



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 5420.7A
15

AUG 19 2002

DEPOT ORDER 5420.7A

From: Commanding General
To: Distribution List

Subj: IMPLEMENTATION OF THE MARINE CORPS RECRUIT DEPOT/WESTERN
RECRUITING REGION SAN DIEGO STRATEGIC PLAN

Encl: (1) MCRD/WRR Strategic Plan

1. Situation. This Strategic Plan provides a long-range mission, vision, guiding principles, and organizational excellence values that clearly define the cultural transformation targets of the Depot.

2. Cancellation. DepO 5420.7

3. Mission. To promulgate the Marine Corps Recruit Depot/Western Recruiting Region Strategic Plan.

4. Execution

a. Commander's Intent. The values of organizational effectiveness, efficiency, customer satisfaction, and employee morale serve as basic principles to guide day-to-day decision-making, and function as the center of the Depot enterprise level metrics.

b. Concept of Operations. The AC/S Quality Management will:

(1) Update the MCRD/WRR Strategic and Support Plans.

(2) Update the scorecard for the Commanding General's monthly conference.

(3) Ensure performance metrics reported in the support plans are reflected in the Depot ABC model.

5. Administration and Logistics

a. The Organizational Goals listed in enclosure (1) are achieved through the accomplishment of support plan goals.

b. Each department/unit will track goals throughout the year.

DepO 5420.7A

c. The status of the goals will be briefed at the Commanding General's Conference.

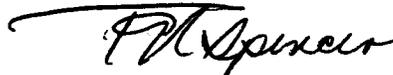
d. The department support plans will be briefed periodically at the Commanding General's Conference.

e. The overall performance metrics described in the strategic plan and support plans align with the reporting elements in the Activity Based Costing (ABC) system. These measures will be used for future POM/PR submissions.

6. Command and Signal

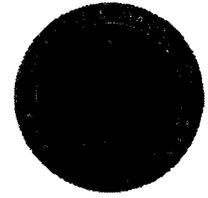
a. Command. This Order is applicable to Marine Corps Recruit Depot/Western Recruiting Region.

b. Signal. This Order is effective on the date signed.



T. W. SPENCER
Chief of Staff

DISTRIBUTION: A



STRATEGIC PLAN

**MARINE CORPS RECRUIT DEPOT/
WESTERN RECRUITING REGION, SAN DIEGO**

Enclosure (1)

Page Left Intentionally Blank

Enclosure (1)

MISSION

To recruit, train, and support the making of the highest quality basic U.S. Marine.

VISION

We will remain a premier recruiting/training organization which...

- Constantly strives to achieve increased levels of effectiveness and efficiency
- Leverages new technology
- Improves employee and customer satisfaction
- Advances infrastructure capability to support the mission

GUIDING PRINCIPLES

- We accomplish our mission.
- We recruit and train the basic Marine with firmness, fairness, and dignity.
- We reaffirm our Core Values of honor, courage, and commitment and ensure they guide our performance, behavior, and conduct each and every day.
- We create a climate of pride, professionalism, quality, and trust by dealing with everyone honestly, fairly, and with dignity.
- We adhere to our time-tested principles of leadership, the chain of command, and pursue continuous improvements in our processes and quality of life.
- We are innovative in responding to changing operational conditions.
- We believe personal excellence and teamwork excellence are inseparable in recruiting, training, and support services.
- We give everyone a stake in the outcome by delegating authority, demanding accountability, and accepting responsibility.
- We recognize people as our most valuable resource and foster their growth through training and by establishing challenging goals.
- We believe training and education are investments, not expenses.
- We strive to be an efficient organization of military and civilian personnel, by employing state of the art systems and procedures to ensure maximum use of resources.

Specific Operational Goals are listed within each supporting plan. The goals are summarized on the MCRD/WRR San Diego scorecard.

ORGANIZATIONAL EFFECTIVENESS & EFFICIENCY

Strategic Goal

To methodically and continually examine the critical process involved in the management of manpower, facilities, environment, funds, services, and to realign limited resources to effectively and efficiently accomplish the MCRD/WRR mission. Using the base year FY99, the goal is to reduce operational costs in accordance with established savings targets, without reducing service to customers and remaining responsive to emerging requirements.

