



GARREY CARRUTHERS GOVERNOR

**STATE OF NEW MEXICO
GOVERNOR'S CABINET**

LARRY GORDON

SECRETARY FOR HEALTH and ENVIRONMENT

January 1, 1987

T0: HEALTH & ENVIRONMENT STAFF

I am most pleased to accept Governor Garrey Carruthers' invitation to join his administration and cabinet as Secretary for HED. HED is a vital, essential department with a proud history of accomplishments and dedicated staff. As the largest department in State government, it has some problems which sometimes overshadow the fact that most of the department is working effectively in delivering essential services to our stockholders (citizens) in accordance with the policies of our Executive Board (legislators) and the Chief Executive Officer (Governor). The excellent professionals in HED have continued to provide quality services despite top-level changes in Santa Fe. It is heartening to observe that many of the key professional personnel throughout the State are the same ones who were with us when I left State government four and a half years ago.

I know you will join me in my commitment to pursue excellence throughout our department. We will ensure stability within the department's professionals by recruiting and retaining the best, inviting staff involvement and input, delegating as far into the ranks as feasible, and promoting mutual trust and good communication within the department as well as with our citizens. We hope to provide rapid

problem-solving, improve organizational efficiency, insure necessary training and career development, and promote initiatives to improve services. We expect all of you to be responsive and maintain a high level of commitment to our mission of providing the best possible services to our citizens.

It is vital that we all understand the political process and work with those elected officials charged with developing or improving policies which govern our activities.

I urge you to keep your staff members informed and involved and improve your involvement in your own community. I request that routine staff meetings be scheduled and held at all levels of management throughout the state. We wish to allow our staff to constructively question our programs and policies. Please recognize outstanding performance by word and deed. Please be supportive of your staff and show your interest through regular, informal field visits to your various offices and facilities. Involve your personnel in developing policy and major decisions. Operate openly, not secretly. Provide personal growth and stimulation.


As a team, we will be defining and quantifying the problems in public health, environmental health, and health care throughout the State, developing objectives specific to these problems and creating program guides or "blueprints for action" for each division of this department. We wish to promote open relationships with the news media and positive public information throughout the department at all levels. We urge you to dress and act in a professional manner.

I am keenly aware that the pursuit of excellence in our department is not a matter of punching a magic button, and that there are no overnight solutions or "quick fixes." We will work together to solve our internal and external problems. Each of you must know more about your job and responsibilities than your supervisors or we have an organizational failure. We wish to support, develop, and recognize personal excellence at every level. I am sure the public will recognize our efforts

and that we will again be known as the most professional agency in State government.

So that you will know more of my interests and background, I am enclosing a copy of my résumé for your information.

Sincerely,


Larry Gordon
Secretary

LG:psc

Enclosure

P. S. Please make certain that all our personnel, offices, and facilities comply with the New Mexico Clean Indoor Air Act.