UNDER SECRETARY OF DEFENSE
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COMPTROLLER

JUN 23 1997

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
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DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

INFO COPY: SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Management Reform Memorandum #14 -- Reengineering Permanent Change of Station (PCS) and Inactive Reserve Travel

The Secretary has directed that we undertake a revolution in business practices in conjunction with the Quadrennial Defense Review. When he was in the United States Senate, Secretary Cohen was instrumental in launching the travel reengineering effort for temporary duty (TDY) travel that is currently underway in the Department. We are now at a point where the TDY travel reengineering effort needs to be extended to cover PCS travel and travel of inactive reserves.

I am asking the Director of the Travel Reengineering Office to develop a blueprint for inactive reserve and PCS travel reengineering. The blueprint will be coordinated and implemented jointly by the Under Secretary of Defense (A&T), the Under Secretary of Defense (P&R) and the Under Secretary of Defense (C). I would ask that a blueprint of the plan be delivered by July 21, 1997.

Your cooperation in supporting this evaluation will be appreciated.

In approximately two weeks from the date of this memorandum, I will have my secretary arrange for a meeting with the task force to obtain a status report on how this effort is proceeding.

John J. Hamre