RELEASE IN FULL

From:

H < hrod17@clintonemail.com>

Sent:

Saturday, August 7, 2010 7:11 PM

To:

'mchaleja@state.gov'

Subject:

Re: PA Germany Restructuring

That's the spirit! Who is Murphy and how do we clone him?

---- Original Message -----

From: McHale, Judith A < McHaleJA@state.gov>

To: H; Lew, Jacob J <LewJJ@state.gov>; Mills, Cheryl D <MillsCD@state.gov>; Sullivan, Jacob J <SullivanJJ@state.gov>

Cc: DiMartino, Kitty < DiMartino K@state.gov>

Sent: Tue Aug 03 10:52:05 2010

Subject: FW: PA Germany Restructuring

During the past year we have discussed the size of the Germany PD budget and the fact that it did not reflect current priorities. EUR reviewed the budget and made the decision to cut the German PD budget by 30% and reallocate the funding to other areas, primarily Eastern Europe. As you will see from the email below and the attached memo, Mission Germany responded by reviewing all their PD operations and developing an entirely new approach based on the PD strategic framework we rolled out earlier this year. I think they did an excellent job and we will be using this as a model for other Missions as we go forward.

Let me know what you think.

jm

From: SMART Core [mailto:svcSMARTBTSRctSPrec@state.gov]

Sent: Tuesday, August 03, 2010 10:08 AM

To: Ackerman, Steven G

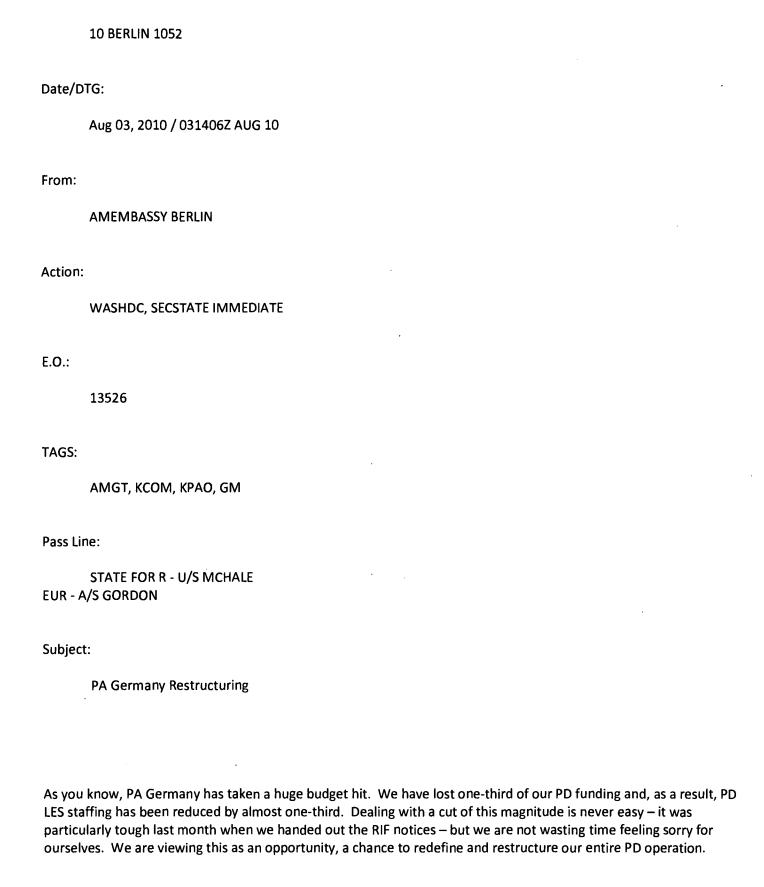
Cc: Mellott, Joseph; McHale, Judith A; Gordon, Philip H; Quanrud, Pamela G; Boyer, Spencer P; McKay, Maria E; Jamison,

Jeffrey M; BERLIN-SMARTS

Subject: PA Germany Restructuring

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MRN:



I want to give you a brief update on the progress we have made.

off piece	We have developed a strategic plan (attached) which we have conveyed to Washington. Rather than just slicing as of our PD operation, we have focused on our key goals and on how to focus our resources to get maximum in the areas that are most important.
* '	We are well advanced in creating a new organizational structure for PA Germany in line with our strategic plan.
	We are significantly reducing and reshaping our PD LES staffing. We began the process with close to 60 PD LES out Germany. We will end up with 41.
with the piping ar form iss	Now we are looking carefully at all the positions that remain and, wherever necessary, redefining them in line principles laid out in the strategic plan. Our objectives include: emphasis on new media, elimination of stove mong the traditional PD elements (e.g. Press, Culture, Information Resource work), and creating the capacity to ue-focused "campaign teams." These teams will closely integrate all areas of activity (Press, Culture, tion Services) and link staff resources Mission-wide.
_	I is to create a 21st century PD operation that is lean, quick and flexible. We are well on our way to achieving II. Assuming our new funding level remains stable, I am convinced that we will come out of this stronger than
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Signatur	re:
	Murphy
Drafted	By:
	BERLIN:Armstrong, Bruce W.
Cleared	By:
i	EXEC:Delawie, Greg T

UNCLASSIFIED U.S. Department of State Case No. F-2014-20439 Doc No. C05775812 Date: 09/30/2015

	POL:Glass, George A	
	PA:Finn, Helena K	
	PA:Armstrong, Bruce W	
Approved By:		
	EXEC:Murphy, Philip D	
Release	ed By:	
	BERLIN:Ackerman, Steven G	
nfo:		
Boyer,	Mellott, Joseph ROUTINE; McHale, Judith A ROUTINE; Gordon, Philip H ROUTINE; Quanrud, Pamela G ROUTINE; Spencer P ROUTINE; McKay, Maria E ROUTINE; Jamison, Jeffrey M ROUTINE	
Attachments:		
	PA Germany Strategy Doc.doc, Metadata.dat	
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Action	Post:	
Dissem	ination Rule:	
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