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## 2023 Defense Logistics Agency Culture/Climate Survey

Dear DLA Teammate:

During the past few years, our agency, nation, and the world have gone through unprecedented challenges. Through these challenges, the DLA community remained strong, resilient, and dedicated to our mission. Here at DLA, we believe that the key to mission success is a focus on people and culture, and ensuring our workforce is engaged and motivated.

The DLA Culture/Climate Survey is one of our most effective ways to measure workforce mission-readiness, leadership and employee engagement, and the strength of our organizational culture. It is important that we hear your voice.

The confidential survey allows employees to share honest feedback on their work environment. This feedback drives thoughtful, data-driven discussions that result in informed action to improve our collective performance.

The survey is YOUR opportunity to share your views of DLA's culture and climate. Your responses help us understand where we need to improve organizational culture and management practices in DLA.

Participation is strictly voluntary, and privacy and confidentiality are guaranteed. The survey contractor, Denison Consulting, does not provide DLA with any names or individually identifying information.

The survey takes about 30-45 minutes to complete and may be done on duty time. Questions should be directed to the DLA Culture Team at [culture@dla.mil](mailto:culture@dla.mil). If you need technical assistance with the survey, please contact: [DLA2023@denisonculture.com](mailto:DLA2023@denisonculture.com).

Thank you for what you do every day!

SHARYN J. SAUNDERS  
Director, DLA Human Resources

*L: English*

Please indicate your work unit. The term “work unit” refers to your immediate work unit; specifically, the unit that includes your first-line supervisor and the employees reporting to your first-line supervisor. This work unit will be your perspective for completing Section B. Please mark only one.

DLA Installation Management	
<input type="radio"/>	DLA Installation Management Susquehanna, Family & Morale, Welfare, & Recreation Division (DM-FSQ)
<input type="radio"/>	DLA Installation Management Susquehanna, Facilities and Equipment Maintenance Division (DM-FSA)
<input type="radio"/>	DLA Installation Management Richmond, Morale Welfare and Recreation (DM-FRQ)
<input type="radio"/>	DLA Installation Management Columbus, Morale Welfare and Recreation (DM-FCQ)
<input type="radio"/>	DLA Installation Management Columbus, Installation Management Division, BLDGS/Equipment Ops & Mgmt (DM-FCIB)
<input type="radio"/>	DLA Installation Management Philadelphia (DM-FP)
<input type="radio"/>	DLA Installation Management Philadelphia, Business Office (DM-FPB)
DLA Troop Support	
<input type="radio"/>	DLA Troop Support, Embroidery Team (Heraldics IST TA FQDD)
DLA Distribution	
<input type="radio"/>	DLA Distribution Sigonella, Italy --Main
<input type="radio"/>	DLA Distribution Sigonella, Italy -- Operations
<input type="radio"/>	DLA Distribution Sigonella, Italy – Rota Detachment

**SECTION B: Organizational Culture**

This section of the survey presents a set of statements that describe different aspects of an organization's culture. **Organizational culture is the shared values, beliefs, assumptions, and practices learned and reinforced over time...or the way things are done around here.** As you respond to the survey items, think about the ways in which you see work getting done in your work unit. **Work unit refers to your immediate work unit; specifically, the unit that includes your first-line supervisor and the employees reporting to your first-line supervisor.** We are looking to receive your perspective on your day-to-day work life.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5) or N/A (6) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B1	Most employees are highly involved in their work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B2	Decisions are usually made at the level where the best information is available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B3	Information is widely shared so that everyone can get the information he or she needs when it's needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B4	Everyone believes that he or she can have a positive impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B5	Business planning is ongoing and involves everyone in the process to some degree.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B6	Cooperation across different parts of the organization is actively encouraged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B7	People work like they are part of a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B8	Teamwork is used to get work done, rather than hierarchy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B9	Teams are our primary building blocks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B10	Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B11	Authority is delegated so that people can act on their own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B12	The "bench strength" (capability of people) is constantly improving.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B13	There is continuous investment in the skills of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B14	The capabilities of people are viewed as an important source of competitive advantage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B15	Problems often arise because we do not have the skills necessary to do the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B16	Leaders and managers "practice what they preach."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B17	There is a characteristic management style and a distinct set of management practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B18	There is a clear and consistent set of values that governs the way we do business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B19	Ignoring core values will get you in trouble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B20	There is an ethical code that guides our behavior and tells us right from wrong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B21	When disagreements occur, we work hard to achieve "win-win" solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B22	There is a "strong" culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B23	It is easy to reach consensus, even on difficult issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B24	We often have trouble reaching agreement on key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B25	There is a clear agreement about the right way and the wrong way to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B26	Our approach to doing business is very consistent and predictable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B27	People from different parts of the organization share a common perspective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B28	It is easy to coordinate projects across different parts of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B29	Working with someone from another part of this organization is like working with someone from a different organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B30	There is good alignment of goals across levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B31	The way things are done is very flexible and easy to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B32	We respond well to competitors and other changes in the business environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
B33	New and improved ways to do work are continually adopted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B34	Attempts to create change are usually met with resistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B35	Different parts of the organization often cooperate to create change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B36	Customer comments and recommendations often lead to changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B37	Customer input directly influences our decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B38	All members have a deep understanding of customer wants and needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B39	The interests of the customer often get ignored in our decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B40	We encourage direct contact with customers by our people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B41	We view failure as an opportunity for learning and improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B42	Innovation and risk taking are encouraged and rewarded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B43	Lots of things "fall between the cracks."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B44	Learning is an important objective in our day-to-day work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B45	We make certain that the "right hand knows what the left hand is doing."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B46	There is a long-term purpose and direction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B47	Our strategy leads other agencies to change the way they compete in the industry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B48	There is a clear mission that gives meaning and direction to our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B49	There is a clear strategy for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B50	Our strategic direction is unclear to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B51	There is widespread agreement about goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B52	Leaders set goals that are ambitious, but realistic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B53	The leadership has "gone on record" about the objectives we are trying to meet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B54	We continuously track our progress against our stated goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B55	People understand what needs to be done for us to succeed in the long run.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B56	We have a shared vision of what the organization will be like in the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B57	Leaders have a long-term viewpoint.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B58	Short-term thinking often compromises our long-term vision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B59	Our vision creates excitement and motivation for our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B60	We are able to meet short-term demands without compromising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...	1	2	3	4	5	6
our long-term vision.						
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### **SECTION C: DLA Climate**

**Organizational climate is the work environment perceived directly and indirectly by employees that shapes the organizational culture.** This section of the survey presents a set of statements that describe different aspects of the DLA climate. **It includes questions that are tailored to DLA’s strategic initiatives in addition to write-in comment opportunities. The climate questions vary from survey to survey with the exception of a few standard items.**

The following provides definitions of some commonly used terms in the climate section of the survey.

#### **Survey Term Definitions**

**MSC** – Major Subordinate Command. DLA field organizations executing the core supply chain and materiel logistics functions of DLA, providing direct support to the Services, Combatant Commands, and other supported organizations. MSCs are located both in the Continental United States (CONUS) and Outside the Continental United States (OCONUS). The MSCs are:

- DLA Aviation
- DLA Energy
- DLA Land and Maritime
- DLA Troop Support
- DLA Disposition Services
- DLA Distribution (includes all depots)

**J Code** – DLA staff and mission support organizations performing policy, oversight, and common support services to the DLA enterprise and other organizations. J codes are located CONUS and OCONUS. The J codes are:

- J1: DLA Human Resources [Includes DLA Human Resources Services (DHRS)]
- J3: DLA Logistics Operations (includes DLA Central Command & Special Operations Command, DLA Europe & Africa, and DLA Indo-Pacific)
- J6: DLA Information Operations
- J7: DLA Acquisition [includes DLA Contracting Services Office (DCSO) and DLA Strategic Materials]
- J8: DLA Finance
- J9: DLA Joint Reserve Force

**D Code** – DLA Headquarters organizations performing staff and certain operational functions in support of the DLA enterprise. D codes are located CONUS and OCONUS. The D codes are:

- DLA Director’s Immediate Staff
- DB: DLA Small Business Programs
- DG: DLA General Counsel
- DH: DLA Office of the Chaplain
- DI: DLA Intelligence

- DL: DLA Legislative Affairs
- DM: DLA Installation Management
- DO: DLA Equal Employment Opportunity
- DP: DLA Public Affairs
- DT: DLA Transformation
- OIG: DLA Office of the Inspector General

**People and Culture**

Attract and hire mission-focused people, further develop their competencies and resilience, and cultivate and retain the next generation of diverse leaders and workforce to meet current and future mission demands.

**DLA Culture/Climate Survey**

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C1	I know how my work relates to DLA’s goals and priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C2	I believe the DLA Culture/Climate Survey makes a difference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C3	Actions are taken to continuously improve our culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Resiliency**

**Resiliency** – dealing effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remaining optimistic and persistent, even under adversity or uncertainty; recovering quickly from setbacks.

**Resiliency Resources** – examples include the Employee Assistance Program (EAP), Fitness & Wellness Program, Alternative Dispute Resolution (ADR), fitness centers, flexible work schedules, etc.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C4	I know how to access DLA resiliency resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C5	A wide range of resiliency resources are available at my location.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**DLA Fitness and Wellness Program**

**C6. I take part in fitness and/or wellness activities under the DLA Fitness and Wellness Program.**

- ① Yes; [Please answer questions C7– C11]
- ② No; I was not aware of this Program. [Please skip questions C7 – C11]
- ③ No; I was approved for the Program, but have not used it yet. [Please skip questions C7 – C11]
- ④ No; I was not approved to participate in the Program. [Please skip questions C7 – C11]

⑤ No; I do not want to participate in the program or I am currently ineligible due my position or personal preference [Please skip questions C7 – C11]

**C7. I have used fewer sick leave hours as a result of taking part in the DLA Fitness and Wellness Program.**

- ① Yes
- ② No

**C8. I believe taking part in the DLA Fitness and Wellness Program has improved my performance at work.**

- ① Yes
- ② No

**C9. I would factor my participation in the DLA Fitness and Wellness Program into a decision to remain employed by DLA.**

- ① Yes
- ② No

**DLA Fitness and Wellness Program Questions for Supervisors**

**C10. Please select the option that best describes your supervisory view of the DLA Fitness and Wellness Program's impact on your employees' performance as a whole.**

- ① N/A; I am not a supervisor.
- ② I do not supervise any employees that participate in the Fitness and Wellness Program.
- ③ My participating employees' performance has generally improved.
- ④ There has been no overall change in my participating employees' performance.
- ⑤ My participating employees' performance has generally declined.
- ⑥ No basis to judge as Program was not available during the stay at home order

**C11. Please select the option that best describes your supervisory view of the DLA Fitness and Wellness Program's impact on your work unit's mission.**

- ① N/A; I am not a supervisor.
- ② I do not supervise any employees that participate in the Fitness and Wellness Program.
- ③ Very positive impact on the work unit's mission
- ④ Somewhat positive impact on the work unit's mission
- ⑤ No impact on the work unit's mission.
- ⑥ Somewhat negative impact on the work unit's mission.
- ⑦ Very negative impact on the work unit's mission.
- ⑧ No basis to judge as Program was not available during the stay at home order



## Telework

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C12	My MSC, J code, or D code promotes telework.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C13	I am prepared to use telework to maintain productivity in the event of an emergency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C14	I communicate with virtual co-workers (team members not physically located at my work location) as much as co-workers in the office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### C15. Have you teleworked during the past year?

① Yes [Please answer questions C16 – C19]

② No; Must be physically present – **My position is not eligible for telework because one or more of the following is required: face-to-face contact with co-workers or customers; access to material or equipment that cannot be moved from the office or worksite; and/or access to classified or sensitive information or facilities.** [Please skip questions C16 – C19]

③ No; Technical issues – **My work requires access to information systems that are unavailable, unreliable, or perform too slowly in a telework environment to effectively accomplish the mission.** [Please skip questions C16 – C19]

④ No; Choose not to telework – **My position is eligible for telework, but I choose not to telework.** [Please skip questions C16 – C19]

⑤ No; Not allowed to telework - **My position is eligible for telework, but I am not allowed to telework even on a situational basis.** [Please skip questions C16 – C19]

### C16. How frequently do you telework?

① I telework on a situational basis.

② I regularly telework 1 day per week.

③ I regularly telework 2 days per week.

④ I regularly telework 3 days per week.

