

**First Postal Mailing: Postal Notification**

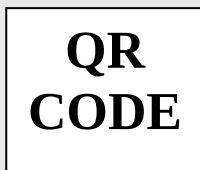
Dear Sergeant SAMPLE

One of my top priorities is to ensure DoD leadership has your views and experiences in mind when making policies that affect your personal and military life. Surveys are one of the best tools to gain insight on the views and experiences of military members around the world.

You were selected to participate in the *2023 Status of Forces Survey of Reserve Component Members* to make sure DoD leadership **hears from you** on topics that affect your daily life, such as your financial well-being, food security, and your military life.

The survey will only take about 20 minutes of your valuable time. The survey will be open on or around [OPEN DATE: Month Day, Year]. At that time, simply scan your unique QR code below with your smartphone to go immediately to your survey.

**To access your survey, scan the QR code with your smartphone:**



You can also go to **DoDsurveys.mil** on any computer, tablet, or smartphone. You will be asked to enter your **Ticket Number UXXXXXXX**

Please know this survey is voluntary and responses will be kept confidential to the extent permitted by law. No individual data will be reported. Results will be reported in the aggregate only and will be used by DoD to develop policies that will support you, your fellow military members, and your families.

Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Because this survey is considered *Official Business*, it can be completed using a government computer or your own computer if you choose.

We know you serve with pride. Help us serve you!

Sincerely,

Mark S. Breckenridge, Director  
Defense Personnel Analytics Center

**P.S. Additional information:** For questions pertaining to the survey, please call our Survey Processing Center (SPC) at 1-800-881-5307 or e-mail RC-Survey@mail.mil. If you do not wish to participate or receive reminders, you may remove yourself from the mailing list by contacting the SPC. If you wish to withdraw your answers after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. Include your Ticket Number in all communications with the SPC. If you would like to verify the survey’s legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

**For Families:** We need to hear from all members, even if deployed or TDY. If the person addressed in this letter is away from home, please forward this message to them, if possible.

XXXXXXXXXXXX

**HOW DO I PARTICIPATE?**

Use your unique QR code on a mobile device or you’ll need a Ticket Number each time you access the survey website. The tear-out card to the right contains your Ticket Number. The tear-out card was designed to fit in your wallet. Please remove and save for future use.

2023 STATUS OF FORCES SURVEY  
OF RESERVE COMPONENT  
MEMBERS  
Survey Start Date: [OPEN DATE: Month Day,  
Year]

Registration for:  
**SAMPLE NAME**  
1: Log onto: **DoDsurveys.mil**  
2: Enter your Ticket Number: **UXXXXXXX**  
If you have any questions, leave a message at **1-800-881-5307**  
or email **RC-Survey@mail.mil**

-Thank You-

**Second Postal Mailing: Postal Reminder 1**

Dear Sergeant SAMPLE

The *2023 Status of Forces Survey of Reserve Component Members* helps us learn about your experiences and opinions on topics that affect you. Data from prior *Status of Forces* surveys has driven important changes to DoD policies and programs. Please take 20 minutes today to complete this survey.

**Scan the QR code with your smartphone to go immediately to your survey:**



Or, you can go to **DoDsurveys.mil** on any computer, tablet, or smartphone and enter your **Ticket Number UXXXXXXX**

**You are the expert**

**Why should I take the survey?**

Your experiences, both positive and negative, help the DoD make informed decisions that reflect your service.

**It is about you**

Your input will help senior leaders shape policies, programs, and trainings that impact you and your fellow military members.

**It's confidential**

We do not report individual data. Participation is voluntary, and responses will be kept confidential to the extent permitted by law.

Because this survey is considered *Official Business*, it can be completed using a government or personal computer. However, due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues, please take the survey at home or on a non-work computer and go to DoDsurveys.mil. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser. Enter your Ticket Number to log on: XXXXXXX

Your participation in this survey will help maintain the morale, health, and well-being of our force and continue making the U.S. Military the best profession in the world. Thank you for your dedication to our country.

