# WHS Customer Experience Survey

# SURVEY STEPS

- A. User Self-Identification / Overall Satisfaction
- B. Agreement with Drivers of Satisfaction
- C. Journey Satisfaction
- D. Deep Dive Experience
- E. Value Drivers & Key Motivators
- F. Demographic Profiling

# QUOTAS / SAMPLING PLAN

Category	Government Services		
Time Frame	TBD		
Respondents			
Completes	Completes TBD from internal client sample		
Incidence	n/a		
Estimated Length	~10 minutes		
Sampling Criteria			
User Type Standard internal services user or contractor (TBD)			
Quotas			
Target	Name	Logic	
xxx (min)	TBD	TBD	

# [NOTE: CONFIRM IF LOGO CAN BE SHOWN IN HTML-SUPPORTED EMAIL]



OMB Control NO: 0704-0553 Expiration Date: 4/30/2019

Good afternoon,

I am writing about an important initiative: Washington Headquarters Services (WHS) is surveying its customers to understand better how it provides services. We want to ensure future priorities at WHS are informed by our customers' perspectives. I'm asking for your help in **completing the linked survey** to ensure WHS provides you with the best possible service across its portfolio.

WHS is an essential shared services provider for OSD, DoD agencies, and offices in the National Capital Region. Services include acquisitions, human resources, financial management, executive services, and facilities management.

WHS's vision is to be a creative, results-driven capabilities provider, recognized for excellence: responsible, reliable, resourceful, and relevant. Your responses will help us understand and improve your overall service experience with WHS.

The survey will take about 10 minutes to complete. This survey is optional to take and is confidential. All results will be analyzed in aggregate and not individually.

# AGENCY DISCLOSURE NOTICE

The public reporting burden for this collection of information, OMB Control Number 0704-0553, is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or burden reduction suggestions to the Department of Defense, Washington Headquarters Services, at whs.mc-alex.esd.mbx.dd-dod-information-collections@mail.mil. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. INSERT LINK (Either actual link or statement "Click here to begin the survey" with embedded link)

Thank you, in advance, for your time.

Sincerely,

Ms. Lisa Hershman

[Insert Signature]

# Step A. User Self-Identification / Overall Satisfaction

# PN: SINGLE SELECT

A1. How often do you work with Washington Headquarters Services (WHS)?

- 1. Once per week or more often
- 2. 2-3 times per month
- 3. Once per month
- 4. Every 2-3 months
- 5. Every 4-6 months
- 6. Every 7-12 months or less often

99. Never

#### **PN: SINGLE SELECT**

A2. How satisfied are you with the overall service provided by WHS?

TOP 1: Extremely dissatisfied 2 ... 9 10: Extremely satisfied

#### **PN: SINGLE SELECT**

F6. How would you characterize your familiarity with WHS's services and capabilities?

- 1. Not at all familiar
- 2. Slightly familiar
- 3. Somewhat familiar
- 4. Moderately familiar
- 5. Extremely familiar

Step B. Agreement with Drivers of Satisfaction

# PN: SELECT ONE FOR EACH ROW; RANDOMIZE GROUPS AND RANDOMIZE WITHIN GROUPS; DO NOT SHOW HEADERS

B1. Please rate your level of agreement with each of the following statements:

# тор

1: Strongly disagree 2 ...

9

10: Strongly agree

# SIDE

- 1. (Product) I am satisfied with WHS's services
- 2. (Utility) Services currently offered are useful and serve my needs
- 3. (Support) I am satisfied with the support that WHS provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within WHS
- 5. (Transparency) WHS is transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) WHS employees are competent and have the right answer
- 7. (Speed) WHS provides fast and efficient service
- 8. (Reputation) WHS is trustworthy
- 9. (Value) Working with WHS is worth the time and resources invested
- 10. (Consistency) WHS handles requests in a consistent manner

# STEP C. Journey Satisfaction

# PN: SELECT ONE FOR EACH ROW; SHOW N/A OPTION FOR EACH ROW; RANDOMIZE ROWS

C1. As an end user, how satisfied have you been with your WHS experience when you have needed any of the following in the past year? If you have not had a need, please select "Not applicable".