⑤ I regularly telework 4 days per week.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C17	DLA technology allows me to telework effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C18	When teleworking, I am at least as productive as I am when working in the office.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C19	The availability of telework contributes to my decision to stay with DLA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Future of Work

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C20	I have heard of the DLA Future of Work Pilot.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C21	My organizational leadership has communicated the definition of Internal Collaboration (Presence with Purpose).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C22	"The Future of Work Pilot" initiative moves DLA in the right direction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Sexual Assault Prevention and Response (SAPR)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C23	I feel safe from inappropriate sexual behavior in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C24	DLA publicizes resources for SAPR.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C25	I was provided training on SAPR.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C26	My supervisor creates a supportive environment for reporting an incident.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C27	I know how to contact my Sexual Assault Response Coordinator (SARC).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C28	I know the difference between sexual harassment and sexual assault.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Mission Ready Workforce

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C29	My work unit is able to recruit people with the right skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C30	The skill level in my work unit has improved in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C31	My work unit has the relevant knowledge and skills necessary to accomplish its mission and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Immediate Supervisor (Work Unit)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C32	I have trust and confidence in my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C33	My supervisor interacts with me regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C34	My supervisor has the knowledge, skills, and ability to be an effective supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C35	My supervisor treats each member of the team fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C36	My supervisor makes decisions that effect the team based on merit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C37	My supervisor fosters a climate where I can ask questions, challenge the status quo, and share my ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C38	Supervisors in my work unit support employee development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C39	My supervisor listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C40	My supervisor treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C41	Overall, my immediate supervisor is doing a good job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Intrinsic Work Experience

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C42	I feel encouraged to come up with new and better ways of doing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C43	My work gives me a feeling of personal accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C44	My talents are used well in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Defense Performance Management and Appraisal Program (DPMAP)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5
C45	I know what is expected of me on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C46	I am held accountable for achieving results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C47	Employees are recognized for providing high quality products and services to customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C48	Performance awards in my work unit depend upon how well employees perform their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C49	My supervisor has talked to me about my performance plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C50	I understand the DPMAP performance rating levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C51	DPMAP contributes to a performance-based culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C52	I can appeal a performance rating that I think is biased or inaccurate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C53	The performance appraisal system that is being used in our agency is fair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C54	The 3-level performance rating scale provides meaningful performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	differentiation among employees.					
C55	In my organization, a rating of 3 is understood to reflect solid work performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please rate your level of satisfaction with the feedback (both formal and informal) that you receive from your immediate supervisor.** Fill in the circle to indicate if you are Very Dissatisfied (1), Dissatisfied (2), Neither Satisfied nor Dissatisfied (3), Satisfied (4), Very Satisfied (5), or Received No Feedback from Supervisor (6).

In my work unit (your first-line supervisor and the employees reporting to your first-line supervisor)...		1	2	3	4	5	6
C56	Frequency of feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C57	Constructive feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C58	Candid feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C59	Timely feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Senior Leaders (MSC, J code, or D code)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C60	Senior leaders communicate the goals and objectives of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C61	Senior leaders communicate regularly with the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C62	Senior leaders maintain high standards of honesty and integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C63	Senior leaders promote collaboration across work units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C64	Senior leaders generate high levels of motivation and commitment in the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C65	I have a high level of respect for my organization's senior leaders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C66	Overall, the manager directly above my immediate supervisor is doing a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### **Diversity, Equity, Inclusion and Accessibility (DEIA)**

**Diversity** – individual attributes and characteristics that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

**Equity** - The consistent and systematic fair, just, and impartial treatment of all individuals.

**Inclusion** – set of behaviors that encourages employees to feel valued for their unique qualities and experience a sense of belonging, by integrating each individual's perspectives, ideas, and contributions into the way an organization functions and makes decisions.

**Reasonable Accommodation** – any change in the work environment or in the way the work is customarily performed that enables an individual with a disability to enjoy equal employment opportunities, perform a job, or have equal access to the workplace, and employee benefits. Examples of reasonable accommodations include providing interpreters, readers, or other personal assistance; modifying job duties; restructuring work sites; providing flexible work schedules or telework, and

providing accessible technology or other workplace adaptive equipment.

