



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

MAY 20 2025

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP
COMMANDERS OF THE COMBATANT COMMANDS
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Immediate Modifications to the Defense Personal Property Program

As Secretary, one of my greatest responsibilities is to support our Soldiers, Sailors, Airmen, Marines, Guardians, civilians, and their families who serve their country. Placing our people where most needed to defend the Nation is critical to the Department's success. Relocating our personnel is critical to the military mission, putting human resources and expertise where they are needed to defend the Nation. The timely moving of household goods is critical to successful permanent change of station (PCS) moves for our Service members and civilians. In keeping with my priority to restore trust in our military and due to recent deficiencies in the performance of the Global Household Goods Contract (GHC), I direct the Commander, U.S. Transportation Command (USTRANSCOM), to take the following actions immediately to support fully our military and civilian families during the 2025 PCS season and beyond:

- Hold the GHC and Tender of Service (ToS) programs accountable for meeting their key performance indicators and provide weekly updates to the Office of the Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) and the Office of the USD for Personnel and Readiness (P&R).
- Fully leverage both the GHC and legacy ToS program to ensure maximum coverage for moves during the 2025 peak season.
- Offramp non-serviced GHC customer shipments into the ToS program based on capacity shortfalls.
- Review and, if appropriate, implement Economic Price Adjustment provisions in the GHC contract.
- Develop and implement ToS rates, as required, to ensure vendor capacity.
- As I have determined that the current GHC rates fail to reflect market rates and are in excess of 130 percent of current GHC rates, implement adjustments to the government-constructed costs for reimbursement of personally procured moves from May 15, 2025 through September 30, 2025, to reflect market rates at 130 percent of current GHC rates.

Establish internal controls (hotline/operation center) within USTRANSCOM to maintain direct access with global transportation shipping offices to mitigate any GHC or ToS interruptions.



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I also direct the USD(A&S) and the USD(P&R) to promptly form a PCS Task Force (TF) to ensure that the Department provides the highest quality moving services for our warriors, civilian employees, and their families. The PCS TF must act decisively to improve, expand, terminate, or transfer GHC or ToS responsibilities as needed.

I take my responsibilities to our Service members, civilians, and their families seriously. Through these measures, we will ensure we remain the most lethal fighting force in the world by ensuring that our warriors and their families receive the best PCS move available. The Department owes them nothing less, and getting this right is part of restoring their trust in our military.

A handwritten signature in black ink, appearing to be 'P. B. K.' with a large, sweeping flourish extending from the end. Below the signature, the alphanumeric code 'SD29' is written in a bold, sans-serif font.