

**First Email -- Initial Announcement to Participant**

Subject: Your honest feedback is requested

Dear First Name Last Name,

This past year has been difficult for many of us. Because of this, I'm writing to personally invite you to share your thoughts and opinions about your experiences this past year as a Department of Defense (DoD) civilian employee.

To participate, go to [DODsurveys.mil](https://DODsurveys.mil) on any computer, tablet, or smartphone and enter your unique Ticket Number: [XXXXXX]

Your input is so important to DoD senior leadership that participation is considered "Official Business." You may participate during work hours using any government computer or using a personal mobile device, including your smartphone. If it is more convenient, you can also respond at home; just forward this email to a personal e-mail for easier access to the information. Your participation is voluntary, and your responses will be kept completely confidential.

Thank you in advance for your time,

Dr. Ashlea M. Klahr  
Director, Health & Resilience Division  
Department of Defense Office of People Analytics

**ADDITIONAL INFORMATION:** Most people take 30 minutes to complete the survey. Some of the language used to measure experiences is necessarily graphic in order to meet the requirements of a crime victimization metric. If you do not wish to participate or to receive reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, "Please remove me from this survey's mailing list. If you have any questions or concerns, please e-mail [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone. If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 15, 2021. You are required to provide your Ticket Number.

## **First Reminder E-mail to Participant**

Subject: Action Requested: 2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

Would a sexual harassment complaint be taken seriously in your current work unit?

Now is your opportunity to confidentially share your opinions on this topic and more with Department of Defense (DoD) leadership and members of Congress to inform policy decisions, develop trainings, and address issues that impact you and your coworkers.

**TO PARTICIPATE:** Go to [DODsurveys.mil](https://DODsurveys.mil) from any personal or government computer or mobile device to add your voice to the thousands of DoD civilian employees who have already responded. You can even respond from your smartphone.

Your personal and secure Ticket Number is [XXXXXX].

Please know that this effort has received the highest “Certificate of Confidentiality” available to the Department. Your responses will be kept completely confidential. No one, including anyone in your workplace, will be able to identify you or how you answered any questions.

We rely on accurate information from people like you to know what is really going on throughout the DoD. I hope you share your honest feedback with us today, both positive and negative.

Thank you for your participation,

Dr. Ashlea M. Klahr  
Director, Health & Resilience Division  
Department of Defense Office of People Analytics

**ADDITIONAL INFORMATION:** Most people take 30 minutes to complete the survey. Some of the language used to measure experiences is necessarily graphic in order to meet the requirements of a crime victimization metric. The survey is voluntary and respondents are able to skip questions if they make them uncomfortable. Please reply to this message if you have any questions or feedback about the survey, or you may contact our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307.

Responding to this survey will remove you from our list of eligible participants. If you do not wish to participate or to receive additional reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, “Please remove me from this survey’s mailing list.” If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 15, 2021. You will be required to provide your Ticket Number. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone.

## **Second Reminder E-mail to Participant**

Subject: There is still time for your voice to be heard

Dear First Name Last Name,

The “2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey” is your opportunity to voice your opinion on issues impacting you and your workplace. It is the third Congressionally-mandated survey to be conducted on topics related to sexual harassment and sexual assault with Department of Defense (DoD) civilian employees. This is an official DoD survey sponsored by the Office for Diversity, Equity, and Inclusion (ODEI) that has been approved by the Under Secretary of Defense for Personnel and Readiness (USD[P&R]).

The findings will be briefed to DoD leadership and Congress and will be used for developing policies to provide the best workplace environment possible for you and your fellow employees. To have your voice heard:

1. Go to [DODsurveys.mil](https://DODsurveys.mil) on any computer, tablet, or smartphone
2. Enter your unique Ticket Number: [XXXXXX]

Let me assure you that your privacy will be protected. Your responses will not be shared with anyone in your organization, including your supervisor or senior leadership. The Office of People Analytics (OPA) has also received the highest level of protection offered by a federal “Certificate of Confidentiality” which provides OPA and you with additional protection against any attempt to subpoena confidential survey records. While your participation is voluntary, your feedback will be incredibly helpful in gaining the most accurate picture of the challenges facing you and your workplace.

