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THE SECRETARY OF DEFENSE
1 000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JUL 15 2019

MEMORANDUM FOR ALL MILITARY PERSONNEL AND DEPARTMENT OF DEFENSE
EMPLOYEES

SUBJECT: Assumption of Duties as Acting Secretary of Defense

Effective immediately, I have assumed the duties of Acting Secretary of Defense.

My service as Acting Secretary of Defense affords the U.S. Senate the opportunity to provide advice and consent on the President's nominee to serve as the next Secretary of Defense. I expect to continue to serve in this role until a Secretary of Defense nominee is confirmed by the Senate and assumes office. At that time, I will continue to serve as Secretary of the Navy.

While my time in this role is anticipated to be brief, I am fully prepared and committed to serve as Acting Secretary of Defense, and I will provide continuity in the leadership of the Department.

Our allies and partners can rest assured that the Department of Defense remains ready to respond to meet our commitments around the globe in support of our common goals.

It is truly my honor to serve alongside and lead the courageous Soldiers, Sailors, Airmen, Marines, and civilian employees who work tirelessly to guarantee the security of our Nation.

A handwritten signature in blue ink, appearing to read "R. Spencer", is positioned above the printed name.

Richard V. Spencer
Acting



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