THE SECRETARY OF DEFENSE

 WASHINGTON. DC 20301-1000

 AUG 11, 1997

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

 CHAIRMAN OF THE JOINT CHIEFS OF STAFF

 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

 ASSISTANTS TO THE SECRETARY OF DEFENSE

 DIRECTOR, ADMINISTRATION AND MANAGEMENT

 DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Quality Management

 The success of Quality Management implementation in the

Department of Defense has been demonstrated many times during the

past decade. The need for persistent improvement of our processes

is even more important today. As we continue to decrease in size

and in budget, the requirement to modernize our forces and

sustain their readiness is of paramount importance.

 Quality Management helps us continually improve our

processes and systems to accomplish this aim. The many Best

Practices that have developed from our Quality Management

successes represent the innovative efforts of the men and women

who are helping us move into the 21st Century. I urge all of you

to emulate these role models, to study their Best Practices, to

develop continually improving processes and, ultimately, to

improve whole systems, helping us meet the many challenges ahead.

 I want everyone in the Department to support Quality

Management initiatives, to practice these proven methods, and to

encourage the shared use of Best Practices to achieve an even

more efficient and effective organization.

 ///signed///

 William Cohen