

# DOD Needs Better Information to Effectively Oversee Relocation Program Reforms

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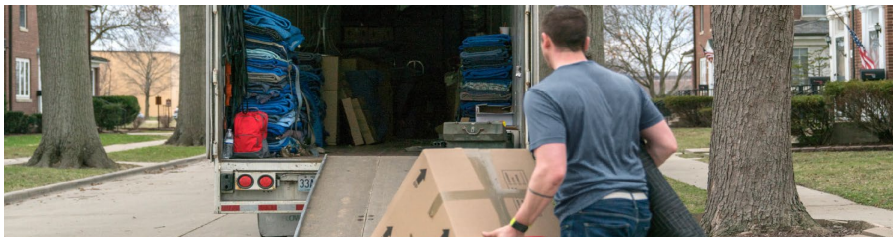
A report to the Committee on Armed Services, House of Representatives.

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## What GAO Found

The Department of Defense's (DOD) Transportation Command (TRANSCOM) awarded its Global Household Goods Contract (GHC) in 2021 with the goal of improving both service members' experiences with military moves and the government's ability to oversee quality service. TRANSCOM intended to fully transition the household goods shipment and storage aspects of its Defense Personal Property Program to the contract. Various challenges delayed contract implementation initially, but limited GHC shipments began in April 2024. According to TRANSCOM, as GHC shipment volume and geographic coverage increased, the contractor faced limits in its capacity to manage the higher volumes, which resulted in missed or delayed pickups and deliveries. Citing continuous performance challenges, the Secretary of Defense directed the creation of a Permanent Change of Station Joint Task Force in May 2025 to develop recommendations for DOD's strategic path forward for the program. DOD ultimately terminated the GHC in June 2025.

### Military Service Member Move



Source: U.S. Transportation Command/Staff Sgt. O. Suguitan. | GAO-25-107771

TRANSCOM did not have sufficient, comprehensive information about GHC (1) capacity, (2) performance, and (3) costs to effectively manage risks and oversee contract implementation.

- TRANSCOM officials had identified **capacity constraints** as a risk to the GHC before implementation, but they had only limited information on the contractor's capacity and could not verify that information.
- DOD lacked comprehensive feedback on service members' experiences with the GHC, **limiting its assessment of contractor performance**. Respondents to GAO's survey of service members and spouses reported inadequate communication with the contractor's customer service representatives about the status of their shipments and delays in multiple phases of the moving process.
- TRANSCOM **did not have complete information regarding costs** associated with the GHC transition; DOD incurred unplanned transition costs, paid management fees for task orders ultimately not carried out by the contractor, and lacked clarity on how GHC costs compared to existing program costs.

By obtaining more comprehensive information on program capacity, performance, and costs, DOD will be better positioned to manage risks and oversee the program effectively as it develops its strategic path forward.

## Why GAO Did This Study

DOD arranges for the worldwide movement and storage of about 300,000 personal property shipments of service members and their families each year, at an annual cost of approximately \$2 billion. As a result of dissatisfaction with its relocation program, TRANSCOM awarded the GHC, worth up to \$17.9 billion over approximately 9 years, to a single commercial move manager in November 2021. However, DOD terminated the contract in June 2025 due to the contractor's failure to perform services specified in the terms and conditions of the contract.

The House report accompanying a bill for the Servicemember Quality of Life Improvement and National Defense Authorization Act for Fiscal Year 2025 included a provision for GAO to review DOD's management and oversight of the GHC. This report (1) describes DOD's implementation of the GHC and (2) assesses the extent to which DOD had the information needed to effectively oversee contract implementation.

GAO reviewed the GHC and implementation plans, DOD guidance, and acquisition regulations; interviewed DOD officials and performed two site visits; and surveyed service members and spouses on their experiences with GHC moves. GAO met with moving industry and contractor representatives and reviewed capacity, performance, and cost information.

## What GAO Recommends

GAO is making one recommendation for DOD to obtain comprehensive information on capacity, performance, and costs to effectively oversee DOD's personal property program and inform future decisions. DOD concurred with this recommendation.