

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Tuesday, February 9, 2021 3:30 PM  
**To:** [REDACTED]  
**Subject:** Please Take the 2020 Pulse Survey  
**Signed By:** [REDACTED]

**From:** [REDACTED]  
**Sent:** Monday, March 9, 2020 7:50 PM  
**To:** [REDACTED]  
**Subject:** Please Take the 2020 Pulse Survey

Colleagues,

The 2020 Pulse Survey is now open and Policy leadership wants to hear from you. Please copy and paste the following link into your internet browser: <https://apps.policy.osd.mil/Surveys/SitePages/Policy%20Pulse%20Survey%202020.aspx>

**Participate.** I encourage everyone on the Policy team to participate: DoD civilians (career and political); military members; Intergovernmental Personnel Act (IPA); detailed personnel from other departments and agencies; Boren Fellows; Presidential Management Fellows (PMFs); interns; and contractors. Defense Agencies and Field Activities (DAFAs) conduct their own workforce surveys, thus DAFA Members may not participate in this survey.

**Pulse Survey Details.** The Pulse Survey asks a total of 29 questions related to work experience at the personal, office, and Policy-wide levels. There are also questions about leadership, management, and communication from the Director to USDP-level. Please use the attached Pulse Survey Leadership Guide for directions on answering Leadership questions. Demographic data regarding employee type and tenure will not be shared; it will be aggregated and reviewed on a Policy-wide level. The survey will be open for three weeks. After analysis, the results will be provided via reports and briefings to PDO USDP, then to the ASDs and DASDs. ASDs and DASDs will share the results with their teams.

**Why take the Pulse Survey.** This is a great opportunity to anonymously share your views directly with me and your leadership chain so that we can identify areas to improve our organization.

It only takes 10 minutes. Contact [osd.lod@mail.mil](mailto:osd.lod@mail.mil) with any questions. Thank you!

Best,  
JHA