Strategy

The orchestration of resources, manpower, money and material is the foundation for management in the accomplishment of the mission. The transformation of personnel skills, tools, and facilities into an improved working and living environment directly contributes to the operational effectiveness and efficiency of MCRD/WRR. Progress will be measured by the accomplishment of the following goals:

Operational Goals

- Meet or exceed savings targets (assigned wedge) for FY02-07 without jeopardizing the quality of recruiting and training for the Marine Corps. (QM)
- Plan for meeting, exceeding and sustaining savings targets (assigned wedge) through FY07 without jeopardizing the quality of recruiting and training for the Marine Corps. (QM)
- Incorporate Activity Based Costing/Management (ABC/M) into management planning.
- Accomplish or exceed CMC Business Plan outcomes under the purview of our installation. (QM)
- Incorporate Total Force Administration System (TFAS) initiatives. (G-1)
- Refine collection, collation, analysis and dissemination of data. (Recruiting)
- Increase awareness on MCRD attrition. (Recruiting)
- Refine current WRR training classes. (Recruiting)
- Aggressively manage prior year' accounts to ensure timely closure and liquidation of outstanding obligations. (Comptroller)

CUSTOMER SATISFACTION

Strategic Goal

To know our customers, recognize their expectations, and provide optimum service and support while continuously improving our relationships.

Strategy

MCRD/WRR is structured and focused to provide optimum support to its customers. Our customers are identified as:

- Operating Forces**
- Supporting Establishments**
- Public**
- Tenant Commands**
- Surrounding Military Communities**
- Retirees**
- MCRD/WRR Personnel/Recruits**

We will constantly search for innovative approaches to improve our services and meet our customers' needs. Our services are:

- Recruiting**
- Training**
- Quality of Life Services**
- Community Relations**
- Installations and Logistics**

Throughout, we will establish an open dialogue with our customers to maintain a steady flow of current information regarding their changing needs.

Our strategy will include the use of customer satisfaction surveys, usage data, customer recognition, and complaints/compliments received. The strategy used to reach our goals include achieving improvement in customer communication, addressing customer expectations, and meeting/exceeding customer expectations. Each supporting plan includes specific goals to accomplish this strategy.

Operational Goals

- Annually identify our customers, review our customers' needs and evaluate the services currently provided to optimize customer satisfaction. Each support plan has identified specific survey actions targeting their customers.
- Develop briefing books for Depot visitors. (PAO)
- Conduct Operations Courses. (Recruiting)
- Conduct off-sites with commanders. (Recruiting)
- Publish a WRR newsletter/improve website. (Recruiting)
- Reduce the number of repeated trouble calls. (CISD)
- Increase technology awareness. (CISD)
- Ensure correct circulation of Chevron to its customer base. (PAO)

EMPLOYEE MORALE

Strategic Goal

To continuously improve the quality of our military and civilian work force through improved quality of life.

Strategy

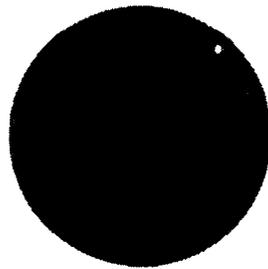
To meet our customers' needs we must have highly skilled, motivated, professional, well-educated people. We will promote superior morale by ensuring the quality of life within the command is at the highest level possible. This strategy will include the use of climate surveys, retention statistics, disciplinary statistics, and employee recognition actions. Each supporting plan identifies specific operational goals to accomplish this strategy.

Operational Goals

- Involve HQSVCBN customers in battalion functions (feedback) leading to increased employee satisfaction.
- Recognize excellence within the HQSVCBN through Marine of the Quarter, NCO of the Quarter, meritorious promotions, Certificates of Commendation, and Merit Masts, and Letters of Appreciation; personal awards; time-off awards.
- WFTBn and RTR will update/maintain web page.
- WFTBn and RTR will publish/distribute newsletter monthly.
- Conduct quarterly company commander and senior SNCO seminars.
- Increase retention awareness by increasing assist visits from HQMC.
- Increase retention stand-downs.
- Ensure more formal exposure of first termers. (G-1)
- Conduct training to military supervisors of civilian employees in the area of civilian awards/recognition. (G-1)

- Increase training to military supervisors with regard to civilian employee issues. (HRO)
- Conduct civilian benefits training. (HRO)
- Recognize employee contributions/excellence through awards/time off.
- Win/transition to the outcome of the A-76 competition.
- Improve/increase communication while maintaining stability for the workforce.
- Conduct a seamless transition of the mess halls to contract. (G-4)

Organizational effectiveness/efficiency, customer satisfaction, and employee morale are the values we have chosen to serve as principles to guide day-to-day decision-making. These values will serve as the center of our enterprise level metrics against which the overall success of the Depot will be measured toward meeting our mission.



Enclosure (1)