Sincerely,

Mark S. Breckenridge, Director  
Defense Personnel Analytics Center

**P.S. Additional information:** For questions pertaining to the survey, please call our Survey Processing Center (SPC) at 1-800-881-5307 or e-mail RC-Survey@mail.mil. If you do not wish to participate or receive reminders, you may remove yourself from the mailing list by contacting the SPC. If you wish to withdraw your answers after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. Include your Ticket Number in all communications with the SPC. If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

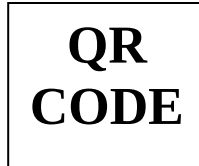
**For Families:** We need to hear from all members, even if deployed or TDY. If the person addressed in this letter is away from home, please forward this message to them, if possible.

## Third Postal Mailing: Postal Reminder 2

Dear Sergeant SAMPLE

You still have time to take the *2023 Status of Forces Survey of Reserve Component Members* and we need your help! Your unique experiences as a Guard or Reserve member means that you are an essential voice in our effort to provide DoD policymakers the data they need to best serve you and your family.

Please take just 20 minutes to share your input today. Scan the QR code to gain quick access to the survey on your mobile phone. Alternatively, complete the survey on any computer with Internet access.



The survey is currently open at the Defense Personnel Analytics Center (DPAC) website:  
**DoDsurveys.mil**

You will be asked to enter your **Ticket Number (UXXXXXXX)**

Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Because this survey is considered *Official Business*, it can be completed using a government computer or your own computer if you choose.

This survey is voluntary and responses will be kept confidential to the extent permitted by law. No individual data will be reported, and results will be used by the DoD to support you and your family. If you have partially completed the survey but have not clicked the "Submit" button, please log back onto the website, complete as many items as you can, and submit your survey to us.

It is very important to us that this effort reflects your experience so that it is truly representative.

Thank you for your time and assistance in this very important effort.

Sincerely,

Mark S. Breckenridge, Director  
Defense Personnel Analytics Center

**P.S. Additional information:** For questions pertaining to the survey, please call our Survey Processing Center (SPC) at 1-800-881-5307 or e-mail RC-Survey@mail.mil. If you do not wish to participate or receive reminders, you may remove yourself from the mailing list by contacting the SPC. If you wish to withdraw your answers after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. Include your Ticket Number in all communications with the SPC. If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

**For Families:** We need to hear from all members, even if deployed or TDY. If the person addressed in this letter is away from home, please forward this message to them, if possible.

## Fourth Postal Mailing: Postal Reminder 3

Dear Sergeant SAMPLE

As a Guard or Reserve member, you have given so much for our country, and I thank you. As an effort to make informed decisions regarding you and your family, the *2023 Status of Forces Survey of Reserve Component Members* gives the Department of Defense information necessary for services that meet your needs, so your participation is very important. If you completed the survey, I want to thank you for taking the time to do so. If you have not completed the survey, I encourage you to take the opportunity now to complete the survey.

DoD is committed to supporting and improving the lives of Guard and Reserve members and their families. The survey covers a range of topics that directly influence you. Your participation is voluntary and your responses will be confidential to the extent permitted by law. Please take 20 minutes today to complete the survey.

**Scan the QR code with your smartphone to go immediately to your survey:**



Or, you can also go to **DoDsurveys.mil** on any computer, tablet, or smartphone. You will be asked to enter your **Ticket Number UXXXXXXX**

Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Because this survey is considered *Official Business*, it can be completed during duty hours using a government computer or your own computer if you choose.

Your participation in this survey will help maintain the morale, health, and well-being of our force and continue making the U.S. Military the best profession in the world. Thank you for your dedication to our country.

Sincerely,

Mark S. Breckenridge, Director  
Defense Personnel Analytics Center

**P.S. Additional information:** For questions pertaining to the survey, please call our Survey Processing Center (SPC) at 1-800-881-5307 or e-mail RC-Survey@mail.mil. If you do not wish to participate or receive reminders, you may remove yourself from the mailing list by contacting the SPC. If you wish to withdraw your answers after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. Include your Ticket Number in all communications with the SPC. If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

**For Families:** We need to hear from all members, even if deployed or TDY. If the person addressed in this letter is away from home, please forward this message to them, if possible.

