

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

From Name [display name for email]: Civilian Employee Workplace and Gender Relations Survey

Subject: Your honest feedback is requested

Dear First Name Last Name,

The Department of Defense (DoD) is focused on maintaining a positive, constructive workplace while eliminating behaviors that threaten our ability to act as a unified workforce. I'm writing to personally invite you to share your thoughts and opinions about your experiences this past year as a DoD civilian employee.

To participate, go to DoDsurveys.mil on any computer, tablet, or smartphone and enter your unique Ticket Number: [XXXXXX]

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

We use survey results to inform policies aimed at bettering your workplace experience, including improvements to DoD Employee Equal Opportunity (EEO) programs. Your participation is voluntary, and your responses will be kept confidential.

Thank you in advance for your time,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

ADDITIONAL INFORMATION: Most people take 30 minutes to complete the survey. If you do not wish to participate or to receive reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, "Please remove me from this survey's mailing list." If you have any questions or concerns, please e-mail dodhra.WGRC-survey@mail.mil or call toll-free at 1-800-881-5307. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone. If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 31, 2025. You are required to provide your Ticket Number.

OMB Control Number 0704-0614/Expiration Date 09/30/2024

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

From Name [display name for email]: Civilian Employee Workplace and Gender Relations Survey

Subject: Action Requested: 2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

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

Does your supervisor ensure all assigned personnel are treated fairly?

Now is your opportunity to confidentially share your opinions on these topics and more directly with Department of Defense (DoD) leadership. This survey is sponsored by the Office for Diversity, Equity, and Inclusion (ODEI) and approved by the Under Secretary of Defense for Personnel and Readiness (USD[P&R]).

To participate:

1. Go to <https://www.dodsurveys.mil/> on any personal or government computer or mobile device
2. Enter your personal, secure Ticket Number: [XXXXXX]
3. Add your voice to the thousands of DoD civilian employees who have already responded

Because this study is conducted by your senior leadership, by participating, you can have a direct impact on the policies and trainings that affect you and your coworkers. For example, previous insights from DoD civilians were used to address concerns with the complaint process and improve trainings leaders receive on how to handle employee complaints.

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

Thank you for your participation,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

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Responding to this survey will remove you from our list of eligible participants. If you do not wish to participate or to receive additional reminders about this survey, you may remove yourself from the mailing list by replying to this message. Be sure to include your Ticket Number and the words, "Please remove me from this survey's mailing list." If you wish to withdraw your answers after starting this survey, notify the Survey Processing Center prior to December 31, 2025. You will be required to provide your Ticket Number. To verify the authenticity of this request, call 1-571-372-1034 or DSN 372-1034 from any government phone.

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

From Name [display name for email]: Civilian Employee Workplace and Gender Relations Survey

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

Dear First Name Last Name,

I'd like to invite you to take the "2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey" sponsored by the Office for Diversity, Equity, and Inclusion (ODEI) and approved by the Under Secretary of Defense for Personnel and Readiness (USD[P&R]).

To have your voice heard:

1. Go to <https://www.dodsurveys.mil/> on any computer, tablet, or smartphone
2. Enter your unique Ticket Number: [XXXXXX]
3. Provide your honest feedback

You may receive invites to other important Federal Government surveys this year. This particular survey is a unique opportunity for you to confidentially voice your opinions and concerns on issues impacting you and your workplace directly to your senior leadership. Findings from this effort are briefed to DoD leadership and Congress and will be used for developing policies to provide the best workplace environment possible for you and your coworkers. In the past, the voices of DoD civilians on our survey resulted in critical changes to sexual harassment and sexual assault prevention and response efforts. With your feedback, the DoD can continue to improve policies and programs to improve gender relations in your workplace.

Let me assure you that we take every precaution to protect your privacy. Your individual responses will not be shared with anyone in your organization, including your supervisor. Your participation is voluntary and incredibly helpful for us to gain the most accurate picture of the challenges facing you and your coworkers.

Thank you for your time,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

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

From Name [display name for email]: Civilian Employee Workplace and Gender Relations Survey

Subject: Reminder: 2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

It is deeply important to me that you are able to work in an environment free of sexual harassment and sexual assault. That is why I am writing to remind you to take the “2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey.” The Department of Defense (DoD) has taken several actions in response to previous results from this survey, including improving trainings that leadership receive on sexual harassment and sexual assault, improving the sexual harassment and sexual assault reporting process, and increasing support resources available to DoD civilian employees.

Thousands of DoD civilian employees have already responded to this survey. Adding your response to theirs will help senior leaders know what is really going on in the DoD, and continue to refine and implement policies to address any issues that affect you and your coworkers.

To take the survey:

1. Go to <https://www.dodsurveys.mil/> on any computer, tablet, or smartphone
2. Enter your unique Ticket Number: [XXXXXX]
3. Provide your response by December 31, 2025

Protecting your privacy is of utmost importance to me. Your individual response will not be identifiable to anyone, including your supervisor or your senior leaders. Your participation is voluntary, and I hope you are able to share your honest feedback with us.

Thank you for all you do to support the DoD.

Sincerely,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

**ADDITIONAL INFORMATION:** The “2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey” is sponsored by the Office for Diversity, Equity, and Inclusion (ODEI) and approved by the Under Secretary of Defense for Personnel and Readiness (USD[P&R]). This survey is “Official Business,” and can be completed during work hours using any government or personal computer or mobile device. Most people take 30 minutes to complete the survey. If you have any questions or concerns, please e-mail our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307.

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

From Name [display name for email]: Civilian Employee Workplace and Gender Relations Survey

Subject: Feedback Requested: 2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

In the last email you received about the 2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey, there was a typo in the survey website address provided. I apologize for the inconvenience and can assure you that the URL below will bring you to this survey.

The purpose of this congressionally-mandated survey is to gather your experiences and address issues affecting you and your coworkers. This request supports our efforts in protecting the well-being of DoD civilian employees.

To take the survey:

1. Go to <https://www.dodsurveys.mil/> on any computer, tablet, or smartphone
2. Enter your unique Ticket Number: [XXXXXX]
3. Provide your response by December 31, 2025

This study is conducted by your senior leadership, and by participating, you can have a direct impact on the policies and trainings that affect you and your coworkers. Thousands of DoD civilian employees have already responded to this survey. Adding your response to theirs will help senior leaders know what is really going on in the DoD and continue to refine and implement policies to improve your workplace.

Let me assure you that we take every precaution to protect your privacy. Your individual responses will not be shared with anyone in your organization, including your supervisor. Your participation is voluntary and incredibly helpful for us to gain the most accurate picture of the challenges facing you and your coworkers.

Thank you for your participation.

Sincerely,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

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

From Name [display name for email]: Defense Personnel Analytics Center – Office of People Analytics  
Subject: Final Chance: 2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey

Dear First Name Last Name,

This is your FINAL chance to participate in the “2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey.”

To take the survey:

1. Go to <https://www.dodsurveys.mil/> on any computer, tablet, or smartphone
2. Enter your unique Ticket Number: [XXXXXX]
3. Provide your response by December 31, 2025

Unlike other Federal Government Surveys, this survey is conducted internally by the Department of Defense (DoD) to assess DoD-specific policies and practices. The DoD remains committed to ensuring workplaces provide equal protections to all employees and are free from sexual harassment, sexual assault, and gender discrimination. Results from this survey are briefed to DoD leadership and provided to Congress. Senior DoD leaders have used results from previous surveys to make important policy changes to ensure all DoD civilian employees, no matter their position, receive effective education on how to prevent and reduce inappropriate gender-related behaviors in the workplace.

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

I know this may be a sensitive topic. I appreciate you taking the time and energy to add your voice to the thousands who have already responded.

Thank you,

Mark S. Breckenridge  
Director  
Defense Personnel Analytics Center  
Office of People Analytics

**ADDITIONAL INFORMATION:** The “2025 Department of Defense Civilian Employee Workplace and Gender Relations Survey” is sponsored by the Office for Diversity, Equity, and Inclusion (ODEI) and approved by the Under Secretary of Defense for Personnel and Readiness (USD[P&R]). This survey is “Official Business,” and can be completed during work hours using any government or personal computer or mobile device. Most people take 30 minutes to complete the survey. If you have any questions or concerns, please e-mail our Survey Processing Center at [dodhra.WGRC-survey@mail.mil](mailto:dodhra.WGRC-survey@mail.mil) or call toll-free at 1-800-881-5307.

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