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

Dr. Ashlea M. Klahr  
Director, Health & Resilience Division  
Department of Defense Office of People Analytics

**ADDITIONAL INFORMATION:** Most people take 30 minutes to complete the survey. Some of the language used to measure experiences is necessarily graphic in order to meet the requirements of a crime victimization metric. Again, the survey is voluntary and respondents are able to skip questions if they make them uncomfortable. Please reply to this message if you have any questions or feedback about the survey, or you may contact our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307.

If you do not wish to participate or to receive additional reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, “Please remove me from this survey’s mailing list.” If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 15, 2021. You will be required to provide your Ticket Number. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone.

### **Third Reminder E-mail to Participant**

Subject: Reminder: 2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

It is deeply important to me that you are able to work in an environment free of sexual harassment and sexual assault. That is why I am writing to remind you to take the “2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey.” Thousands of Department of Defense (DoD) civilian employees have already responded to this survey. Adding your response to theirs will help senior leaders create policies to address issues directly affecting you and your coworkers.

To participate, go to: [DODsurveys.mil](https://DODsurveys.mil)

Enter your unique Ticket Number: [XXXXXX]

Protecting your privacy is of utmost importance. That is why this effort has received the highest “Certificate of Confidentiality” available to the DoD. Your individual response will not be identifiable to anyone, including your supervisor or senior leadership. Your participation is voluntary, and I hope you are able to share your honest feedback with us.

Thank you for all you do to support the DoD.

Sincerely,  
Dr. Ashlea M. Klahr  
Director, Health & Resilience Division  
Department of Defense Office of People Analytics

**ADDITIONAL INFORMATION:** This survey is “Official Business,” and can be completed during work hours using any government or personal computer or mobile device. Most people take 30 minutes to complete the survey. Some of the language used to measure experiences is necessarily graphic in order to meet the requirements of a crime victimization metric. If you have any questions or concerns, please e-mail our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307

If you do not wish to participate or to receive additional reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, “Please remove me from this survey’s mailing list.” If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 15, 2021. You will be required to provide your Ticket Number. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone.

**Final Reminder E-mail to Participant**

Subject: Final Chance: 2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

Your Ticket Number: [XXXXXX]

This is your FINAL chance to participate in the “2021 Department of Defense Civilian Employee Workplace and Gender Relations Survey.”

To take your survey, go to [DODsurveys.mil](http://DODsurveys.mil) and enter your ticket number listed at the top of this email.

The website will close on December 15, 2021.

The Department of Defense (DoD) remains committed to ensuring workplaces are free from sexual harassment, sexual assault, and gender discrimination, which can only be done by evaluating their prevalence. This is a difficult topic but be assured that the results will guide policy at the highest levels. The survey results will be briefed to DoD leadership, and findings will be provided to Congress in reports and testimony. The DoD senior leadership wishes to express a heartfelt thank you to all civilian employees that complete this survey for the DoD and Congress.

Your participation is voluntary, and your responses will be kept completely confidential. Be assured that all responses received for this survey will be reported in aggregate so no individual responses will be identifiable.

Thank you in advance for participating in this survey.

Sincerely,  
Dr. Ashlea M. Klahr  
Director, Health & Resilience Division  
Department of Defense Office of People Analytics

**ADDITIONAL INFORMATION:** This survey is “Official Business,” and can be completed during work hours using any government or personal computer or mobile device. Most people take 30 minutes to complete the survey. Some of the language used to measure experiences is necessarily graphic in order to meet the requirements of a crime victimization metric. Again, the survey is voluntary and respondents are able to skip questions if they make them uncomfortable. If you have any questions or concerns, please e-mail our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307

If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 15, 2021. You will be required to provide your Ticket Number. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone.