E-mail 1: Announcement

SENDER [display name for e-mail]: Military Workplace Gender Relations SUBJECT: OFFICIAL Notification: DoD call for feedback (TICKETNUM)

(Rank) Last name,

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

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

To take the survey:

- 1. Go to https://www.DoDsurveys.mil on any computer, tablet, or smartphone
- 2. Your unique Ticket Number: TICKETNUM
- 3. To have your voice heard we need your response!

Adding your voice to thousands of others across the military will help us better understand and address ongoing issues impacting you, your teammates, and your Service. Participation in the survey is voluntary. Survey results are reported for groups only, meaning your answers are combined with others to produce statistics, and not shared with your commanders or senior leadership. Your responses are kept confidential.

Because this effort is commissioned by Congress, we will send additional postal mail and e-mail reminders. As soon as you respond, I will remove you from our list of Service members scheduled to participate.

Thank you in advance for your time and providing honest feedback.

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 2: First Reminder

SENDER [display name for e-mail]: Defense Personnel Analytics Center – Office of People Analytics SUBJECT: Invitation to participate: Military Workplace and Gender Relations Survey (TICKETNUM)

(Rank) Last name,

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

To participate, go to: https://www.DoDsurveys.mil Enter your unique Ticket Number: TICKETNUM

You can take the survey on any government or personal computer or mobile device. If you have experienced issues accessing the survey, I encourage you to try again. This survey is considered Official Business meaning you can take it either on- or off-duty.

Protecting your privacy is important to me. I want all Service members to have an opportunity to share their honest thoughts and opinions. I can assure you that your individual responses will be kept confidential and will not be shared with anyone in your organization, including your commander or senior leadership. When your responses are combined with others, it will help senior leaders make informed decisions that will help you and the people you serve with. Your participation is voluntary, but your participation will ensure that we gain the most accurate picture.

Thank you in advance for your time.

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 3: Second Reminder

SENDER [display name for e-mail]: Defense Personnel Analytics Center – Office of People Analytics SUBJECT: Has Sexual Harassment in the military become more or less of a problem? (TICKETNUM)

(Rank) Last name,

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

Now is your opportunity to confidentially share your opinions on this topic and more with your senior leaders, DoD leadership, and members of Congress to inform policy decisions, improve trainings, and address issues that impact you and those you serve with.

TO PARTICIPATE: Go to https://www.DoDsurveys.mil from any personal or government computer or mobile device to add your voice to the thousands of Service members who have already responded. You can even respond from your smartphone.

Your personal and secure Ticket Number is TICKETNUM. Your responses will be kept confidential. No one, including anyone in your chain of command, 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 Force. I hope you share your honest feedback with us today, both positive and negative.

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

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 4: Reminder 3

SENDER [display name for e-mail]: Defense Personnel Analytics Center – Office of People Analytics SUBJECT: Time is running out to impact DoD policy (TICKETNUM)

(Rank) Last name,

As you may have heard from your friends and fellow Service members, it is time to take the Workplace and Gender Relations Survey of Military Members. This survey is commissioned by Congress to help your senior leadership develop a better understanding of a variety of issues that directly impact you and those you serve with. That is why I'm personally inviting you to share your thoughts and opinions about your experiences this past year serving in the military.

It's easy to participate:

Step 1: Go to https://www.DoDsurveys.mil on any computer, tablet, or smartphone

Step 2: Enter your unique Ticket Number: TICKETNUM

Step 3: Provide your feedback

Your participation is so important to the Department that this effort is considered Official Business. You may provide feedback during the duty day using any government issued or personal computer or mobile device, including your smartphone.

Your participation is voluntary and greatly appreciated. Time is running out to help us achieve this important mission. I know you are very busy, so I truly appreciate you taking the time to complete this survey.

Thank you for your service.

Sincerely,

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 5: Fourth Reminder

SENDER [display name for e-mail]: Military Workplace Gender Relations

SUBJECT: OFFICIAL NOTICE: Response PAST DUE (TICKETNUM)

OFFICIAL NOTICE: Response PAST DUE

(Rank) Last name,

Because your feedback is important, we are providing an extension to participate in the Workplace and Gender Relations Survey of Military Members.

Thousands of Service members have already responded. Respond now to share your experiences and opinions.

To participate, go to: https://www.DoDsurveys.mil

Your unique Ticket Number: TICKETNUM

Previous DoD surveys have been used to address important issues that affect you and other Service members like you—for example, pay raises, predatory lending, sexual harassment, and discriminatory behavior. Your feedback will directly help senior military leaders make informed decisions. In fact, the results will go all the way to Congress.

This effort is considered Official Business, meaning you can provide confidential feedback while on duty or during your free time using any government or personal computer or mobile device.

Your participation is voluntary and your responses will be kept confidential. No one in your organization, including your commander or senior leadership, will be able to identify you, or link you to the feedback you provide.

Thank you in advance for your time.

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 6: Fifth Reminder

SENDER [display name for e-mail]: Workplace and Gender Relations Survey SUBJECT: Immediate action requested (TICKETNUM)

(Rank) Last name,

I'm writing to remind you that your opportunity to participate in the Workplace and Gender Relations Survey is running out. The survey is your opportunity to communicate directly with leaders in your Service, the DoD, and members of Congress about your experiences serving in the military.

To take the survey:

- 1. Go to https://www.DoDsurveys.mil on any computer, tablet, or smartphone
- 2. Your unique Ticket Number: TICKETNUM
- 3. We've extended the deadline so that you can participate. Please do so by [CLOSE DATE]

Your feedback is confidential. When your voice is added to the thousands of Service members that have already responded, senior leaders will be better informed to take actions that benefit you and those who serve alongside you.

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

Very Respectfully,

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION:

E-mail 7: Sixth Reminder

SENDER [display name for e-mail]: Mark Breckenridge SES DODHRA DPAC (USA)

SUBJECT: ACTION REQUESTED: Deadline approaching (TICKETNUM)

(Rank) Last name,

I'm writing you today because your opportunity to participate in the Workplace and Gender Relations Survey of Military Members is running out.

Thousands have already responded—this is your last chance to add your voice.

To participate, go to: https://www.DoDsurveys.mil

Your unique Ticket Number: TICKETNUM

Data from previous DoD surveys have been used to address important issues that affect you and others like you —for example, pay raises, predatory lending, sexual harassment, and discriminatory behavior. Your feedback will directly help senior military leaders make informed decisions about the appropriate policies and training to serve you better. Your participation matters.

Let me assure you that your responses are confidential. Your answers will never be linked to you, or identifiable by anyone in your chain of command. Your participation is voluntary, but this survey is considered Official Business, meaning you can complete it while on duty or during your free time on any government or personal computer or mobile device.

Thank you in advance for your time.

Mark S. Breckenridge

Director
Defense Personnel Analytics Center
Office of People Analytics

ADDITIONAL INFORMATION: