



PARTNERSHIP FOR PUBLIC SERVICE

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Prepared for

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Subcommittee on Management, Investigations and Oversight**

**Hearing Entitled,
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Chairman McCaul, Ranking Member Keating, and members of the subcommittee, thank you for the opportunity to appear before you today. I am Max Stier, President and CEO of the Partnership for Public Service, a nonpartisan, nonprofit organization dedicated to revitalizing the federal civil service and to transforming the way the federal government works. I was honored to testify before this subcommittee both in 2007 and in 2009 on the human capital challenges facing the Department of Homeland Security (DHS) and the morale of the department's employees. I appreciate you inviting me back today to discuss the current state of the department's workforce and to suggest areas which I believe would benefit most from this subcommittee's attention.

The Partnership has two principal areas of focus. First, we work to inspire and educate mission-critical talent about the benefits of federal service. Second, we work with government leaders to prepare them to build strong teams, drive innovation and work across organizational boundaries to deliver results for America. Our work includes all aspects of how the federal government manages people—attracting them to government, leading and engaging them, supporting their development, managing performance—all the essential ingredients for creating, developing and maintaining a world-class workforce.

You have charged the witnesses for today's hearing with discussing challenges at the Department of Homeland Security, including low morale and consistent scores near the bottom of the Partnership's *Best Places to Work in the Federal Government*® rankings. Since starting the *Best Places to Work* rankings in 2003, the Partnership has seen how employee morale affects an agency's ability to execute on its mission. A low ranking may be a warning that serious management attention is needed, sometimes urgently. An unfortunate but noteworthy example is the Federal Emergency Management Agency (FEMA), which was an independent agency in 2003 when it ranked last in the rankings just two years before Hurricane Katrina. In hindsight, given the low level of satisfaction and engagement of FEMA employees, it seems unsurprising that the agency was roundly criticized for its response to that disaster.

Highly engaged employees are likely to be more motivated and productive in achieving agency goals, leading to greater efficiency, more innovation and better results. Therefore, increasing employee engagement is important for driving performance. The Partnership's annual *Best Places to Work in the Federal Government*® rankings quantify and analyze employee satisfaction levels across the federal government, providing measurable indicators of employee satisfaction and commitment and offering an important tool by which Congress and the administration can hold agency leaders accountable for the health and performance of their workforces. This is especially important at DHS, where failure to execute on the agency's mission to secure the nation could mean widespread disaster.

About Best Places to Work in the Federal Government®

Designed to help a broad audience of government leaders, employees, Members of Congress, job seekers and researchers, the 2011 *Best Places to Work in the Federal Government*® rankings were produced by the Partnership for Public Service with support from Deloitte and Hay Group. This year's rankings draw on responses from more than 266,000 civil servants to

produce a detailed view of employee satisfaction and commitment across 308 federal agencies and subcomponents.

The Partnership for Public Service uses data from the Office of Personnel Management's Federal Employee Viewpoint Survey (FEVS) to rank agencies and their subcomponents according to a *Best Places to Work* index score. A few organizations, such as the Government Accountability Office, are not covered by the FEVS but independently conduct valid surveys and provide the data to the Partnership. Agencies and subcomponents are not only measured on overall employee satisfaction, but are scored in ten workplace categories, such as effective leadership, employee skills/mission match, pay and work/life balance.

The *Best Places to Work* rankings are an important tool for congressional oversight and for ensuring that employee satisfaction is a top priority for government managers and leaders. The rankings provide a mechanism to hold agency leaders accountable for the health of their organizations, serve as an early warning sign for agencies in trouble, offer a roadmap for improvement and give job seekers insights into how federal employees view their agencies.

Ideally, the *Best Places to Work* rankings can aid Congress in fulfilling its oversight responsibilities by highlighting the federal government's high-performing agencies and raising a red flag when agencies suffer from conditions that lead to low employee satisfaction and, consequently, poor performance.

The Big Picture

Last November, the Partnership for Public Service released the scores for the 2011 *Best Places to Work in the Federal Government*¹ rankings. The 2011 rankings include 33 large agencies, 35 small agencies and 240 agency subcomponents. In looking at the big picture, the 2011 *Best Places to Work* results show a government-wide decline in employee satisfaction compared to 2010, but not as big a drop as one might have expected given the difficult economic and political climate that has led to a federal pay freeze, the possibility of reduced worker benefits, threats of government shutdowns and the certainty of significant agency budget reductions.

The *Best Places to Work* government-wide employee satisfaction score for 2011 stood at 64 out of 100, representing a 1.5 percent decrease from 2010, but still 5.7 percent higher than 2003 when our rankings were first published.

The new rankings show improvement in worker satisfaction scores for only 31 percent of federal organizations, compared with 68 percent in 2010, demonstrating that 2011 was a challenging year for most agencies. At the same time, the rise in employee satisfaction at some agencies suggests that a determined focus on good management can have a positive workplace impact in the workplace even in tough times.

¹ Visit bestplacestowork.org to access the complete 2011 rankings.

Generally, for an agency to successfully improve its *Best Places to Work* ranking and overall employee morale, the Partnership has found that several things need to happen:

1. The agency needs to understand its survey data through careful analysis and discover what may be driving the perceptions reported.
2. Senior agency leaders must create a powerful vision around the change they want to see and paint a clear vision for the future.
3. The agency should actively work with managers, employees, and other stakeholders to translate the vision into action plans and manage the change effort.
4. The agency needs to develop a credible communications strategy to ensure information and goals are understood at all levels.
5. Senior political and career leaders are held accountable for actions and results in their performance plans.
6. The agency celebrates success.

Mr. Chairman, this year's results tell a compelling story about DHS. The department is fortunate to have a workforce that is committed to its mission, yet varying degrees of weakness in all ten workplace categories, as well as a few low-scoring subcomponents, keep the department and its employees from performing at their best. As one of the largest agencies in the federal government (behind only the Departments of Defense and Veterans' Affairs), DHS has challenges that some smaller agencies do not. In essence, DHS is a large ship and will take longer than many smaller agencies to change course. However, it is also worth noting that there are ten DHS subcomponents in the rankings (plus an "All Other" category) and their scores range from a low of 41.0 to a high of 70.9. So, while DHS is large, it is not monolithic. There are undoubtedly some "lessons learned" that can be shared profitably among the subcomponents.

Overall, the department again finds itself near the bottom of the 2011 *Best Places to Work* rankings. While steady progress had been made each year since the first rankings came out, DHS went down on its overall index score in 2011. The department's scores on its "effective leadership" dimension are troubling and deserve this subcommittee's sustained attention. The effective leadership category measures the extent to which employees believe leadership at all levels of the organization generates motivation and commitment, encourages integrity, and manages people fairly, while also promoting the professional development, creativity, and empowerment of employees. While the department's current score of 47.6 is up substantially from its score of 40.1 in 2005, it still ranks at the bottom of all the large agencies ranked on this dimension.

Among DHS subcomponents, FEMA and the Transportation Security Administration (TSA) stand out as two of the lowest scoring subcomponents and continue to have low employee satisfaction. On the other hand, there is positive news in this year's results at the U.S. Coast Guard and the Secret Service. Both subcomponents saw their index scores rise, and Secret Service improved in nearly every category.

Overall DHS Rankings

This year, DHS ranks 31 of 33 among large agencies. The department's overall index score decreased 3.5 percent from 58.6 in 2010 to 56.6 in 2011. Prior to this year, the department was trending steadily upward, showing gains from a score of 49.1 in 2005 to a high of 58.6 in 2010.

In addition to the index score, agencies and subcomponents are ranked by ten workplace categories: employee skills/mission match, effective leadership, work/life balance, teamwork, pay, training and development, support for diversity, strategic management, performance-based rewards and advancement, and family-friendly culture and benefits. DHS decreased in each of these categories, and ranked last for all large agencies in the categories of effective leadership and family-friendly culture and benefits.

The effective leadership category is particularly noteworthy and troubling. A regression analysis conducted each year by the Partnership's partner, the Hay Group, determines which workplace categories are the best predictors of the *Best Places to Work* index score. Government-wide, and for DHS, the number one driver of employee satisfaction in 2011—and for the sixth time in a row—was effective leadership. As previously noted, there was a decrease of 2.2 percent in the score given to effective leadership by employees at DHS, putting the department last of all large agencies with a score of 47.6. It is important to note that prior to this year's survey, DHS had been making steady progress in this category, up from a score of 40.1 in 2005 to 48.7 in 2010.

One positive trend to highlight is in the subcategory of fairness, one of four subcategories under effective leadership. DHS increased its score 1.6 percent this year, indicating that employees feel an increased belief that arbitrary action and personal favoritism is not tolerated.

In addition to effective leadership, employee skills/mission match and pay are the other two key drivers of employee satisfaction at DHS. This matches the government-wide key drivers. Subcomponents at DHS all showed effective leadership and employee skills/mission match as the top two drivers, although the third driver was something other than pay for eight of the subcomponents.² The key driver analysis is useful for agencies and subcomponents looking for high impact areas to focus their transformation efforts; in other words, improving in the workplace dimensions that are key drivers of employee satisfaction, like leadership or skills/mission match, is most likely to impact overall employee satisfaction scores.

Private sector employee satisfaction scores offer another benchmark by which to measure the department's progress on improving workforce morale. The Partnership has access to data that allows for some comparison between federal government employee satisfaction and private sector employee satisfaction.³ Both for DHS and for government as a whole, the news is not great. The federal government lags behind the private sector in employee satisfaction, and this is certainly true at DHS.

² FEMA's third key driver was work/life, while Immigration and Customs Enforcement, Citizenship and Immigration Services, and the United States Coast Guard had strategic management as a third key driver. Secret Service had training as a third key driver.

³ Private sector comparison data is provided by the Office of Personnel Management.

Comparative data with the private sector is available for 13 questions that are in the Office of Personnel Management's Federal Employee Viewpoint Survey. One question that covers satisfaction with leadership is, "How satisfied are you with the information you receive from management on what's going on in your organization?" The government falls 14 points behind the private sector on this question, while DHS falls 25 points behind. Satisfaction with leadership is just one area where government—DHS in particular—needs to close the gap. A federal government workforce that is less engaged and less satisfied will not be able to match the private sector in delivering on its mission.

DHS Subcomponent Rankings

Of the 11 DHS subcomponents that were included in the *Best Places to Work* rankings in 2011, only the United States Coast Guard and Secret Service saw their overall index score increase. The subcomponent data provides a fascinating look at where things are going well, or are not going well, in the department. Some of the more troubling data points for DHS subcomponents include the following:

Transportation Security Administration (TSA)

- TSA is ranked 227 of 228⁴ agency subcomponents in the workplace categories of effective leadership and fairness.
- TSA is ranked last of all 228 agency subcomponents in the workplace categories of pay, performance-based rewards and advancement, and family friendly culture and benefits. Each of these categories decreased by more than 10 percent.
- Overall, TSA is ranked 232 of 240 agency subcomponents, down 6.4 percent from 2010 with an overall index score of 48.0.
- It should be noted that TSA was in the midst of union elections at the time the survey was administered.

Federal Emergency Management Agency (FEMA)

- FEMA is ranked 223 of 228 agency subcomponents in the workplace category of effective leadership.
- FEMA is ranked 222 of 228 agency subcomponents in the workplace subcategory of leaders (one of four subcategories under effective leadership). FEMA is down between 7-13 percent in all four leadership subcategories, and in leadership overall.
- Overall, FEMA is ranked 231 of 240 agency subcomponents, down 13.7 percent from 2010 with an overall index score of 48.3.

When asked if they believe the results of the survey will be used to make their agency a better place to work, only 33.2 percent of employees at FEMA responded favorably. The response was similar at TSA, with only 37.9 percent of employees responding favorably to the same question. Both subcomponents saw a decrease on this question this year, with FEMA's score going down 6 percent and TSA's score declining 2 percent. The subcommittee should use this

⁴ Not all 240 ranked agency subcomponents have data available for the various workplace categories.

Best Places to Work data to ask the leadership at these agencies about action planning and efforts to communicate to staff. For example, what means is the agency using to hear from employees directly? What is the agency doing to understand the “why” behind the scores, and how are they addressing responses and measuring results?

There is also encouraging data in this year’s survey results. Eight of the DHS subcomponents saw an improved score on the question, “My agency is successful at accomplishing its mission.” The Secret Service is the most notable, raising its score a full 10 percent to make it the highest scoring DHS subcomponent on this question at 88.1 percent favorable. Compared to all other agency subcomponents, Secret Service ranks 6 of 228 on this question.

The Secret Service saw its overall index score increase 11.5 percent this year, making it the most improved DHS subcomponent. The agency also saw an increase in nine of the ten workplace categories, including each of the four leadership subcategories. Impressively, the Secret Service saw a 22.6 percent increase in employee satisfaction for employees under age 40. The subcommittee should find out more about what the Secret Service is doing to improve employee satisfaction.

