



Teammates,

We in the Department of Defense serve as America's guardians. We are ever vigilant and ever ready to employ military force, if needed, to protect our nation. To ensure fidelity to this mission, Secretary Mattis has identified three lines of effort for us: improve readiness through increased lethality, expand and strengthen alliances and partnerships, and reform how we do business.

In support of these, the department is preparing a new National Defense Strategy that will drive a strategy-informed FY19 budget request. Together, these two documents will operationalize our department-wide modernization effort and unlock the resources that allow us to **compete, dominate, and win**. Through performance-enhancing initiatives – and our engagements with combatant commanders, Joint Chiefs, and senior civilian leaders, like the Senior Leadership Conference that took place in early October – we will meet our military's needs.

I'd like to call your attention especially to our first and third lines of effort – increasing lethality and improving our business processes. These require proactive effort from us all. Ensuring our military's readiness is a full-spectrum endeavor. We count on you to continue taking initiative and working together to solve problems and build excellence. To that end, I'd like to highlight several DoD teams making terrific progress in this area.

On the **procurement** front, Mr. Jose Gonzalez from AT&L; key players on the Joint Staff, like Lt. Col. Ryan McGuire and Col. Charlie Kim; the Services; and industry are working together to address shortfalls in critical munitions by minimizing production lead times and enhancing warfighter readiness.

Regarding **information technology**, a cross-functional team led by Mr. John Bergin is spearheading efforts to enhance and streamline our IT and business systems. Their work will transform DoD's support areas to allow for economical and high-performing functionality.

On the **veterans support** front, Mr. Thomas Voelker and Mr. Michael Bouchard are driving the Personnel and Readiness team's coordination with Veterans Affairs. This partnership increases the efficiency and ease of transition from military to civilian life for those who have sacrificed for our country.

On **oversight**, the Office of Inspector General (OIG), led by Mr. Glenn Fine, has published a compendium of cost-saving and efficiency-boosting recommendations. With OIG's oversight, components across the department are working closely to track and drive the implementation of priority recommendations, which could save us and the American people billions of dollars.

We often emphasize the importance of "jointness" in the context of our armed services. But that same spirit of interdisciplinary teamwork, as the above examples show, must apply across our department as we enable a whole-of-government approach to national security.

To close, I want to acknowledge your hard work and ask that you keep pushing to make our department the best it can be. Embrace the size of DoD as a strength. Ensure your work within the system occurs at the speed of relevance. And recognize we each have a role to play in fulfilling our department's great purpose.

As always, thank you for your continued dedication to increasing readiness,

Pat

Patrick Shanahan  
Deputy Secretary of Defense