
9.	Is one whose moral compass guides decision-making.	0	0	0	0	0	0
10.	Treats people fairly.	0	0	0	0	0	0
11.	Follows through with commitments.	0	0	0	0	0	0
12.	Defines and clarifies roles and responsibilities.	0	Ö	0	0	Ó	0
13.	Has a positive impact on my job performance.	0	0	0	0	0	0
14.	Is organized.	0	0	0.	0	0	0
15.	Is proactive.	0	0	0	0	0	0
16.	Sets goals and priorities for my group/office.	0	O	Ö	0	0	0
17.	Acts with empathy and compassion.	0	0	0	0	0	0
18.	Appreciates my work.	0	0	0	0	0	0
19.	Cares about employee morale.	0	0	0	0	0	0
20.	Checks in with employees about how they are doing.	0	0	0	0	0	0

21.	Collaborates and cooperates with other leaders inside my Division/Region.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
22.	Collaborates and cooperates with other leaders outside my Division/Region.	0	0,	0	0	0	0
23.	Leadership style encourages teamwork.	0	0	0	0	0	0
24.	Effectively communicates bad news.	0	0	0	0	0	0
25.	Handles complaints and criticism with professionalism.	0	0	0	0	0	0
26.	Has a positive impact on my morale.	0	0	0	0	0	0
27.	Has confidence.	0	0	0	0	0	0
28.	Identifies and works with employees who are struggling.	0	0	0	0	0	0
29.	Is approachable.	0	0	0	0	0	0
30.	Is genuine and sincere in relating to people.	0	0	0	0	<b>O</b>	0
31.	Is humble.	O.	0	0	0	0	0
32.	Is kind.	0	0	0	0	0	0
33.	Achieves results.	0	0	0	0	0	0
34.	Effectively manages conflicts.	0	0	0	0	0	0
35.	Removes obstacles to facilitate solutions.	0	0	0	0	0	0
36.	Thinks through the implications of his or her actions and decisions.	0	0	0	0	0	0
37.	Communicates the mission, vision, and values of the organization.	0	0	0	0	0	0
38.	Decisions are aligned with the Administrator's priorities.	0	0	0	0	0	0

39.	Has the necessary skills to effectively do the job.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
40.	Helps me see the bigger picture.	0	0	0	0	0	0
41.	Effectively navigates the organizational environment.	0	0	0	0	0	0
42.	Understands the big picture.	0	0	0	0	0	0
43.	Acknowledges when he or she has made a mistake.	0	0	0	0	0	0
44.	Clearly communicates ideas verbally.	0	0	0	0	0	0
45.	Clearly communicates ideas in writing.	0	0	0	0	0	0
46.	Communicates a clear vision.	0	0	0	0	0	0
47.	Communicates information in a timely and accurate manner.	0	0	0	0	0	0
48.	Fosters good working relationships with units in my Division/Region.	0	0	0	0	0	0
49.	Listens to what others have to say.	0	0	0	0	0	0
50.	Provides constructive insights/suggestions regarding my work.	0	Ó	0	0	0	0
51.	Recognizes employees who are doing a good job.	0	0	0	0	0	0
52.	Sets clear work expectations.	0	0	0	0	0	0
53.	Shares information.	0	0	0	0	0	0
54.	Acknowledges successes.	0	0	Ö	0	Q	0
55.	Advocates on my behalf.	0	0	0	0	0	0
56.	Cultivates a productive work environment.	0	0	0	0	0	0

