

TO: Honorable Condoleezza Rice

FROM: Donald Rumsfeld

DATE: December 2, 2002

SUBJECT: **Chain of Command**

Because I have failed to get you and the NSC staff to stop giving tasks and guidance to combatant commanders and the joint staff, I have drafted the attached memorandum. I had hoped it would not be necessary for me to do it this way, but since your last memo stated that we should work it out from our end, I am forced to do so.

You are making a mistake. You and the NSC staff need to understand that you are not in the chain of command. Since you cannot seem to accept that fact, my only choices are to go to the President and ask him to tell you to stop or to tell anyone in DoD not to respond to you or the NSC staff. I have decided to take the latter course. If it fails, I'll have to go to the President. One way or the other, it will stop, while I am Secretary of Defense.

Thanks.

DHR/azn  
120202.02

*Attach: Memo dated 11/30/02 Re: Chain of Command*