Current Efforts to Address Low Morale

Working in the department’s favor is Secretary Napolitano’s personal attention to improving employee morale. The Partnership has learned that Secretary Napolitano has established an Employee Engagement Executive Steering Committee to address the Federal Employee Viewpoint Survey results and has tasked the individual DHS subcomponents with reviewing their results and assuming responsibility for improving employee engagement. We believe top leadership support is an essential first step in bringing about change, and we commend the Secretary and the Office of the Chief Human Capital Officer for recognizing the importance of employee engagement in achieving agency goals.

We also know that the department is taking steps to improve leadership, which is the number one driver of employee satisfaction. The agency has created a department-wide leadership development program which the department plans to implement this year. The program prioritizes developing and training first-line supervisors, followed by executives. The program identifies 44 leadership competencies for all of DHS, with special considerations for the operational side of the department.

The Partnership runs a leadership program called the *DHS Fellows* program, which will now become part of the department-wide leadership development structure. The *DHS Fellows* program strengthens the leadership skills of GS-14 and GS-15 employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and DHS-wide networking. The program was launched in 2007 and has proven to be a popular, and successful, professional development opportunity for DHS’s next generation of leaders.

The department has also made strides to understand why its employees leave. The DHS Human Capital Strategic Plan for FY 2009 – 2013 noted that 72 percent of DHS career

executives left the Department from October 1, 2003 to September 20, 2007, the highest rate of any Cabinet department. At the time, no one knew why executives were leaving and no process existed to find out. More recently, the rate of career executives leaving the department has declined, and DHS has implemented a new exit survey that can help identify the reasons DHS senior leaders leave the department. This is a positive change that will reveal valuable insight into why talented people leave DHS and what it might take to keep them.

We are encouraged by the steps that DHS is already taking to tackle some of its challenges, although there is still much to be done. We urge the subcommittee to monitor the steps DHS is taking to improve satisfaction and pay attention to the impact and results of department efforts to improve.

Case Studies on Improving Scores

One way to identify a path forward is to look at the successes of other agencies and apply best practices at the Department of Homeland Security. The Partnership has worked with several agencies that have dramatically improved their *Best Places to Work* rankings, and I will highlight their keys to success here.

Federal Deposit Insurance Corporation (FDIC)

Amid enormous pressures and greatly increased workloads stemming from the nation's financial crisis, the Federal Deposit Insurance Corporation (FDIC) has risen to the top of the 2011 *Best Places to Work in the Federal Government®* rankings.

The FDIC moved from third place in 2010 to first place among large agencies in the 2011 rankings. The FDIC recorded a *Best Places to Work* score of 85.9 out of 100, an 8.5 percent jump from 2010. The 2011 score represented the largest percentage improvement for any large agency that year. The new rankings also placed the FDIC first among large agencies when it comes to employee views on overall effective leadership, senior leaders, the match between skills and mission, strategic management, teamwork and pay.

The FDIC began a multi-year culture change program in 2008 after being ranked 21 of 30 large agencies in 2007. The culture change program included the development of a core set of values to guide the agency, clear and repeated messages from agency leaders that they were dedicated to improving workplace conditions, and a commitment to soliciting staff input and communicating how and why decisions are made.

The FDIC established an internal ombudsman who reports directly to the chairman and handles problems and grievances; created a website for employees to submit questions and get answers on workplace issues; held town hall meetings; instituted conference calls with the chairman and all employees to answer questions and get direct input; and established a culture change council and teams to explore workplace improvements.

Department of the Treasury

The U.S. Mint and the Bureau of Engraving and Printing (BEP), both part of the Department of the Treasury, registered significant gains in employee job satisfaction and commitment in 2011, showing improvements on a wide range of workplace issues that include leadership and opportunities for rewards and advancement.

Both the Mint and BEP were at the bottom of the rankings for federal agency subcomponents in 2010, and made dedicated efforts to engage employees, and improve morale and workplace conditions — strategies that were undertaken at the behest of the leadership of the Treasury. The leaders of the bureaus are held accountable for making progress on workplace issues, with goals embedded in their performance plans.

The Mint was the most improved agency subcomponent in the 2011 *Best Places to Work* rankings. The organization recorded a *Best Places to Work* score of 68.5 out of 100, up from 56.5 in 2010, for a 21.2 percent gain. It also catapulted in the rankings from 201 of 224 in 2010 to the 57th spot in 2011 out of 240 agency subcomponents.

At the Mint, there was a focus on increasing communication with employees to explain the challenges faced by the organization and the reasons for various decisions. Mint executives are now working more cooperatively with labor unions to bring about change and resolve outstanding issues, and are seeking to empower employees with greater flexibility to do their jobs.

The Mint has held regular town hall meetings in concert with the president of the Mint's chapter of the American Federation of Government Employees, and the deputy director of the Mint has visited all of the Mint's facilities to hear employee concerns. In addition, the senior leaders are pulling together as a team and providing a unified sense of direction for the organization.

The Bureau of Engraving and Printing was the third most improved agency subcomponent in 2011, raising its *Best Places to Work* employee satisfaction and commitment score from 51.5 out of 100 in 2010 to 60 in 2011. This represents a 16.6 percent increase. In addition, the BEP's ranking rose to 174 out of 240 agency subcomponents in 2011. While still low, it marked a positive step from being ranked 219 out of 224 in 2010.

The BEP was given improved marks by employees for effective leadership, including a 25.7 percent improvement in the scores for the senior leaders. The scores went up in every workplace category surveyed, including opportunities for training and development and support for diversity.

The agency held focus groups that included white collar workers and those doing manual labor, mid-level managers and entry-level employees to take the pulse of the workforce, and to find out the reasons behind the historically low employee ratings.

The number one concern was lack of communication, which resulted in development of an action plan to let employees know what was happening in the organization and why decisions were being made. Mechanisms have been put in place to get feedback, to act on concerns and to let employees know that they are being heard.

Supervisors meet regularly with employees as part of their performance requirements to discuss and address workplace issues, to understand what motivates the workforce and to ensure active engagement. The leadership also has worked closely with union leaders and held offsite meetings to find areas where all parties can collectively improve the work environment.

In addition, senior executives regularly take part in the “Walking in Your Shoes” program by spending a day doing line work in the printing plants to better understand the nature and stresses of the jobs, and to get suggestions on ways to make improvements. BEP has undertaken skill assessments of many of its workers, increased internal training programs to address skill gaps and helped workers adapt to new technologies being introduced into the printing process.

Department of Transportation (DOT)

The Department of Transportation (DOT) has taken a number of steps to improve its *Best Places to Work* scores. DOT has embedded senior executive performance plans with a requirement that executives model leadership behaviors that will reduce communication barriers, build employee trust, address employee concerns and more effectively engage employees. All other things being equal, such behaviors should lead to increases in positive responses on the Federal Employee Viewpoint Survey.

DOT has also developed a “Leadership Quick Wins” document to give senior leaders ideas on how to improve employee satisfaction and commitment. The ideas include having an open door policy, engaging regional and field employees outside of Washington, and perusing employee suggestions on DOT’s IdeaHub. IdeaHub was created in 2010 to give leaders an easy and simple way of hearing what employees have to say about DOT and how to improve it.

As the case studies show, agencies that actively participate in raising employee satisfaction and commitment can and most often will have success. It starts with top leadership engagement and commitment to change and is executed at every level of the agency. In each of these case studies, agency leaders took actions consistent with the model the Partnership has found to be most effective. Agencies leaders created a vision, led a culture change initiative headed by influential leaders across the agency, communicated frequently to all employees about the effort and progress, held senior staff accountable for results and celebrated success.

Partnership Recommendations to Congress

Congress has a vital role to play in overseeing the Department of Homeland Security’s efforts to improve employee satisfaction. The department is taking steps to understand its data, bring together senior leaders to create a vision for change and develop action plans, but change at the department has come slowly and with only sporadic leadership focus.

Improving the performance of DHS depends on having an engaged workforce. That will only come if the department's leaders communicate a clear vision that resonates with employees and hold themselves accountable for action and results over the long-term. Change is hard, and it will require sustained attention from the department's leadership team. We commend the subcommittee for your needed and thoughtful attention to the role of employee morale in the department's performance, and we encourage your ongoing oversight keep the department moving in the right direction. To that end, we offer the following recommendations:

Strengthen Leaders

- 1) Given the importance of having great leadership at DHS, Congress should encourage and fund leadership development programs for DHS employees at all levels. Improving the skills of existing leaders and developing the next generation of leaders will improve employee engagement and organizational performance.

More specifically, Congress should focus on developing leaders for the Senior Executive Service (SES). Currently, 27 percent of the senior executives at DHS are eligible to retire, and by 2016 that number increases to 59 percent. With this knowledge, DHS has a unique opportunity to invest in future executive leaders to build a highly effective leadership cadre.

To ensure that DHS recruits executives with a diversity of experiences and perspectives, Congress should require that prior to being selected for a position in the SES, an individual must have had significant experience in another agency, level of government or sector, or must have participated in a CDP, IPA, extended detail, sabbatical or other agency rotation program.

In addition, DHS should provide more mobility opportunities for current members of the SES. Currently, only 49 percent of the SES at DHS has ever changed positions and only 12 percent has ever changed agencies. Mobility helps agencies build executive managerial skills, fill vacancies strategically and infuse new thinking into the organization. Mobility also has a government-wide impact, as it increases the government's ability to fulfill cross-agency mission and promotes greater sharing of information and resources. Congress should direct DHS to submit a plan that outlines steps the agency will take to advance mobility, including efforts to reduce barriers and create greater incentives.

Further, Congress should consider establishing a public/private sector talent exchange at DHS to provide developmental opportunities for DHS executives and expose them to private sector best practices. In these arrangements, business and government exchange key managers, executives, specialists or operational experts for limited periods so that each side can benefit from the other's expertise and perspective. For business, the direct benefits include gaining a better understanding of how government operates; for government, the primary benefit is exposure to cutting-edge operational techniques and best practices in the areas of strategy, talent management, work processes and systems, and leadership development.

- 2) Political appointees at DHS and across government need orientation, training and mentoring (collectively known as “onboarding”) to maximize their effectiveness in the federal environment. The Partnership’s *Ready to Govern* report⁵ found that many political appointees are unfamiliar with the workings of their departments and agencies, and many are schooled more in policy than management. Congress should seek information regarding how DHS appointees are prepared to succeed in their new roles, including what training and orientation activities are available. Ultimately, Congress should be satisfied that a robust onboarding program exists to improve political appointees’ ability to increase employee engagement, improve retention, enhance performance, and work within and across the department to achieve results.

Improve Management and Hold Agencies Accountable

- 1) Frequent turnover in senior political leadership causes a lack of continuous focus on employee satisfaction and commitment issues. We propose converting a number of appointed positions from political to career positions with fixed terms and performance contracts. This makes sense for positions that are truly of a managerial nature, and would enable a longer time horizon to address agency management challenges. For example, the current Chief Human Capital Officer (CHCO), Catherine Emerson, is the first real career CHCO at DHS. Having career experts serving in key management positions allows an agency to retain institutional knowledge and ensure continuity between administrations.
- 2) The Federal Employee Viewpoint Survey is a critical source of data about the health of an organization, but it is not enough by itself. A lack of real time information hinders an agency from moving swiftly to address challenges. Additional instruments, such as pulse surveys and focus groups, are effective sources of information that the subcommittee should encourage DHS to use to focus attention on critical management issues. The subcommittee should encourage DHS to use the data it collects from FEVS, exit surveys and other instruments to drive change and hold the department accountable for results.
- 3) While the Federal Employee Viewpoint Survey is a rich source of information, the legislation on which it is based needs updating. For example, Congress should update the 2003 language to give OPM responsibility for conducting the annual survey, and should direct that the data is collected and reported by occupation to the extent feasible. This latter change would allow Congress to view the survey results for particular occupations – those engaged in law enforcement, for example – and would enhance the richness and usefulness of the data.
- 4) DHS should hold executives accountable for addressing employee satisfaction and morale issues in their agency, as identified through employee surveys and feedback. To ensure this happens, Congress should pass legislation requiring that performance plans

⁵ Partnership for Public Service, *Ready to Govern: Improving the Presidential Transition*, January 2010.

for senior executives include an objective for holding executives accountable for taking steps to improve satisfaction in their workplace. Such efforts might include reducing communication barriers, building employee trust and confidence through open communication, holding employee listening sessions, improving internal communication and implementing at least one “quick-win”.

- 5) The large number of congressional committees with jurisdiction over DHS complicates the prioritization of programs and funding. With approximately 88 committees and subcommittees having authority over DHS, its leaders often receive conflicting directives that hinder the functioning of the department. Congress has taken steps to consolidate oversight of the department—including the creation of this committee—but further reorganization is possible and highly encouraged.

Conclusion

Chairman McCaul, Ranking Member Keating, and members of the subcommittee, thank you again for the opportunity to share the Partnership's views on the personnel challenges facing the Department of Homeland Security and our recommendations for the best way forward. We look forward to being of assistance to this subcommittee and to Congress as you consider the future of the department.