



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

JAN 04 2010

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: DoD Employee Wellness, Satisfaction and Engagement Initiative

The Office of the Under Secretary of Defense for Personnel and Readiness will be leading, on my behalf, a Department-wide initiative to improve employee wellness, satisfaction and engagement. This initiative is in concert with Office of Management and Budget program objectives, as well as my desire to keep the Department a model employer. I ask your support as it unfolds, and trust you will make it an area of emphasis within your organizations.

Research has shown that credible employee wellness and engagement programs are instrumental to improving workforce retention and productivity. Furthermore, these programs serve as key attractors to recruiting high quality talent. As such, I encourage each of you to assess your organizational environments and implement those steps necessary to improve these quality of work life areas.

The Department's wellness initiative will be multi-pronged and will address the four pillars of a healthy lifestyle: physical activity, nutrition, healthy choices, and prevention. The first wellness strategy encompasses an information campaign, which will be conducted over a twelve-month period, beginning in January 2010. Each month, information on a different health-related topic will be featured, with "Prevention" as a continuous theme throughout the year. Please widely distribute this campaign information and encourage your workforce to set personal goals to improve their overall health and wellness, based on the information provided.

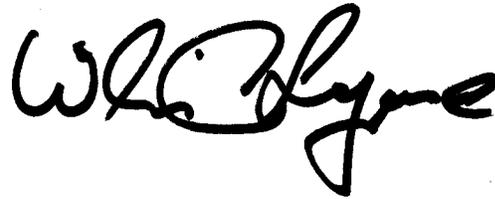
The employee satisfaction and engagement initiative will also address several focus areas, as informed by an analysis of employee responses to the Department and Office of Personnel Management employee survey questionnaires, as well as employee engagement literature research. An analysis of employee survey responses indicates a need to market and provide more understandable information on benefits information. Accordingly, also beginning in January 2010, you will see new benefits tools and information sheets available for your employees' use. Literature research further indicates that managers directly influence employee engagement and drive high performance by providing clear performance expectations and fair and accurate feedback, ensuring open lines of internal communication and supporting employee career development goals. Tips for improving in these areas will also be furnished to the Department's leadership early this calendar year.



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Employee wellness, satisfaction and engagement initiatives are clear indicators of the value we place on our workforce. Your support of these initiatives, therefore, is imperative if we are to keep the Department a model employer.



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