



UNITED STATES MARINE CORPS  
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION  
1600 HENDERSON AVENUE, SUITE 116  
SAN DIEGO, CALIFORNIA 92140-5001

IN REPLY REFER TO  
DepO 5224.1  
15

02 OCT 2000

DEPOT ORDER 5224.1

From: Commanding General  
To: Distribution List

Subj: ACTIVITY BASED MANAGEMENT TEAM FUNCTION AND OPERATING  
PROCEDURES

1. Purpose. To explain the function and establish procedures for the Activity Based Management Team (ABMT).
2. Information. The ABMT has been established to facilitate the implementation and long-term sustainment of Activity Based Costing Management (ABCM) techniques for institutionalizing better business practices on the Depot. MCRD is committed to the continuous evaluation of business processes to ensure value is being optimized to the degree possible within Depot activities. The ABMT will make recommendations to the Commanding General for process improvement opportunities. The ABMT will identify specific areas to improve effectiveness and efficiency, and assist the Commander/Department Head in establishing a Activity Based Action Team (ABAT) to conduct an analysis of the opportunity.
3. Membership
  - a. The members of this team have been selected from cross-functional areas to work for the Commanding General and shall represent the best interest of the Marine Corps and the Depot. The Assistant Chief of Staff for Quality Management will act as chairman. Additional member representatives include:
    - (1) Deputy Assistant Chief Staff G-4
    - (2) Deputy Comptroller
    - (3) MCCS Program Director
    - (4) Deputy Assistant Chief of Staff, G-1
    - (5) Executive Officer Recruit Training Regiment
    - (6) Executive Officer Weapons and Field Training Battalion

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(7) Deputy Assistant Chief of Staff, G-3

(8) Depot Business Manager (DepAC/S QM)

b. A representative of the Quality Management Office will serve as the recorder. Technical representatives of the QM office will assist the ABMT with ABCM modeling and other activities as required.

4. Procedures:

a. The ABMT shall meet on the first Tuesday of each month, unless otherwise rescheduled. The Chairman may schedule "on call" meetings as appropriate.

b. The ABMT will identify and prioritize areas that are opportunities for improvement. The ABMT will assist Commander/Department Head in updating and using the Depot ABCM model with the help of ABC Core Team and Departmental ABC Representatives.

c. The ABMT will brief the Commander/Department Head on the improvement initiative identified within their department or area of responsibility. If conflict surfaces between the ABMT and Commander/Department Head as to the value of undertaking specific areas of study during the identification process, the ABMT will make every attempt to reach consensus. This could potentially involve correction of ABCM model data, and/or deeper understanding of the business process purpose and its value of supporting the Depot core mission of making Marines. In some cases, another business process may be agreed upon for analysis. In those cases where agreement is not reached, the ABMT will proceed to the next step in the process.

d. The ABMT will brief the Commanding General on the improvement initiative and/or any unresolved issues. The Commanding General will decide to proceed with the recommendation for analysis by the ABMT, or select another process for study.

e. Upon approval to proceed from the Commanding General, Commander/Department Head (with ABMT assistance) will form a Activity Based Action Team (ABAT) to investigate the opportunity area. The ABMT will support the ABAT as required to ensure cross-functional process effectiveness and objectivity.

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f. The ABMT will assist the ABAT in conducting opportunity analyses. The ABMT will provide the ABAT with a standard analytical toolkit and reporting template to ensure consistency of approach, findings and recommendations to the Commanding General.

g. With the assistance of the ABMT and Commander/Department Head within the identified opportunity area, the ABAT will establish performance measures to define the objectives and success of the ABAT for the duration of the analysis. The standard analytical and reporting template will be used to assist in this definition and measurement.

h. The ABAT will present its findings upon completion of its investigation to the Commander/Department Head who chartered the ABAT. The Commander/Department Head will direct the ABAT to perform additional research as required or approve existing findings. It is the responsibility of the Commander/Department Head to form conclusions and recommendations to present to the Commanding General using the standard reporting template developed by the ABMT to ensure consistency of approach and actions.

i. The Commanding General will make the decision to approve the recommendations for process improvement as presented, reject or modify the recommendations by directing the ABAT to perform additional analysis. After additional analysis is performed, the findings will be reevaluated for presentation to the Commanding General.

j. The Commander/Department Head will take action as specified by the Commanding General in implementing the approved process improvement solution.

k. The Commander/Department Head, with the assistance of the ABMT, will provide periodic updates to the Commanding General on implementation actions taken in accordance with previously determined performance measures established by the ABAT.

l. The ABMT will promote and publicize success stories and lessons learned through all appropriate avenues to reward participants for their efforts. Additionally, the ABMT will submit lessons learned to the USMC Center of Excellence repository to ensure best practices knowledge transfer across the Marine Corps.

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5. Action. All addressees will support the objective of the ABMT and will ensure that the assigned responsibilities outlined in this Order are accomplished.

A handwritten signature in black ink, appearing to read "J. R. MORRIS", with a large, sweeping flourish extending from the end of the signature.

J. R. MORRIS  
Chief of Staff

DISTRIBUTION: A