



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

JAN 20 2021

MEMORANDUM FOR ALL DEPARTMENT OF DEFENSE EMPLOYEES

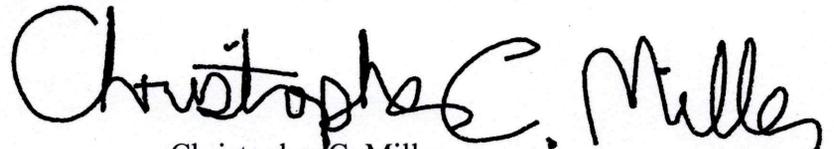
SUBJECT: Farewell Message

As of 1201 EST, January 20, 2021, Deputy Secretary of Defense David L. Norquist assumes the duties of the Secretary of Defense upon the completion of my term of service.

It was an enormous honor to lead and serve with you the past 73 days.

Best of luck to every one of you. Thank you for "doing your job" with such professionalism, commitment, and dignity.

With such Patriots like you, I have enormous confidence in the future of our Nation.


Christopher C. Miller
Acting

