



# **An Organizational Analysis of Marine Corps Recruit Depot, San Diego**

*Craig M. Kilhenny*

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This thesis is a descriptive organizational analysis of MCRDSD. The study describes MCRDSD in terms of its direction, tasks, people, structure, processes, culture, outputs and outcomes using systems analysis and Mintzberg's configuration theory. Based on document reviews, model comparisons, and semi-structured interviews, e-mail and phone conversations with approximately 30 Depot personnel, MCRDSD fulfills its basic mission but is not aligned for optimum performance. The following conclusions pertain: the current organizational structure of MCRDSD may not be optimized towards overall performance; cognizance over the POI resides at too high a level, is too rigid and implementing change too difficult; and Depot priority of making Marines is too often subordinated to the public relations effort. Recommendations are offered to assist Depot leadership in making systematic change to improve the efficiency and effectiveness of the depot. With changes in organizational structure, reprioritization of tasks, and adoption of oversight over the POI, MCRDSD can enhance its command climate, efficiency of the recruit training process, and the quality of basic trained Marine produced.

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