



Department of General Services

GENERAL SERVICES BUILDING, SALEM, OREGON 97310 PHONE 503—378-2663

April 1, 1983

Honorable Victor Atiyeh
Governor, State of Oregon
Salem, Oregon 97310

Dear Governor,

It is with personal sadness that I inform you of my need to resign as Director of the Department of General Services. As you know, I have been asked by my brother to return to California to join the family business. This follows the death last spring of one of the business' managing partners. During the last ten months, we have attempted other solutions which have not been successful. For the health of family members and the business, I have concluded I will join the business.

As we discussed, April 29, 1983, is presently targeted as my last work day. This date can be extended into part of May if you find it necessary for the transition of Directors. Whatever accrued vacation exists following my last workday will be used daily until fully expended.

The past 13 years have been exciting and professionally fulfilling for me. State employes are top quality and I'm sorry to leave my friends throughout State Government. I especially regret leaving the Department of General Services. I am proud to have worked with its employes and management team. They have accomplished much in the last several years. We could have asked little more from them. Although the rebuilding program in the Department is not complete, I know the staff will continue to meet these opportunities professionally and competently.

I want to express my personal appreciation to you, Governor. Those who stop to listen realize that the last four years have been among the most difficult for Oregon. I admire your strength to make tough decisions and your faith in Oregonians. But most, I admire your management style. The public does not sufficiently understand the management rebuilding program throughout State Government that you have quietly generated. You challenged managers to manage rather than react; to take risks if necessary to deal with important issues; and to ignore partisanship. You delegated authority to managers to manage. You took the heat when we made mistakes so we might learn rather than fear to make decisions. You spent time to understand the

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problems we face in managing the State. You provided the broad strategic plan for agency management and then asked your managers to develop the program tactics. You brought a progressive management style to State Government. This style is fundamental to all successful, large organizations and it was long overdue in State Government.

Your approach has encouraged imagination, change if needed, an emphasis on results rather than process, and development of more professionalism. You have created a management team that is "can-do", that is better organized, and that really wants to follow your leadership. Today, State Government is leaner but I believe it is also stronger and more effective.

I have enjoyed being part of this and I value my association with you. Although it has only been four years, it has greatly influenced me. I hope I have the good fortune to work for you again someday.

Sincerely,

A handwritten signature in cursive script, appearing to read "Darrell Ralls".

Darrell Ralls

DR:sd