TOP 1: Extremely dissatisfied 2 SIDE

- 1. **I need contracting services** (e.g., request a new contract, modify a contract, exercise an option to renew, acquisition planning)
- 2. I need to hire an employee (e.g., hire an SES, hire a GS-15 and below or equivalent)
- 3. I need assistance with the budget execution process (e.g., commitments, obligations, expenditures)
- 4. I need to process a DoD issuance through WHS's Directives Division (e.g. submit a new issuance, update an issuance)
- 5. I need to respond to a WHS FOIA tasker (e.g., respond to a simple request)
- 6. I need to modify my workspace, working through WHS Facilities-Alterations Work Group (e.g., painting, alterations, electrical work, installations, hanging pictures, etc., but excluding security, IT work)

# PN: SELECT ONE FOR EACH ROW; SHOW ROWS FOR EACH JOURNEY SELECTED IN C1

C2. How many times have you requested each service in the previous 12 months?

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- 1. 1 time
- 2. 2 times
- 3. 3-4 times
- 4. 5-6 times
- 5. More than 6 times

#### SIDE

- 1. Needed contracting services
- 2. Needed to hire an employee
- 3. Needed assistance with the budget execution process
- 4. Needed to process a DoD issuance through WHS's Directives Division
- 5. Needed to respond to a WHS FOIA tasker
- 6. Needed to modify a workspace, working through WHS Facilities-Alterations Work Group

# Step D. Deep Dive Experience

# PN: EACH RESPONDENT WILL BE ASKED ABOUT 1 JOURNEY THEY EXPERIENCED (WHERE C1 ≠ 98); IF RESPONDENT QUALIFIES FOR MULTIPLE JOURNEYS, USE LEAST-FILLED LOGIC TO ASSIGN DEEP DIVE SECTION

#### PN: DISPLAY ON SEPARATE SCREEN

Now we have a few questions about the specific service you requested.

#### **PN: SINGLE SELECT**

D0. How would you characterize your familiarity with [INSERT JOURNEY]?

TEXT FOR JOURNEY PIPE IN:

- 1. contracting services
- 2. hiring an employee
- 3. the budget execution process
- 4. processing DoD issuances through WHS's Directives Division
- 7. responding to a FOIA tasker to conduct a search for records responsive to a FOIA request
- 8. modifying a workspace, working through WHS Facilities-Alterations Work Group

#### **RESPONSE OPTIONS**

- 1. Not at all familiar
- 2. Slightly familiar
- 3. Somewhat familiar
- 4. Moderately familiar
- 5. Extremely familiar

# PN: SELECT UP TO 3; PIPE IN RESPONSE FROM C1 IN PAST TENSE; RANDOMIZE; ANCHOR OPTION 97

- D1. When you [INSERT JOURNEY], how did you contact WHS?
- 1. Email
- 2. Online via web portal
- 3. Telephone
- 4. In-person
- 97. Other (specify)

# PN: SELECT ONE FOR EACH ROW; PIPE IN RESPONSE FROM C1; RANDOMIZE

D3. Please think specifically about when you [INSERT JOURNEY] and rate your level of agreement with each of the following statements:

TOP 1: Strongly disagree 2 ... 9 10: Strongly agree

SIDE

# [SHOW IF JOURNEY = Contracting Services]

- 1. (Product) I am satisfied with WHS's contracting services
- 2. (Utility) The services currently offered by WHS contracting are useful and serve my needs
- 3. **(Support)** I am satisfied with the support that WHS provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within WHS's contracting services team
- 5. (Transparency) WHS's contracting services process is transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) Employees at WHS's contracting services are competent and have the right acquisition answer
- 7. (Speed) WHS's contracting services team provides fast and efficient service
- 8. (Reputation) WHS's contracting services team is trustworthy
- 9. **(Value)** Working with WHS's contracting services team is worth the time and resources invested
- 10. (Consistency) WHS's contracting services team handles requests in a consistent manner

# [SHOW IF JOURNEY = Hiring Process]

- 1. (Product) I am satisfied with hiring services
- 2. (Utility) The hiring services currently offered are useful and serve my needs
- 3. **(Support)** I am satisfied with the support that the hiring team provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within hiring services
- 5. (Transparency) Hiring services is transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) Hiring services employees are competent and have the right answer
- 7. (Speed) Hiring services provides fast and efficient service
- 8. (Reputation) The hiring services team is trustworthy

- 9. (Value) Working with hiring services is worth the time and resources invested
- 10. (Consistency) Hiring services handles requests in a consistent manner

