



## UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

FEB - 1 2011

PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, COST ASSESSMENT AND PROGRAM  
EVALUATION  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: DoD Employee Wellness, Satisfaction, and Engagement Initiative

The Deputy Secretary of Defense announced on January 4, 2010, a Department-wide initiative to improve employee wellness, satisfaction, and engagement and asked your support as it unfolds (see attached). This initiative was in response to the President's and Office of Management and Budget's program objectives, as well as our desire to make the Department a model employer. Thank you for your support of this initiative and contributions to the success of programs and special events such as the Wellness Awareness Campaign and the "Leap into Fall" Fitness challenge. Please continue to make this initiative an area of emphasis in your organizations.

Employee wellness, satisfaction, and engagement remain an administration and DoD leadership priority. Research shows that credible employee wellness and engagement programs are instrumental to improving work force retention and productivity and serve as a key factor in recruiting high quality talent. Increasing evidence points to the value of workplace health promotion programs in reducing employee health risks and in-turn resulting in lower health care costs and reduced absenteeism. It is also a key to employee "readiness;" to effectively support the Warfighter, their families, and the national security mission. As such, employ those steps necessary to implement this initiative and further strengthen our workforce.

The Deputy Under Secretary of Defense for Civilian Personnel Policy will continue to lead these efforts on behalf of the Office of the Under Secretary of Defense for Personnel and Readiness.

A handwritten signature in black ink that reads "Clifford L. Stanley".

Clifford L. Stanley

Attachment:  
As stated