**E-Mail Announcement** Subject: *Participate in the 2023 Status of Forces Survey*

Dear Sergeant SAMPLE

Your Ticket Number: XXXXXXXX

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

I am writing to ask you to take part in the “2023 Status of Forces Survey of Reserve Component Members.” Please take 20 minutes to complete the survey today. The survey is your opportunity to make sure DoD leadership hears from you on topics that affect your daily life, such as your financial well-being, food security, and your military life, such as activations/deployments. The survey is now available at: DoDsurveys.mil

I realize you receive many surveys but this survey is not merely a data collection effort. The information you provide will help reshape DoD policy and ensure policy decisions reflect all Guard and Reserve members across all Reserve components. Data from prior "Status of Forces" surveys resulted in important changes to DoD policies and programs, including targeted pay raises and policy changes to address food insecurity in the military. This survey is voluntary and confidential to the extent permitted by law.

Simply click on the address above to go directly to the website. If this does not work, "copy and paste" this address into the web address box at the top of your Internet browser (do not enter into a search engine in the middle of the screen, such as Google). Once you have accessed the website, you will need to enter your Ticket Number to log on: XXXXXXXX

Thank you for your dedicated support to our U.S. Military.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

Because this survey is considered “Official Business,” it can be completed during duty hours using a government computer or your own computer if you choose. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer.

**First E-Mail Reminder** Subject: *Action Requested: The 2023 Status of Forces Survey of Reserve Component Members*

Dear Sergeant SAMPLE

Your Ticket Number: XXXXXXXX

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

We recently contacted you with an opportunity to be heard on the “2023 Status of Forces Survey of Reserve Component Members.” If you have already completed the survey, thank you for taking the time to respond. If you have not had a chance to complete the survey, we encourage you to do so. The survey covers a range of topics that impact you and your family, including activations/deployments and support services.

DoD is committed to supporting and improving the lives of National Guard and Reserve members and their families. We want to know about your experiences and opinions—positive or negative. Please take 20 minutes to complete this survey today. The survey is voluntary and responses are confidential to the extent permitted by law.

Again, thank you for completing this survey.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

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To complete the survey, access the survey website and enter your Ticket Number listed at the top of this email. This survey is "Official Business" and can be completed using government equipment or wherever you feel most comfortable. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Simply click on DoDsurveys.mil to go directly to the website. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser (do not enter the URL into the search engine in the middle of the browser, such as Google). Once you have accessed the website, you will need to enter your Ticket Number to log on: XXXXXXXX

**Second E-Mail Reminder** Subject: *We need to hear from you in the 2023 Status of Forces Survey of Reserve Component Members*

Dear Sergeant SAMPLE

Your Ticket Number: XXXXXXXX

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

We recently requested your participation in the "Status of Forces" survey and we understand you may not have had the time to participate, but please do not delay further. DoD leadership uses survey responses to help improve the readiness and morale of your Service and unit. This data is used to inform policies that affect you. We strongly encourage participation to add your experiences and perspective of military culture. The survey should only take 20 minutes to complete. The survey is voluntary and responses are confidential to the extent permitted by law.

Thank you for your participation in this year's survey.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

Please access the survey website and enter your Ticket Number listed at the top of this email. This survey is "Official Business" and can be completed using government equipment or wherever you feel most comfortable. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Simply click on DoDsurveys.mil to go directly to the website. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser (do not enter the URL into the search engine in the middle of the browser, such as Google). Once you have accessed the website, you will need to enter your Ticket Number to log on: XXXXXXXX

**Third E-Mail Reminder** Subject: *Participate in the 2023 Status of Forces Survey of Reserve Component Members*

Your Ticket Number: XXXXXXXX

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

Dear Sergeant SAMPLE

If you have already taken the "Status of Forces" survey, your input is greatly appreciated—thank you! If you have not, please take 20 minutes and complete the survey today using the URL listed at the top of this email and your Ticket Number. The survey is voluntary and responses are confidential to the extent permitted by law.

It is the responsibility of the DoD to provide you and your family with the best programs and support possible. As part of these efforts, you have been selected to receive this survey. Results are used to improve military programs and policies for individuals like yourself, and past results have resulted in important changes to DoD policies and programs that support you and your family.

If you have partially completed the survey but not clicked the "Submit Button," please log back onto the website, complete as many items as you can, and submit the survey to us. Be assured that all data is reported in the aggregate— no individual data will be reported.

