



READINESS AND FORCE  
MANAGEMENT

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
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MEMORANDUM FOR: SEE DISTRIBUTION

Thank you to everyone who participated in the Federal Employee Viewpoint Survey (FEVS). Between April and June, 2012, more than 232,000 DoD civilian employees responded to this government-wide survey, resulting in a 38 percent response rate. This is a two percent increase from the 2011 rate, and responses will provide important data for improving our workplace environment and increasing productivity.

The survey focused on employee perceptions of how effectively their agency manages the workforce. Critical areas included employees' work-life, job and organizational satisfaction, commitment, engagement, performance management, communication, and ultimately how all of these contributed to the accomplishment of agency missions.

DoD results show employee attitudes and opinions remain very stable over time and changed very little from last year. Employees continue to be very positive about their jobs, the mission, and the importance of the work they do. DoD responses reflected strengths in personal commitment to getting the job done, work-life satisfaction, and job satisfaction. Challenges were shown in performance management, opportunities for growth, and resource shortages.

DoD Leadership is committed to addressing these workforce concerns through action planning and ongoing process improvements. To view a report showing the DoD responses to each question on the 2012 FEVS, please go to the Employee Survey page at the following link: [www.cpms.osd.mil/hrbits/surveyresults.aspx](http://www.cpms.osd.mil/hrbits/surveyresults.aspx).

Sincerely,

A handwritten signature in blue ink that reads "Paige Hinkle-Bowles".

Paige Hinkle-Bowles  
Deputy Assistant Secretary  
(Civilian Personnel Policy)