



Teammates,

This marks my second full week as your Deputy Secretary of Defense.

Before joining the Department of Defense, I spent over thirty years in private industry. I joined the Department because I knew this team shared the same dedication, the same drive for excellence that I valued in teams I led in commercial business, and I wanted to contribute alongside a talented team of military and civilian personnel who prioritize service to the Nation before self.

As Secretary Mattis' Chief Operating Officer, I aspire to usher in a new age of innovation and effectiveness in the Department, bolstering his efforts to fulfill three priorities: ensuring our military is ready to fight, strengthening our alliances and partnerships, and instituting reforms throughout the Department. Your indomitable spirit and perseverance will ensure we can compete, dominate, and win in each of these areas.

One of the best ways to do that is for me to help each of you be wildly successful in achieving our goals as we get to know one another and work together. I'm new to the Pentagon, so please don't hesitate to stop and introduce yourself. In the meantime, I'll focus on Secretary Mattis' priorities as I work to develop important relationships – both inside and outside the building.

In short, it is our mission to make the Department of Defense as ready and lethal as possible. Your dedication and personal commitment to our Nation's security makes all the difference.

Let's take care of our team,

Pat

Patrick Shanahan
Deputy Secretary of Defense