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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTOR, STRATEGIC CAPABILITIES OFFICE
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Reflections on this Holiday Season

The holidays provide us with a special opportunity to spend time with loved ones, rest, and reflect away from the workplace. I encourage each of you to take advantage of this time to recharge and prepare for a successful 2018.

The holiday season can also be a challenging time for many of us. In addition to the inherent hazards that often accompany travel, such as car accidents or recreation mishaps, this time of year can also come with a host of other financial, relationship, and time management stressors. Alcohol consumption tends to increase, and this can have a negative impact on judgment and decision making. If you or a colleague needs assistance during this time, reach out to your friends, family, and others who can support you.

Thank you for all that you do for our country and for this Department. It is the greatest privilege of my life to serve alongside you each day. I am grateful for your tireless effort and the countless sacrifices that you have made to create a better world for our children and our children's children.

Have a safe and celebratory holiday season!

A handwritten signature in blue ink, reading "Patrick M. Shanley", is located at the bottom of the page.