



MANPOWER AND  
RESERVE AFFAIRS

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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, 2016, a total of 58,630 Department of Defense (DoD) civilian employees responded to this government-wide sample survey, resulting in a 26 percent response rate (224,733 survey invitations were sent to a random sample of the DoD workforce by the Office of Personnel Management). These responses provide important data for improving our workplace environment and productivity.

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

Responses indicate that employees remain very positive about their work, jobs, and mission, and appreciate the work-life programs, especially alternative work schedules and health and wellness programs. Employees continue to put in extra effort and seek ways to do their jobs better. Their jobs are important to them and their organizations have prepared them for potential security threats.

While our overall results are positive, we have areas we must continue to address. Respondents identified challenges with performance management, employee development and recognition, and opportunities for growth within their organizations.

Though ratings have largely remained consistent over the last several years, DoD leadership is committed to addressing these workforce concerns through a continuing emphasis on improvements such as the implementation of the Defense Personnel Management and Appraisal Program, and Strategic Workforce Planning. To view a report showing the aggregated DoD responses to each question on the 2016 FEVS, please go to the Employee Survey page at: [https://www.cpms.osd.mil/Content/Documents/2016\\_EV\\_AMR\\_Department\\_of\\_Defense.pdf](https://www.cpms.osd.mil/Content/Documents/2016_EV_AMR_Department_of_Defense.pdf). This information can also be accessed via the Defense Civilian Personnel Advisory Service link on Defense.gov.

A handwritten signature in cursive script, reading "Julie A. Blanks".

Julie A. Blanks  
Acting Deputy Assistant Secretary  
Civilian Personnel Policy

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