



STATE OF OREGON

INTEROFFICE MEMO

TO: Governor

DATE: January 7, 1984

FROM: Gerry Thompson *Gerry*

SUBJECT: Staff Discussion this morning

I believe your staff confirmed your suspicions this morning, but for perhaps different reasons than you anticipated. I do not believe what you are sensing is an unusual circumstance, particularly for a Governor drawing near the close of his second term. The important thing is your goal as was expressed at the previous Tualitan meeting -- "we will drive to the wire."

I think it is important that you make your feelings known to agency heads in the strongest possible terms. You often have a tendency, because of your fondness of each of your agency administrators, to soften your feelings when expressed and not always leaving the message in the strongest terms you desire. It is my belief that the time is now for you to leave no room for doubt. Perhaps a ^{statement} state such as follows.

"You signed on with me to be an agency head knowing full well there was a certain amount of vulnerability that comes naturally when Governors change. You made a commitment to me and I intend for those commitments to be kept until the day the new Governor is sworn in. That means you must drive to the wire with me and continue to accept the vulnerability of your office. Those who choose not to drive to the wire by upholding my philosophy and maintaining your commitment to me as your chief executive officer should look for another job. Those who can continue the commitment as strong as ever will continue as part of my team and my pride and thankfulness will be expressed to those who follow me. No one, not I nor even an incoming Governor, can guarantee permanent positions for anyone. It is your performance during the entire term of my administration that can make the difference."

I further suggest that as an early warning, I begin the rounds of all agency heads with preliminary discussions. I simply would deliver in your name our concerns for the remaining two years, your desire for continued commitment and your concerns of a slackening off. I believe such rounds would give you a sense of where each agency head is, plus give them a sense of your watchfulness.

What do you think?

