



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

9/13/2018

MEMORANDUM FOR ALL DOD PERSONNEL

SUBJECT: Ethics Sentinels

Those of us privileged to serve our Nation, in and out of uniform, in the DoD must be the epitome of American values and ethics. No matter our rank or position, we must be coequal in our devotion to defending our Nation with the highest degree of honor in all we do.

Ethics transcends our three lines of effort. Admired leaders who coach and inspire self-disciplined teams strengthen *readiness and lethality*. Trust is the foundation of *attracting and strengthening alliances* and the confidence of the American people. When implementing *business reforms*, remember that accountability matters.

The "Ethical Standards for All Hands" I issued last year is enduring guidance. I expect all of us to be ethics sentinels, ensuring we uphold not just minimum legal standards, but the highest degree of honor our Nation and our military are known for around the world. Execute with aggressive initiative while operating in the ethical midfield.

We must all set the example, rejecting any sense of personal entitlement to privilege or benefit, never abusing our position or looking the other way when something is wrong. I have high expectations of you, and I am confident you will deliver. I am proud to serve alongside each and every one of you who maintain the Nation's trust.

STAY ALERT, STAY THE COURSE...

John Mattis





SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

AUG - 4 2017

MEMORANDUM FOR ALL DEPARTMENT OF DEFENSE EMPLOYEES

SUBJECT: Ethical Standards for All Hands

Those entrusted by our nation with carrying out violence, those entrusted with the lives of our troops, and those entrusted with enormous sums of taxpayer money must set an honorable example in all we do.

I expect every member of the Department to play the ethical midfield. I need you to be aggressive and show initiative without running the ethical sidelines, where even one misstep will have you out of bounds. I want our focus to be on the essence of ethical conduct: doing what is right at all times, regardless of the circumstances or whether anyone is watching.

To ensure each of us is ready to do what is right, without hesitation, when ethical dilemmas arise, we must train and prepare ourselves and our subordinates. Our prior reflection and our choice to live by an ethical code will reinforce what we stand for, so we remain morally strong especially in the face of adversity.

Through our example and through coaching of all hands, we will ensure ethical standards are maintained. Never forget, our willingness to take the Oath of Office and to accept the associated responsibilities means that even citizens who have never met us trust us to do the right thing, never abusing our position nor looking the other way when we see something wrong.

I am proud to serve alongside you.

A handwritten signature in black ink, which appears to read "John M. Mattis", is positioned below the text "I am proud to serve alongside you.".

cc:
Deputy Secretary of Defense



OSD009354-17/CMD012701-17