# [SHOW IF JOURNEY = budget execution]

- 1. (Product) I am satisfied with WHS when I use them for budget execution
- 2. (Utility) The budget execution services that WHS currently offers are useful and serve my needs
- 3. **(Support)** I am satisfied with the support that the WHS budget execution team provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within WHS's budget execution team
- 5. (Transparency) WHS's budget execution process is transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) WHS employees who work on budget execution process are competent and have the right answer
- 7. (Speed) WHS's budget execution team provides fast and efficient service
- 8. (Reputation) WHS's budget execution team is trustworthy
- 9. **(Value)** Working with WHS's budget execution team is worth the time and resources invested
- 10. (Consistency) WHS's budget execution team handles requests in a consistent manner

# [SHOW IF JOURNEY = Issuance Process]

- 1. (Product) I am satisfied with the DoD issuance services provided by WHS's Directives Division
- 2. (Utility) The compliance and editorial reviews provided by the WHS Directives Division's issuance team are useful and serve my needs (e.g. does it improve the clarity and quality of issuances)
- 3. **(Support)** I am satisfied with the support that the DoD issuance team provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within DoD issuance services provided by WHS's Directives Division
- 5. (Transparency) The DoD issuance services provided by WHS's Directives Division are transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) DoD issuance services provided by WHS's Directives Division employees are competent, demonstrating an understanding of the process
- 7. (Speed) DoD issuance services provided by WHS's Directives Division are fast and efficient
- 8. (Reputation) WHS's Directives Division issuance team is trustworthy
- 9. **(Value)** Working WHS's Directives Division's issuance team is worth the time and resources invested
- 10. (Consistency) WHS's Directives Division handles DoD issuance requests in a consistent manner

# [SHOW IF JOURNEY = FOIA Process]

- 1. (Product) I am satisfied with the services of OSD/JS FOIA Office
- 2. (Utility) The services currently offered by the OSD/JS FOIA Office are useful and serve my needs
- 3. **(Support)** I am satisfied with the support that the OSD/JS FOIA Office provides to help me get the product or service I need
- 4. (Ease) It is easy to find help or assistance within the OSD/JS FOIA Office
- 5. (Transparency) The OSD/JS FOIA Office is transparent regarding who is responsible, timelines for service, and next steps for my requests
- 6. (Competence) The employees of the OSD/JS FOIA Office are competent and have the right answer
- 7. (Speed) The OSD/JS FOIA Office provides fast and efficient service
- 8. (Reputation) The OSD/JS FOIA Office team is trustworthy
- 9. (Value) Working with the OSD/JS FOIA Office is worth the time and resources invested
- 10. (Consistency) The OSD/JS FOIA Requester Office handles requests in a consistent manner

# [SHOW IF JOURNEY = Alterations Work Group]

- 1. (Product) I am satisfied with the services provided by WHS Facilities-Alterations Work Group
- 2. (Utility) The services currently offered by WHS Facilities-Alterations Work Group are useful and serve my needs
- 3. (Support) I am satisfied with how the WHS Facilities-Alterations Work Group's modification processes work
- 4. (Ease) It is easy to find help or assistance within the WHS Facilities-Alterations Work Group team
- 5. (Transparency) WHS Facilities-Alterations Work Group is transparent regarding who is responsible, timeliness for service, and next steps for my requests
- 6. (Competence) Employees of the WHS Facilities-Alterations Work Group are competent and have the right answer
- 7. (Speed) WHS Facilities-Alterations Work Group provide fast and efficient service
- 8. (Reputation) The WHS Facilities-Alterations Work Group team is trustworthy
- 9. (Value) Working with the WHS Facilities-Alterations Work Group is worth the time and resources invested
- 10. (Consistency) The WHS Facilities-Alterations Work Group handles requests in a consistent manner

#### **PN. SHOW IF JOURNEY = Contracting Services**

#### **PN: MULTI SELECT**

D4A. In your most recent experience with WHS's contracting services, what service did you request?

- 1. Request a new contract
- 2. Exercise an option to renew
- 3. Modify a contract
- 4. Renew a contract
- 5. Discontinue a contract
- 6. Acquisition planning and customer engagement
- 7. Post contract award administration (e.g. invoices, contractor performance assessment)
- 8. Other (free text)

#### PN: SELECT ONE PER ROW

D5A. When you received assistance with contracting services, what was your level of satisfaction when you did the following?

TOP 1: Extremely dissatisfied 2 ...

9

10: Extremely satisfied

#### SIDE [Contracting Services]

- 1. Conducted advanced acquisitions planning
- 2. Identified requirement and develop work statement
- 3. Submitted final purchase request package
- 4. Identified experts for source selection process
- 5. Conducted and submit technical evaluation
- 6. Received contract award
- 7. Modified a contract
- 8. Exercised an option
- 9. Vendor engagement (e.g., escalation of performance issues)
- 10. Contract closeout and assessment of vendor performance

#### PN: 1-10 RATING

D6A. For your most recent contract that was completed, to what degree do you think the vendor's products or services met your expected need?

#### **PN: MULTI SELECT**

D7A. If the vendor's products or services did not meet your expectations, why was this the case?

- 1. Vendor capability factors (e.g. skillset matching to requirements)
- 2. Vendor delivery factors (e.g. vendor delivering complete product on time)
- 3. Requirements ambiguity
- 4. Resource constraints (e.g. vendor insufficiently resourced to deliver)
- 5. Insufficient post-award administration, either from program manager or contracting officers
- 6. Other (fill in blank)

#### PN: SINGLE SELECT

D8A. Do you feel like the Procurement Milestone Tool which identifies each acquisition process, responsible individuals and time-line to contract award is transparent and meets your needs?

- 1. Yes
- 2. No
- 3. Other (specify)

#### **PN. SHOW IF JOURNEY = Hiring Process**

#### **PN: MULTI SELECT**

D4B. In your most recent experience with the hiring process, what service did you request?

- 1. Hired an SES (no prior Federal competitive status)
- 2. Hired an SES (transfer from within DoD or another Federal agency)
- 3. Hired a GS-15 and below or equivalent (no prior Federal competitive status)
- 4. Hired a GS-15 and below or equivalent (transfer / promotion from within DoD or another Federal agency)
- 5. Hired a Highly Qualified Expert (HQE) regardless of grade
- 6. HR processing for a political appointee
- 7. Other (specify)

#### PN: SELECT ONE PER ROW

D5B. When you needed [INSERT SUB JOURNEY BELOW], what was your level of satisfaction when you did the following?

TOP 1: Extremely dissatisfied 2 ...

9 10: Evi

10: Extremely satisfied 99. Not applicable

# SIDE [hiring process]

- 1. Plan for future hiring needs
- 2. Submit a request for personnel action (RPA)
- 3. Review and revise a position description (PD)
- 4. Job posting on USAJobs
- 5. Conduct screening of applicants by subject matter experts
- 6. Referral certificate issued you receive from HRD?
- 7. Select candidate from finalist list
- 8. Extend job offer
- 9. Onboard the selected candidate to EOD (e.g., drug testing, initiating security clearance process, physicals)

# PN: 1-10 SCALE

D6B. For your most recent hire, to what degree do you think the candidate met your expected need?

# PN: MULTI SELECT

D7B. If the candidate did not meet your need, why was this the case?

- 1. Selected candidate wasn't the right skill set fit for requirements
- 2. Selected candidate wasn't the right personality fit for requirements
- 3. Primary selection dropped out due to length of hiring process
- 4. Primary selection couldn't complete on-boarding to EOD (e.g., failed drug test)
- 5. Selected candidate met all requirements, but position description didn't match expected duties
- 6. Other (free text)

#### **PN: OPEN END**

D8B. How has your level of satisfaction with the service provided by WHS hiring services changed over the last year?

#### **PN. SHOW IF JOURNEY = budget execution**

#### **PN: MULTI SELECT**

D4C. In your most recent experiences within the budget execution process, what service did you request?

- 1. Budget Authority (e.g., obtaining budget authority at right level)
- 2. Commitment (e.g., processing purchase requests, validating purchase requests)
- 3. Obligation (e.g., recording obligations)
- 4. Expenditure (e.g., certifying invoices, pre-validation, initiation of disbursement)
- 5. Liquidation (e.g., paying the right vendor, paying the right amount, paying on time)
- 6. Other (free text)

#### PN: SELECT ONE PER ROW

D5C. When you needed [INSERT SUB JOURNEY BELOW], what was your level of satisfaction when you did the following?

TOP 1: Extremely dissatisfied 2 ... 9 10: Extremely satisfied

99. Not applicable

#### SIDE [budget execution]

- 1. Requisition funds with WHS FMD
- 2. Source funds with WHS FMD
- 3. Contract for good or service with WHS FMD
- 4. Purchase good or service with WHS FMD
- 5. Receive and accept funds with WHS FMD
- 6. Process and match invoices with WHS FMD
- 7. Disburse funds with WHS FMD

#### PN: 1-10 RATAIN

D6C. For your most recent budget execution action, to what degree did the action meet your need?

#### PN: OPEN END

D7C. If the budget execution action did not meet your requirement, why was this the case?

