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MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF  
DEFENSE  
SECRETARIES OF THE MILITARY DEPARTMENTS  
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SUBJECT: Protecting Readiness Through Smart and Safe Actions

The summer months are fast approaching, when we all look forward to time away for recreation and relaxation. Sadly, many summertime activities put us at risk for accidents that may have serious consequences. Last year, the Department lost 59 teammates to non-combat fatalities from Memorial Day through Labor Day. All of these 59 individuals were vital to their families and the success of the Department and Nation.

The preponderance of these fatalities resulted from private motor vehicle and water sport mishaps. Through simple risk identification and mitigation steps, such as responsible use of alcohol, proper sleep, driving without distraction, and having a plan in place for emergencies, these incidents can be avoided; thus, saving lives and reducing injuries. I count on each and every member of our Department to exercise sound judgment to ensure you and your loved ones, colleagues, and friends remain safe. **Safety must be a priority and an ever-present standard, both on and off duty.**

I urge each of you to continue promoting safety and personal responsibility throughout the Department and in the community. Fundamental military lessons of working together, exercising leadership, focusing on the mission, and having the courage to say "NO" to risky situations are essential. Each and every one of you is critical to the work of defending our Nation. Thank you for remaining vigilant – have a fun, rewarding, and safe summer!

David L. Norquist  
Performing the Duties of the  
Deputy Secretary of Defense



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