Thank you for completing the survey.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

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Please access the survey website and enter your Ticket Number listed at the top of this email. This survey is "Official Business" and can be completed using government equipment or wherever you feel most comfortable. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Simply click on DoDsurveys.mil to go directly to the website. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser (do not enter the URL into the search engine in the middle of the browser, such as Google).



\*\*\* PENDING APPROVAL: E-mail text is being provided in advance, but this e-mail should not be sent unless DPAC indicates additional approval has been obtained \*\*\*

**Fourth E-Mail Reminder** Subject: *Action Requested: The 2023 Status of Forces Survey of Reserve Component Members*

Sergeant SAMPLE

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone  
Your Ticket Number: XXXXXXXX

As Reserve component members, it is DoD's responsibility to provide you and your family with the best programs and support possible. You were one of the members chosen to take the "2023 Status of Forces Survey of Reserve Component Members." This survey is the only one of its kind given to Guard and Reserve members, and its results will be used to improve military programs and policies for individuals like yourself. Please take 20 minutes and complete the survey today.

The open period for this survey is nearly complete. If you have partially completed the survey but have not clicked the "Submit Button," please log back onto the website, complete as many items as you can, and submit the survey to us. Be assured that all data will be reported in the aggregate, and no individual data will be reported. The survey is voluntary and your responses are confidential to the extent permitted by law.

Again, thank you for your participation.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

If you would like to verify the survey's legitimacy, please call 1-571-372-1034 or DSN 372-1034 for a list of currently licensed DPAC surveys. The Office of Management and Budget (OMB) control number and expiration date for this survey is 0704-0616, expiring 6/30/2025.

Please access the survey website and enter your Ticket Number listed at the beginning of this email. This survey is "Official Business" and can be completed using government equipment or wherever you feel most comfortable. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Simply click on DoDsurveys.mil to go directly to the website. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser (do not enter the URL into the search engine in the middle of the browser, such as Google).

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**Fifth E-Mail Reminder** Subject: *Deadline Approaching: The 2023 Status of Forces Survey of Reserve Component Members*

Sergeant SAMPLE

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

Your Ticket Number: XXXXXXXX

There is still time to take the "Status of Forces" survey before the survey closes on [CLOSE DATE: Month Day, Year]. This is your last chance to voice your opinions to inform policies and programs that impact you and your fellow military members. We use this data to make changes to services and policies that affect you. Please take 20 minutes to complete this survey today.

The survey is voluntary and responses are confidential to the extent permitted by law. Survey results will only be reported in aggregate, your individual responses will not be reported.

Again, thank you for your participation.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

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As "Official Business," this survey can be completed using government equipment or wherever you feel most comfortable. Due to security measures, you may have problems accessing this survey on a DoD computer. If you experience issues reaching our secure survey website, please try to take the survey at home or on a non-work computer. Simply click on DoDsurveys.mil to go directly to the website. If this does not work, "copy and paste" the URL into the web address box at the top of your Internet browser (do not enter the URL into the search engine in the middle of the browser, such as Google).

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**Sixth E-Mail Reminder** Subject: *Final Request: The 2023 Status of Forces Survey of Reserve Component Members*

Sergeant SAMPLE

Survey Website: DoDsurveys.mil – Access via your computer, tablet, or cell phone

Your Ticket Number: XXXXXXXX

This is your final chance to take the "Status of Forces" survey before the survey closes on [CLOSE DATE: Month Day, Year]. The information you provide will help reshape DoD policy and ensure policy decisions reflect all Guard and Reserve members across all Reserve components. Please take 20 minutes to complete this survey today.

The survey is voluntary and responses are confidential to the extent permitted by law. Survey results will only be reported in aggregate, your individual responses will not be reported.

Again, thank you for your participation.

Sincerely,

Dr. Paul Rosenfeld  
Director, Center for Retention and Readiness Research  
Defense Personnel Analytics Center (DPAC)

**ADDITIONAL INFORMATION:** If you have any questions or concerns, please reply to this message, e-mail RC-Survey@mail.mil, or leave a message with our Survey Processing Center (SPC) at 1-800-881-5307. If you do not wish to participate or receive additional reminders, 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 responses after starting this survey, notify the SPC prior to [CLOSE DATE: Month Day, Year]. You will be required to provide your Ticket Number.

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