#### **PN. SHOW IF JOURNEY = Issuance Process**

#### PN: MULTI SELECT

D4D. In your most recent experience with requesting DoD issuances through WHS's Directives Division, what service did you request?

- 1. Submit a new issuance request
- 2. Update an issuance
- 3. Other (free text)

#### PN: SELECT ONE PER ROW

D5D. When you received assistance with the DoD issuance process, what was your level of satisfaction when you did the following?

тор

1: Extremely dissatisfied

2

9

10: Extremely satisfied 99. Not applicable

#### SIDE [Issuance Process]

- 1. Draft an issuance
- 2. Precoordinate an issuance
- 3. Formally coordinate an issuance
- 4. Review and revise your issuance (presignature)
- 5. Receive final approval and publish issuance

#### PN: 1-10 RATING

D6D. For your most recent DoD issuance request through WHS's Directives Division, to what degree did the service meet your need?

#### **PN: OPEN END**

D7D. If the service did not meet your expectations, why was this the case?

#### **PN. SHOW IF JOURNEY = FOIA Process**

#### PN: MULTI SELECT

D4E. In your most recent experience with the OSD/JS FOIA Office, what was your interaction?

- 1. Respond to a tasker to conduct a search for a simple request
- 2. Respond to a tasker to conduct a search for a complex request
- 3. Respond to a tasker to conduct a search for an expedited request
- 4. Respond to a tasker to conduct a review of a record(s)
- 5. Respond to a tasker to conduct a search and review
- 6. Respond to a request for a status update or to provide an estimated completion date

#### PN: SELECT ONE PER ROW

D5E. When you needed [INSERT SUB JOURNEY BELOW], what was your level of satisfaction when you did the following?

TOP 1: Extremely dissatisfied 2 ...

9 10: Extremely satisfied 99. Not applicable

#### SIDE [FOIA Process]

- 1. Received the FOIA tasker
- 2. Responded to the FOIA tasker
- 3. Requested assistance with processing the FOIA tasker
- 4. Requested clarification of the FOIA tasker
- 5. Requested an extension for responding to the FOIA tasker

#### PN: 1-10 RATING

D6E. For your most recent FOIA response, to what degree did the OSD/JS FOIA Office meet your needs?

#### PN: OPEN END

D7E. If the support did not meet your expectations, why was this the case?

#### PN. SHOW IF JOURNEY = Alterations Working Group

#### PN: SINGLE SELECT

D4F. In your most recent experience with the WHS Facilities-Alterations Work Group, what service did you request?

- 1. Request a small office modification (less than \$3,000 e.g. a FAST work order)
- 2. Request a medium office modification (up to \$25,000)
- 3. Request major construction (greater than \$25,000)

#### **PN: SINGLE SELECT**

D4.5F. Throughout the alteration process, were you the requester of the alteration or the project manager?

#### PN: SELECT ONE PER ROW

D5F. When you needed [INSERT SUB JOURNEY], what was your level of satisfaction when you did the following?

TOP 1: Extremely dissatisfied 2 ...

9 10: Extremely satisfied 99. Not applicable

#### SIDE [Alterations Work Group]

- 1. Submit request to WHS
- 2. Review cost schedule and scope for approval to start work with WHS
- 3. Execute the work request with WHS
- 4. Work completion and closeout with WHS

#### PN: 1-10 RATING

D6F. For your most recent service request, to what degree did the alteration meet your need?

#### PN: OPEN END

D7F. If the service did not meet your expectations, why was this the case?

# PN: SHOW ALL; SINGLE SELECT

D9. The last time you [INSERT JOURNEY] how many times did you contact WHS before reaching a resolution?

- 1. 1
- 2. 2
- 3. 3-4
- 4. 5-6
- 5. More than 6 times

# Step E. Value Drivers & Key Motivators

#### PN: OPEN END TEXT RESPONSE; SHOW 3 BOXES

E1. What 3 words would you use to describe your interaction with WHS when you [INSERT JOURNEY].

Word 1 \_\_\_\_\_

Word 2 \_\_\_\_\_

Word 3 \_\_\_\_\_

#### PN: OPEN END TEXT RESPONSE

E2. Please briefly describe <u>what would you change</u> about the process the next time you [INSERT JOURNEY]?

# PN: SELECT ONE FOR EACH ROW;

E3. Please rate your level of agreement with each of the following statements:

ТОР

1: Strongly disagree

2

...

9

10: Strongly agree

SIDE

- 1. WHS helps me do my job efficiently and effectively
- 2. WHS helps enable the mission
- 3. I will try to use WHS to find solutions in the future

# **PN: SINGLE SELECT**

E4. If you think back on the interactions you have had with WHS over the past year, to what extent do you agree with the following statement?

"On occasion, WHS has surprised me with outstanding service that has surpassed my expectations and provided extraordinary value."

TOP 1: Strongly disagree

...

5: Disagree

6: Agree

... 10: Strongly agree

# PN: OPEN END TEXT RESPONSE; SHOW IF E4=6-10

E5: Please describe the interaction that surpassed your expectations

# **PN: SINGLE SELECT**

E6: If you think back on the interactions you have had with WHS over the past year, to what extent do you agree with the following statement?

"On occasion, WHS has completely failed to meet my needs and expectations."

TOP 1: Strongly disagree ... 5: Disagree 6: Agree ... 10: Strongly agree

# PN: OPEN END TEXT RESPONSE; SHOW IF E6=6-10

E7. Please describe the interaction that failed to meet your expectations

# **PN: SINGLE SELECT**

E8. In the past 12 months have you sought a workaround or exception to a WHS process because the standard process did not fit your need?

- 1. Yes
- 2. No

#### PN: SINGLE SELECT

E9. Have you ever had a case where you thought about working with WHS but ended up going with another agency or organization?

- 1. Yes
- 2. No

#### PN: OPEN END TEXT RESPONSE; SHOW IF E9=1

E10. Why did you choose to work with another agency rather than WHS?

# Step F. Demographic Profiling

# PN: OPEN END TEXT RESPONSE

# F2. What is your current organization?

WHS Customer List for CX Survey		
Advanced Distributive Learning (under USD(P&R))		
Armed Forces Retirement Home		
Civil Military Program		
Defense Acquisition University		
Defense Advanced Research Projects Agency		
Defense Advisory Committee for Investigating, Prosecution, & Defense of Sexual Assault in the Armed Forces		
Defense Commissary Agency		
Defense Contract Audit Agency		
Defense Contract Management Agency		
Defense Digital Service		
Defense Education Activity		
Defense Equal Opportunity Management Institute		
Defense Finance and Accounting Service		
Defense Human Resources Activity		
Defense Information Systems Agency		
Defense Information Systems Agency/Joint Staff Support Center		
Defense Innovation Board		
Defense Innovation Experimental Unit		
Defense Legal Services Agency		
Defense Logistics Agency		
Defense Media Activity		
Defense POW/MIA Accounting Agency		
Defense Security Cooperation Agency		
Defense Security Service		
Defense Technical Information Center		
Defense Technology Security Administration		
Defense Test Resources Management Center		
Defense Threat Reduction Agency		
Director of Cost Assessment and Program Evaluation		
Director of Test and Evaluation		
Department of Defense Chief Information Officer		
Department of Defense Consolidated Adjudications Facility		
Department of Defense General Counsel		
Joint Service Provider		
Joint Staff		
Missile Defense Agency		

National Defense University		
National Guard Bureau		
Office of Diversity Management and Equal Opportunity		
Office of Economic Adjustment		
Office of Military Commissions		
Office of Net Assessment		
Office of the Defense Production Act		
Office of the Director of Cost Assessment and Program Evaluation		
Office of the Director, Operational Test and Evaluation		
Office of the Secretary of Defense (Immediate Office, OCMO, OUSDs, & OASDs)		
Pentagon Force Protection Agency		
Secretary of Defense		
Strategic Capabilities Office		
U.S. Court of Appeals for the Armed Forces		
U.S. Court of Military Appeals of the Armed Forces		
Uniformed Services University of the Health Sciences		
Washington Headquarters Services		

# PN: SINGLE SELECT

F2b. Are you a contractor?

- 1. Yes
- 2. No

# PN: OPEN END TEXT RESPONSE

F3. What is your rank or grade?

Rank or Grade	
Cvilian WG 01 to 10	
Civilian GS/GG 01 to 12	
Civilian GS/GG 13 through	
15	
SES	
Contractor	
Military Rank E1 to E9	
Military Rank W1 to W5	

Military Rank O1 to O3 Military Rank O4 to O6 Military Rank O7 to O10 Other

#### PN: SINGLE SELECT

F4. What is your position?

- 1. Supervisor
- 2. Non-supervisor

# PN: SINGLE SELECT; SHOW AS DROP DOWN

F5. How many years have you worked at the organization or agency?

- 1. 1 year or less
- 2. 2

.... 19. 19

20. 20+ years