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C67	DLA values Diversity, Equity, Inclusion and Accessibility in the workforce.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C68	My supervisor works well with employees of different backgrounds.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C69	My supervisor makes everyone feel like part of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C70	I know how to request a reasonable accommodation if needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C71	DLA fosters a supportive environment for individuals with disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Ethics

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C72	I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C73	I know how to contact an ethics official for assistance in applying the government ethics rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C74	The government ethics training I receive helps me understand the rules.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C75	My supervisor cares about me avoiding conflicts of interest when conducting DLA business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Information Technology (IT)

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C76	I have the skills to use IT systems effectively and efficiently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C77	My MSC, J code, or D code supports IT training to improve my capabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Safety

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C78	DLA is committed to the health and safety of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C79	My supervisor demonstrates commitment to health and safety by leading by example.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Communication

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C80	I am well informed about agency-wide news and information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**C81. Do you feel the volume of emails you receive with Information Technology, Human Resources and Agency information is too little, adequate, or too much? Please choose one response.**

- ① Too little
- ② Adequate
- ③ Too much

**C82. Please rank the 3 options that best describe your primary source of information for agency-wide news, initiatives, and other DLA information, with 1 being your most used source.**

- ① DLA Today (intranet website)
- ② DLA.mil (public website)
- ③ DLA Facebook
- ④ DLA Twitter
- ⑤ DLA YouTube
- ⑥ Supervisors (town halls, all hands, staff meetings, etc.)
- ⑦ Co-workers (e.g. “water cooler” conversations)
- ⑧ Email
- ⑨ Information posted in workplace common areas (e.g. break room, electronic virtual share drive, on-site bulletin board, etc.)

**General Satisfaction**

Fill in the circle to indicate if you are Very Dissatisfied (1), Dissatisfied (2), Neither Satisfied nor Dissatisfied (3), Satisfied (4), Very Satisfied (5)

		1	2	3	4	5
C83	I am proud to work for DLA.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C84	I would recommend DLA as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C85	Considering everything, how satisfied are you with your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C86	Considering everything, how satisfied are you with your pay?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C87	Considering everything, how satisfied are you with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Audit Advancement** – Shift from audit sustainment to maintaining ongoing clean financial statement audit opinions. Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

	1	2	3	4	5

C88	I know what Internal Control procedures impact my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C89	I understand the business processes affecting DLAs finances that are part of my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Joint Reserve Force**

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C90	I am aware that DLA has military Reservists available to provide operational support to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C91	My organization encourages the integration of military Reservists with the civilian workforce to accomplish our mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Acquisition Workforce**

Fill in the circle that indicates if you Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), or Strongly Agree (5) with each of the statements.

		1	2	3	4	5
C92	I am empowered to make decisions to minimize cost and ensure quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C93	I understand how my acquisition career field supports the DLA mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C94	Our customers understand acquisition requirements development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C95	We adapt by soliciting our customers feedback and responding to their needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C96	Our acquisition tools are enablers that help us meet the needs of our customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**SECTION D: Write-In Comments**

Please note write-in comments are limited to 1500 characters including spaces and punctuation.

**D1. The single thing we do best is:**

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**D2. The single thing we could most improve is:**

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**SECTION E: Demographic Information**

**E1. Please select the category that best describes your status:**

- ① Supervisor or Manager
- ② Team Leader
- ③ Team Member (non-supervisor/non-manager/non-team leader)
- ④ Reservist with J9

**E2. How long have you been with DLA?**

- ① Less than 1 year
- ② 1 to 3 years
- ③ 4 to 5 years
- ④ 6 to 10 years
- ⑤ 11 to 14 years
- ⑥ 15 to 20 years
- ⑦ 21 to 25 years
- ⑧ 26 to 30 years



- ⑨ 31 years or more

**E3. Are you considering leaving DLA within the next year, and if so, why?**

- ① No
- ② Yes, to retire
- ③ Yes, to take another job within the Federal Government
- ④ Yes, to take another job outside the Federal Government
- ⑤ Yes, other

**E4. I am planning to retire.**

- ① Within one year
- ② Between one and three years
- ③ Between three and five years
- ④ Five or more years

**E5. Please indicate the highest level of education completed:**

- ① Less than high school graduate
- ② High school graduate or equivalent
- ③ Some college or technical training
- ④ Associate's Degree or Equivalent
- ⑤ Bachelor's Degree
- ⑥ Advanced Degree

**E6. Ethnicity**

- ① Hispanic or Latino
- ② Not Hispanic or Latino
- ③ Prefer not to answer

**E7. Race**

- ① American Indian or Alaskan Native
- ② Asian
- ③ Black or African American
- ④ Native Hawaiian or Other Pacific Islander
- ⑤ White
- ⑥ Two or more races (not Hispanic or Latino)
- ⑦ Prefer not to answer

**E8. Gender**

- ① Female
- ② Male
- ③ Prefer not to answer

**E9. Age**

- ① 25 and under
- ② 26-29
- ③ 30-39
- ④ 40-49
- ⑤ 50-59
- ⑥ 60 or older
- ⑦ Prefer not to answer

**E10. Please provide your four digit occupational job series (e.g., 0343, 6901)**

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**E11. What is your pay category/grade:**

- ① GS 1-8
- ② GS 9-11
- ③ GS/GM 12-13
- ④ GS/GM 14-15+ and SES
- ⑤ WG 1-4
- ⑥ WG 5-8
- ⑦ WG 9+
- ⑧ WS 1-9
- ⑨ WS 10+
- ⑩ E 1-9
- ⑪ O1-O3
- ⑫ O4
- ⑬ O5+
- ⑭ Other: (write-in):

**E12. My position is designated as “Acquisition coded” and requires Defense Acquisition Workforce Improvement Act (DAWIA) certification. (See description below)**

- ① Yes [Please answer questions E13 – E15]
- ② No [Please skip questions E13 – E15]

Acquisition and Sustainment (A&S) positions, commonly referred to as “Acquisition Coded” positions, require the performance of A&S functions subject to the requirements of DoD Instruction 5000.66, “Defense Acquisition Workforce Education, Training, Experience, and Career Development Program,” dated September 13, 2019. The A&S Workforce or Acquisition Workforce is defined as those individuals who occupy A&S positions in the Department of Defense. Most of A&S positions are

located in organizations having an acquisition mission. These positions require the incumbent to be DAWIA certified in one of the A&S career fields and at one of the three certification levels.

**13. If you are in an “Acquisition coded” position, please identify the career field for which you are required to obtain DAIWA certification.**

- ① U - Auditing
- ② P - Business - Cost Estimating
- ③ K - Business - Financial Management
- ④ C - Contracting
- ⑤ F - Facilities Engineering
- ⑥ D - Industrial and/or Contract Property Management
- ⑦ R - Information Technology
- ⑧ L - Life Cycle Logistics
- ⑨ A - Program Management
- ⑩ H - Production, Quality & Manufacturing
- ⑪ E - Purchasing
- ⑫ I - Science & Technology Manager
- ⑬ S - Engineering
- ⑭ T - Test & Evaluation
- ⑮ I - International

**E16. I have a disability.**

- ① Yes
- ② No
- ③ Prefer not to answer

**E17. Is your disability categorized as a targeted disability? (See description below)**

- ① Yes
- ② No
- ③ Prefer not to answer

TARGETED DISABILITIES include TOTAL DEAFNESS; INABILITY TO READ ORDINARY SIZE PRINT, NOT CORRECTABLE BY GLASSES; BLIND IN BOTH EYES; MISSING EXTREMITIES (one arm, one leg, both hands or arms, both feet or legs, one hand or arm and one foot or leg, one hand or arm and both feet or legs, both hands or arms and one foot or leg, both hands or arms and both feet or legs); PARTIAL PARALYSIS (both hands, both legs (any part), both arms (any part), one side of body (including one arm and one leg), three or more major parts of the body (arms and legs); COMPLETE PARALYSIS (one hand, both hands, one arm, both arms, one leg, both legs, lower half of body (including legs), one side of body (including one arm and one leg), three or more major parts of the body (arms and legs); CONVULSIVE DISORDER (e.g. epilepsy); INTELLECTUAL DISABILITY; MENTAL OR EMOTIONAL ILLNESS; SEVERE DISTORTION OF LIMBS AND/OR SPINE.

**Thank you for completing the DLA Culture/Climate Survey**