57.	Demonstrates enthusiasm and commitment to the job.	Absolutely Not	To a Small Degree	Moderately ○	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
58.	Develops and mentors subordinates.	0	0	0	0	0	0
59.	Encourages employees to take initiative.	0	0	0	0	0	0
60.	Given the opportunity, I would choose to work for this person again.	0	0	0	0	<u>O</u>	0
61.	Has sufficient skills necessary to coach others.	0	0	0	0	0	0
62.	Holds people accountable.	0	O	0	0	O	0
63.	I am motivated to work for this leader.	0 .	0	0	0	0	0
64.	I am willing to put in the extra effort to help this leader be successful.	0	0	0	0		0
65.	Inspires others to feel committed to public service.	Ö	0	0	0	0	0
66.	Leads by example.	0	0	0	0	0	0
67.	Makes decisions in a timely manner.	0	0	0	0	0	0
68.	Makes the hard decisions.	0	0	0	0	0	0
69.	Seeks effective relationships with counterparts within the DEA and outside agencies (USAO, other Federal, State, Locals, etc.).	0	0	0	0	0	0
70.	Solicits input before making important decisions.	0	O	0	0	0	0
71.	Would be successful at the next level of leadership.	0	0	0	0	0	0
72.	Represents DEA well.	0	0	O	0	0	0
73.	Shows commitment to public service.	0	0	0	0	0	0

74.	Is flexible.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
75.	Is receptive to differing ideas, suggestions, or opinions.	0	0	0	0	O	0
76.	Provides subordinates the flexibility needed to perform their jobs.	0	0	0	0	0	0
77.	Provides ideas and solutions.	0	0	0	0	0	0

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.

78.	Allows emotions to cloud his or her judgment.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
79.	Micromanages the work of our group.	0	<b>(O</b> )	0	0	0	0
80.	Is more focused on the next job at the expense of his of her current job.	0	0	0	0	. 0	0
81.	Is heard from only when problems or issues occur.	0	0	0	0	0	0

### **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 MIDDLE INITIAL **FIRST NAME** 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.

1.	Acts in a fair and ethical manner.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
2.	Acts with integrity.	0	0	0	0	0	0
3.	Fosters ethical behavior.	0	0	0	0	0	0
4.	I have trust and confidence in this person.	0	0	0	0	O	0
5.	Inspires trust.	0	0	0	0	0	0.
6.	Is one whose actions match his or her words.	0	0	O.	0		0
7.	Is reliable.	0	0	0	0	0	0
8.	Keeps commitments and promises.	0	90	0	0	O	0
9.	Is one whose moral compass guides decision-making.	0	0	0	0	0	0
10.	Treats people fairly.	٥	0	0	0	0	0
11.	Follows through with commitments.	0	0	0	0	0	0
12.	Defines and clarifies roles and responsibilities.	0	0	0	0	O	0
13.	Has a positive impact on my job performance.	0	0	0	0	0	0
14.	Is organized.	0	Ó	0	0	Ó	0
15.	Is proactive.	0	0	0	0	0	0
16.	Sets goals and priorities for my group/office.	0	0	0.	0	O	0
17.	Acts with empathy and compassion.	0	0	0	0	0	0
18.	Appreciates my work.	Q	0	0	0	0	0
19.	Cares about employee morale.	0	0	0	0	0	0
20.	Checks in with employees about how they are doing.	0	0	0	0	0	0

21.	Collaborates and cooperates with other leaders inside my Division/Region.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
22.	Collaborates and cooperates with other leaders outside my Division/Region.	0	O,	0	0	0	0
23.	Leadership style encourages teamwork.	0	0	0	0	0	0
24.	Effectively communicates bad news.	0	0	0	0	0	0
25.	Handles complaints and criticism with professionalism.	0	0	0	0	0	0
26.	Has a positive impact on my morale.	0	0	0	0	0	0
27.	Has confidence.	0	0	0	0	0	0
28.	Identifies and works with employees who are struggling.	0	0	0	0	0	0
29.	Is approachable.	0	0	0	0	0	0
30.	Is genuine and sincere in relating to people.	0	0	0	0	0	0
31.	Is humble.	0	0	0	0	0	0
32.	Is kind.	0	Ö	O	0	0	0
33.	Achieves results.	0	0	0	0	0	0
34.	Effectively manages conflicts.	0	0	0	0	0	0
35.	Removes obstacles to facilitate solutions.	0	0	0	0	0	0
36.	Thinks through the implications of his or her actions and decisions.	0	0	0	0	<b>O</b>	0
37.	Communicates the mission, vision, and values of the organization.	Ο.	0	0	0	0	0
38.	Decisions are aligned with the Administrator's priorities.	0	0	0	0	0	0

39.	Has the necessary skills to effectively do the job.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
40.	Helps me see the bigger picture.	0	0	0	0	Ø	0
41.	Effectively navigates the organizational environment.	0	0	0	0	0	0
42.	Understands the big picture.	0	0	0	0	0	0
43.	Acknowledges when he or she has made a mistake.	0	0	0	0	0	0
44.	Clearly communicates ideas verbally.	0	0	0	0	0	0
45.	Clearly communicates ideas in writing.	0	0	0	0	0	0
46.	Communicates a clear vision.	0	Q	0	0	Q	0
47.	Communicates information in a timely and accurate manner.	0	0	0	0	0	0
48.	Fosters good working relationships with units in my Division/Region.	0	0	0	0	0	0
49.	Listens to what others have to say.	0	0	0	0	0	0
50.	Provides constructive insights/suggestions regarding my work.	0	0	0.	0	0	0
51.	Recognizes employees who are doing a good job.	0	0	0	0	0	0 .
52.	Sets clear work expectations.	0	0	0	0	0	0
53.	Shares information.	0	0	0	0	0	0
54.	Acknowledges successes.	0	0	Ò	0	0	0
55.	Advocates on my behalf.	0	0	0	0	0	0
56.	Cultivates a productive work environment.	0	0	0	0	0	0

57.	Demonstrates enthusiasm and commitment to the job.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
58.	Develops and mentors subordinates.	0	0	0	0	0	0
59.	Encourages employees to take initiative.	0 .	0	0	0	0	0
60.	Given the opportunity, I would choose to work for this person again.	0	0	0	0	0	0
61.	Has sufficient skills necessary to coach others.	0	0	0	0	0	0
62.	Holds people accountable.	0	0	0	0	O	0
63.	I am motivated to work for this leader.	0	0	0	0	0	0
64.	I am willing to put in the extra effort to help this leader be successful.	0	0	0	0	<b>©</b> .	0
65.	Inspires others to feel committed to public service.	0	0	0	0	0	0
66.	Leads by example.	0	0	0	0	0	0
67.	Makes decisions in a timely manner.	0	0	0	0	0	0
68.	Makes the hard decisions.	0	0	0	0	0	0
69.	Seeks effective relationships with counterparts within the DEA and outside agencies (USAO, other Federal, State, Locals, etc.).	0	0	0	0	0	0
70.	Solicits input before making important decisions.	0	0	0	0	0	0
71.	Would be successful at the next level of leadership.	0	0	0	0	0	0
72.	Represents DEA well.	0	0	0	0	Ó	0
73.	Shows commitment to public service.	0	0	0	0	0	0

74.	Is flexible.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
75.	Is receptive to differing ideas, suggestions, or opinions.	0	0	0	0	0	0
76.	Provides subordinates the flexibility needed to perform their jobs.	0	0	0	0	0	0
77.	Provides ideas and solutions.	0	0.	0	0	O	0

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

78.	Allows emotions to cloud his or her judgment.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
79.	Micromanages the work of our group.	O	0	0	0	0	0
80.	Is more focused on the next job at the expense of his of her current job.	0	0	0	0	0	0
81.	Is heard from only when problems or issues occur.	0	0	0	0	0	0

### **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

Please reference Firebird

### **FIRST NAME**

Please reference Firebird

### MIDDLE INITIAL

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
	The second secon	
white the second second second second		

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.

1.	Acts in a fair and ethical manner.	Absolutely Not	To a Small Degree	Moderately O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
2.	Acts with integrity.	0	0	0	0	0	0
3.	Fosters ethical behavior.	0	0	0	0	0	0
4.	I have trust and confidence in this person.	O	0	0	0	O	0
5.	Inspires trust.	0	0	0	0	0	0
6.	Is one whose actions match his or her words.	0	0	0	0	O T	0
7.	Is reliable.	0	0	0	0	0	0
8.	Keeps commitments and promises.	0	Q	0	0	O.	0
9.	Is one whose moral compass guides decision-making.	0	0	0	0	0	0
10.	Treats people fairly.	0	0	0	0	0	0
11.	Follows through with commitments.	0	0	0	0	0	0
12.	Defines and clarifies roles and responsibilities.	0	O	0	0	0	0
13.	Has a positive impact on my job performance.	0	0	0	0	0	0
14.	Is organized.	0	0	0	0	0	0
15.	Is proactive.	0	0	0	0	0	0
16.	Sets goals and priorities for my group/office.	.0	0	0	0	0	0
17.	Acts with empathy and compassion.	0	0	0	0	0	0
18.	Appreciates my work.	Q	0	0	0	O	0
19.	Cares about employee morale.	0	0	. 0	0	0	0
20.	Checks in with employees about how they are doing.	0	0	0	0	0	0

21.	Collaborates and cooperates with other leaders inside my Division/Region.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
22.	Collaborates and cooperates with other leaders outside my Division/Region.	0	0	0	0	O	0
23.	Leadership style encourages teamwork.	0	0	0	0	0	0
24.	Effectively communicates bad news.	0	0	0	0	0	0
25.	Handles complaints and criticism with professionalism.	0	0	0	0	0	0
26.	Has a positive impact on my morale.	0	0	0	0	0	0
27.	Has confidence.	0	0	0	0	0	0
28.	Identifies and works with employees who are struggling.	Ö	0	0	0	0	0
29.	Is approachable.	0	0	0	0	0	0
30.	Is genuine and sincere in relating to people.	0	0	0	0	Ö	0
31.	Is humble.	0	0	0	0	0	0
32.	Is kind.	Ö	0	0	0	0	0
33.	Achieves results.	0	0	0	0	0	0
34.	Effectively manages conflicts.	0 .	0	0	0	0	0
35.	Removes obstacles to facilitate solutions.	0	0	0	0	0	0
36.	Thinks through the implications of his or her actions and decisions.	0	Ö	0	0	0	0
37.	Communicates the mission, vision, and values of the organization.	0 .	0	0	0	0	0
38.	Decisions are aligned with the Administrator's priorities.	0	0	0	0	<b>O</b>	0

39.	Has the necessary skills to effectively do the job.	Absolutely Not	To a Small Degree	Moderately	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
40.	Helps me see the bigger picture.	0	0	0	0	0	0
41.	Effectively navigates the organizational environment.	0	0	0	0	0	0
42.	Understands the big picture.	0	0	0	0	0	0
43.	Acknowledges when he or she has made a mistake.	0	0	0	0	0	0
44.	Clearly communicates ideas verbally.	0	0	0	0	0	0
45.	Clearly communicates ideas in writing.	0	0	0	0	0	0
46.	Communicates a clear vision.	0	O	0	0	0	0
47.	Communicates information in a timely and accurate manner.	0	0	0	0	0	0
48.	Fosters good working relationships with units in my Division/Region.	0	0	0	0	O.	0
49.	Listens to what others have to say.	0	0	0	0	0	. 0
50.	Provides constructive insights/suggestions regarding my work.	0	Ö	0	0	0	0
51.	Recognizes employees who are doing a good job.	0	0	0		0	0
52.	Sets clear work expectations.	0	0	0	0	0	0
53.	Shares information.	0	0	0	0	0	0
54.	Acknowledges successes.	0	0	0	0	9	0
55.	Advocates on my behalf.	0	0	0	0	0	0
56.	Cultivates a productive work environment.	0	O	0	0	O	0.

57.	Demonstrates enthusiasm and commitment to the job.	Absolutely Not	To a Small Degree	Moderately O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
58.	Develops and mentors subordinates.	0	0	0	0	O	0
59.	Encourages employees to take initiative.	0	0	0	0	0	0
60.	Given the opportunity, I would choose to work for this person again.	0	0	0	0	0	0
61.	Has sufficient skills necessary to coach others.	0	0	0	0	0	0
62.	Holds people accountable.	0.	0	0	0	0	0
63.	I am motivated to work for this leader.	0	0	0	0	0	0
64.	I am willing to put in the extra effort to help this leader be successful.	O.	0	0	Ö	Ö.	0
65.	Inspires others to feel committed to public service.	0	0	0	0	0	0
66.	Leads by example.	0	0	0	0	0	0
67.	Makes decisions in a timely manner.	0	0	0	0	0	0
68.	Makes the hard decisions.	0	0	0	0	0	0
69.	Seeks effective relationships with counterparts within the DEA and outside agencies (USAO, other Federal, State, Locals, etc.).	0	0	0	0	0	0
70.	Solicits input before making important decisions.	0	O	0	0	0	0
71.	Would be successful at the next level of leadership.	0	0	0	0	0	0
72.	Represents DEA well.	0	0	0	0	0	0
73.	Shows commitment to public service.	0	0	0	0	0	0

74.	Is flexible.	Absolutely Not	To a Small Degree	Moderately		To a Very Exceptional Degree	No Basis to Judge
75.	Is receptive to differing ideas, suggestions, or opinions.	0	0	0	0	0	0
76.	Provides subordinates the flexibility needed to perform their jobs.	0	0	0	0	0	0
77.	Provides ideas and solutions.	0	0	0	0	0	0

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.

78.	Allows emotions to cloud his or her judgment.	Absolutely Not	To a Small Degree	Moderately ○	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
79.	Micromanages the work of our group.	0	0	0	0	0	0
80.	Is more focused on the next job at the expense of his of her current job.	0	0	0	0	0	0
81.	Is heard from only when problems or issues occur.	0	0	0	0	0	0

### **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, dick 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 division).	location from the drop-down list bel	low (if he/she currently works in you
DIVISION/REGION	OFFICE/SECTION	UNIT/GROUP
If that leader works in another	office, please type the current locat	ion where he/she works.
DIVISION/REGION	OFFICE/SECTION	
	<u> </u>	
This leader is (mark all that ap	oply):	
☐ New to the position - 6 mor ☐ Acting	nths or less	
,		

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.

1.	Acts in a fair and ethical manner.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
2.	Acts with integrity.	0	0	0	0	0	0
3.	Fosters ethical behavior.	0	0	0	0	0	0
4.	I have trust and confidence in this person.	0	0	0	0	0	0
5.	Inspires trust.	0	0	0	0	0	0
6.	Is one whose actions match his or her words.	0	0	0	0	O	0
7.	Is reliable.	0	0	0	0	0	0
8.	Keeps commitments and promises.	0	0	0	0	0	0
9.	Is one whose moral compass guides decision-making.	0	0	0	0	0	0
10.	Treats people fairly.	0	·O	0	0	0	0
11.	Follows through with commitments.	0	0	0	0	0	0
12.	Defines and clarifies roles and responsibilities.	0	0	0	0	0	0
13.	Has a positive impact on my job performance.	0	0	0	0	0	0
14.	Is organized.	0	0	0	0	<b>O</b>	0
15.	Is proactive.	0	0	0	0	0	0
16.	Sets goals and priorities for my group/office.	0	0	0	0	Q	0
17.	Acts with empathy and compassion.	0	0	0	0	0	0
18.	Appreciates my work.	0	0	0	0	O	0
19.	Cares about employee morale.	0	0	0	0	0	0
20.	Checks in with employees about how they are doing.	0	0	0	0	0	0

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

		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.	0	0	0	0	0	0
22.	Collaborates and cooperates with other leaders outside my Division/Region.	0	O	0	0	0	0
23.	Leadership style encourages teamwork.	0	0	0	0	0	0
24.	Effectively communicates bad news.	0	20	0	0	0	0
25.	Handles complaints and criticism with professionalism.	0	0	0	0	0	0
26.	Has a positive impact on my morale.	0	O	0	0	0	0
27.	Has confidence.	0	0	0	0	0	0
28.	Identifies and works with employees who are struggling.	0	0	0	0	0	0
29.	Is approachable.	0	0	0	0	0	0
30.	Is genuine and sincere in relating to people.	0	0	0	0	0	0
31.	Is humble.	0	0	0	0	0	0
32.	Is kind.	0	0	Ò	0	O	0
33.	Achieves results.	0	0	0	0	0	0
34.	Effectively manages conflicts.	0	0	0	0	0	0
35.	Removes obstacles to facilitate solutions.	0	0	0	0	0	0
36.	Thinks through the implications of his or her actions and decisions.	0	0	0	0	O	0
37.	Communicates the mission, vision, and values of the organization.	0	Ο,	0	0	0	. 0
38.	Decisions are aligned with the Administrator's priorities.	0	0	0	0	Ø.	0

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

		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.	0	0	0	0	0	0
40.	Helps me see the bigger picture.	0	0	0	0	0	0
41.	Effectively navigates the organizational environment.	0	0	0	0	0	0
42.	Understands the big picture.	0	0	0	0	0	0
43.	Acknowledges when he or she has made a mistake.	0	0	0	0	0	0
44.	Clearly communicates ideas verbally.	0	0	0	0	0	0
45.	Clearly communicates ideas in writing.	0	0	0	0	0	0
46.	Communicates a clear vision.	0	O	0	0	0	0
47.	Communicates information in a timely and accurate manner.	0 .	0	0	0	0	0
48.	Fosters good working relationships with units in my Division/Region.	0	0	0	0	O	0
49.	Listens to what others have to say.	0	0	0	0	0	0
50.	Provides constructive insights/suggestions regarding my work.	0	0	<b>O</b> .	0	.0	0
51.	Recognizes employees who are doing a good job.	0	0	0	0	0	0
52.	Sets clear work expectations.	0	0	0	0	0	0
53.	Shares information.	0	0	0	0	0	0
54.	Acknowledges successes.	0	Q	0	0_	O	0
55.	Advocates on my behalf.	0	0	0	0	0	0
56.	Cultivates a productive work environment.	0	0	0	0	0	0

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

57.	Demonstrates enthusiasm and commitment to the job.	Absolutely Not	To a Small Degree	Moderately ○	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
58.	Develops and mentors subordinates.	0	0	0	0	0	0
59.	Encourages employees to take initiative.	0	0	0	0	0	0
60.	Given the opportunity, I would choose to work for this person again.	0	0	0	0	0	0
61.	Has sufficient skills necessary to coach others.	0	0	0	0	0	0
62.	Holds people accountable.	0	0	0	0	0	0
63.	I am motivated to work for this leader.	0	0	0	0	0	0
64.	I am willing to put in the extra effort to help this leader be successful.	Ö	0	0	0	0	0
65.	Inspires others to feel committed to public service.	0	0	0	0	0	0
66.	Leads by example.	0	0	0	0	0	0
67.	Makes decisions in a timely manner.	0	0	0	0	0	0
68.	Makes the hard decisions.	0	0	0	0	0	0
69.	Seeks effective relationships with counterparts within the DEA and outside agencies (USAO, other Federal, State, Locals, etc.).	0	0	0	0	0	0
70.	Solicits input before making important decisions.	O	0	0	0	0	0
71.	Would be successful at the next level of leadership.	0	0	0	0	0	0
72.	Represents DEA well.	0	0	0	0	O	0
73.	Shows commitment to public service.	0	0	0	0	0	0

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

74.	Is flexible.	Absolutely Not	To a Small Degree	Moderately  O	To a Large Degree	To a Very Exceptional Degree	No Basis to Judge
75.	Is receptive to differing ideas, suggestions, or opinions.	0	0	0	0	0	0
76.	Provides subordinates the flexibility needed to perform their jobs.	0	0	0	0	0	0
77.	Provides ideas and solutions.	0	0	0	0	0	0

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.

78.	Allows emotions to cloud his or her judgment.	Absolutely Not	To a Small Degree	Moderately		To a Very Exceptional Degree	No Basis to Judge
79.	Micromanages the work of our group.	0	0	0	0	0	O
80.	Is more focused on the next job at the expense of his of her current job.	0	0	0	0	0	0
81.	Is heard from only when problems or issues occur.	0	0	0	0	0	0

#### **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 lead	der 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?