Dear [Rank] [LastName],

As your Undersecretary of Defense for Personnel and Readiness, people are my number one priority and I am committed to supporting and improving the lives of those who serve. That is why I'm personally inviting you to share your thoughts and opinions with me about your experiences this past year serving in the military. **We need your voice** on the Armed Forces Workplace and Equal Opportunity (WEO) Survey to help us gather information that will assist us in addressing ongoing personnel readiness issues, including diversity and inclusion.

To participate:



Your feedback is important your participation is considered **Official Business**. You can respond during the duty day, or any time convenient to you, on **any government or personal device**. Participation is voluntary; the survey should take less than 30 minutes to complete. All individual responses are **confidential** and will not be shared with your commanders.

Your response matters. By responding, you help shape the policies, programs, and training that impact you and your fellow military members on a daily basis. If we do not hear from you, we will contact you again by email to remind you of this opportunity.

I know that you are very busy, so I deeply appreciate you taking your time to complete this survey. Thank you for your service and everything you do to support our great nation.

[INSERT SIGNATURE]

Gilbert R. Cisneros Jr. Under Secretary of Defense Personnel and Readiness

Title 10 U.S. Code Section 481 mandates that the DoD conducts a survey on workplace and equal opportunity of military members every 4 years, though the DoD elects to conduct it every 2 years. To verify the authenticity of this survey, OMB Control Number: 0704-XXXX, call 372-2014 from any DoD or other government telephone with DSN. If you do not have access to a DSN telephone line, or if you have any other questions about this survey, please call our Survey Processing Center toll-free at 1-800-881-5307, or e-mail WEO-Survey@mail.mil.