



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
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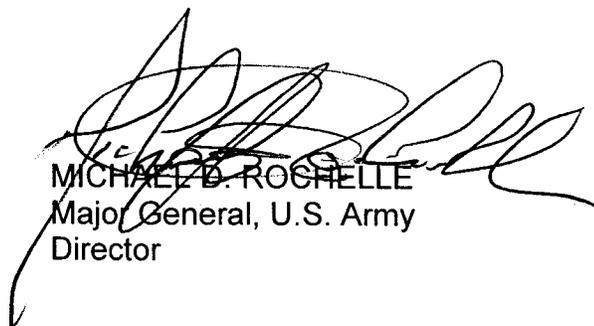
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DEC 21 2005

MEMORANDUM FOR Region Directors

SUBJECT: Suspension of Requirement to Conduct Activity Based Costing/Management (ABC/M), Performance Management Reviews (PMR) and Productivity Improvement Reviews (PIR)

1. Participants at the recent Garrison Commanders Conference in Orlando expressed concern that some of our management initiatives lack integration and therefore, do not leverage daily operations. Three initiatives specifically cited were ABC/M, PMR and PIR.
2. Therefore, I am suspending the mandatory requirement to conduct ABC/M, PMR and PIR until we have a viable, integrated approach to these initiatives considering Lean Six Sigma.
3. Region Directors have the option to continue conducting PMR and PIR and using ABC/M to stimulate efficiencies at garrisons. In the interim, we will work these and related performance and cost management processes into an integrated approach to improving the quality of our services.
4. Point of Contact for this action is Phil Jessup at (703) 602-3337 or Philip.Jessup@hqda.army.mil.



MICHAEL D. ROCHELLE
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Director