E-mail 1: Invitation E-mail - 2021 WGR (mentions survey name, but vague on details)

SUBJECT: xxxx

Dear (Rank) Last name,

I'm writing to personally invite you to participate in the 2021 Workplace and Gender Relations Survey.

To participate:

Go to dodsurveys.mil on any computer, tablet, or smartphone Your unique Survey Ticket Number is [XXXXXXXX]

This survey is so important to [the Marine Corps] that participation is considered Official Business. You may complete this survey during the duty day using any government computer or using a personal mobile device, including your smartphone.

To protect your privacy, your survey answers will be kept confidential and will not be shared with anyone in your unit or command.

If you respond by {DATE.XXXX}, I will remove you from our list of [Marines] scheduled to take the survey. Because this survey is commissioned by Congress, we will send additional postal mail and e-mail reminders to you to complete the survey. Your participation in this survey is voluntary and greatly appreciated.

Thank you for your service.

Sincerely,

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION:

E-mail 2: First Reminder (adds personal appeals of "as you may have heard" to normalize the survey)

SUBJECT: xxxx

Dear (Rank) Last name,

As you may have heard from your friends and fellow Service members, it is time to take the 2021 Workplace and Gender Relations Survey. This survey is commissioned by Congress to help your senior leadership better understand a variety of issues that directly impact you.

To participate, go to: DODSurveys.mil
Your unique Survey Ticket Number is [XXXXXXXX]

You can take the survey on any government or personal computer or mobile device. This survey is considered Official Business meaning you can take it either on- or off-duty.

Your responses will be kept completely confidential. No one in your organization, including your commander or senior leadership, will be able to identify you, or how you responded to any survey questions. Your participation is voluntary, but we need your participation to get an accurate picture. When your responses are combined with others, it will help senior leaders make informed decisions that will help you and the people you serve with.

Thank you in advance for your time,

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION:

E-mail 3: Second Reminder (teaser questions, + thousands have responded)

SUBJECT: Has Sexual Harassment in the military become more or less of a problem?

Dear (Rank) Last name,

In your opinion, has sexual harassment in the military become more or less of a problem?

The Workplace and Gender Relations Survey is your opportunity to confidentially share your opinions, on these issues and more, with your commanders, DoD senior leadership, and members of Congress.

Go to dodsurveys.mil from any personal or government computer or mobile device to add your voice to the thousands of Service members who have already responded. You can even respond from your smartphone. Your unique Survey Ticket Number is [XXXXXXXXX].

Your answers on this survey will be kept completely confidential. No one, including anyone in your chain of command, will be able to identify you or how you answered any survey questions. As you complete the survey, please answer all questions honestly, whether your answers are positive or negative. We rely on accurate information from this survey to inform policies, develop trainings, and address issues that impact you and your fellow service members.

Thank you for your time and for providing your honest feedback,

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION:

E-mail 4: Third Reminder (Heavy lean on the topic)

SUBJECT: REMINDER: Time is running out to have your voice heard

Dear (Rank) Last name,

The strength of our military comes from the people who serve. We must remain focused on reinforcing positive, constructive behaviors while eliminating behaviors that threaten our readiness or our ability to act as a unified, lethal fighting force. This includes ensuring our workplaces are free from sexual harassment, sexual assault, and gender discrimination.

To support our efforts in protecting the health and well-being of all who serve, I am writing to remind you to take the congressionally-mandated Workplace and Gender Relations Survey.

To take the survey:

- 1. Go to www.dodsurveys.mil on any computer, tablet, or smartphone
- 2. Your unique Survey Ticket Number is [XXXXXXXX]
- 3. To have your voice heard we need your response by X Date.

We need your voice to help us better understand and address any ongoing issues impacting you and your service. Participation in the survey is voluntary and survey results are reported in aggregate only, meaning your answers are not shared with your commanders or senior leadership. Your responses will remain confidential.

Time is running out to help us with this important mission. I know you are very busy, so I truly appreciate you taking the time to complete this survey.

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION:

E-mail 5: Fourth Reminder (The first final reminder, very personal, asking for help)

SUBJECT: This is your last chance to provide confidential feedback

Dear (Rank) Last name,

I'm writing you today because I need your help. My job is to provide data to policy makers to improve the lives of our Service members. It is deeply important to me you are given a confidential and safe opportunity to bring up issues that concern you and impact your ability to serve.

This survey will provide you a forum to give confidential feedback. When your voice is added to the thousands of Service members that have already responded, senior leaders will be better informed to make policies, training, and procedures to serve you better.

This is your last chance to participate. To take the survey:

- 1. Go to www.dodsurveys.mil on any computer, tablet, or smartphone
- 2. Your unique Survey Ticket Number is [XXXXXXXXX]
- 3. The survey is due by X Date, 2021.

Let me assure you that your responses will be completely confidential. You and your answers will never be personally identified.

This survey is considered Official Business and can be completed on while on duty or during your free time and you can take it on any government, personal computer, or mobile device. Thank you in advance for participating in this survey.

Very Respectfully,

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION:

E-mail 6: Fifth Reminder (Final reminder)

SUBJECT: This is your final reminder

SUBJECT: xxxx

Dear (Rank) Last name,

You have been selected to participate in a DoD survey about your military workplace. Time is running out, but we still haven't heard from you.

To participate, go to: DODSurveys.mil
Your unique Survey Ticket Number is [XXXXXXXX]

Thousands of Service members have already responded. Respond by [X Date] to add your voice.

Previous findings from OPA surveys have been used to address important issues that affect you and other Service members like you— for example, pay raises, predatory lending, sexual harassment, and discriminatory behavior. While your participation is voluntary it's important, because the results are used to help senior military leaders make decisions. In fact, the results will go all the way to Congress.

This survey is considered Official Business and can be completed on while on duty or during your free time and you can take it on any government, personal computer, or mobile device.

Your participation is voluntary and your responses will be kept completely confidential. No one in your organization, including your commander or senior leadership, will be able to identify you, or how you responded to any survey questions.

Thank you in advance for your time,

Mark Breckenridge

Director, Office of People Analytics U.S. Department of Defense

ADDITIONAL INFORMATION: