



**STATE OF INDIANA
OFFICE OF THE GOVERNOR**

State House, Second Floor
Indianapolis, Indiana 46204

Mitchell E. Daniels, Jr.
Governor

January 10, 2005

Dear fellow state employee:

I'm privileged, starting today, to be able to call you my colleague and co-worker. Those of us who worked hard to earn the right to join you in state government are excited about the things we believe we can do together to serve our state and fellow citizens.

We have meant what we have said over and over: We believe in you. We assume that you are in public service for the right reasons, that you want to work hard and "work smart" to make life better for every Hoosier. We want your best ideas: What work are we doing that we don't need to do at all? What are the ways we can do the necessary work more efficiently?

Are there senseless practices, or even wrongdoing, where you work? Now, right now, is the time to tell us about it. People who step forward to alert us to problems will be celebrated and rewarded, not punished, for their honesty. We encourage you to report problems by calling (317) 232-4567, between now and when your new leadership is fully in place and has set up its own mechanisms.

I want to share with you what I am telling every new leader we are appointing to head your department and the rest across state government. First, get out and talk to your new co-workers. Invite good ideas, and honest input about the condition of our government, and the ways we might make it better. Eliminate as much unnecessary work as possible, so that employees can concentrate on truly important tasks.

We will tolerate no double standards. I expect each leader of our new administration to work just as hard and to behave just as ethically as any other employee of the state.

Please understand: things are going to be different. From now on, Indiana state government will be about results. We will ask of every department, what are our goals here? What will we measure to determine whether we are achieving them or not, and whether we are steadily getting better at it?

We intend to move to an environment in which employees and departments who do a great job are rewarded for doing so, in which individuals or groups who find a way to save taxpayer dollars share in the benefits. We will expect state workers to treat their fellow citizens not as subjects or adversaries but as customers. Where practical, we intend to measure how pleased our customers are with our work, and reward those workers whose fellow citizens rate them highly.

The organizing objective of our administration will be higher personal income for Hoosiers, meaning more money, after taxes, in each worker's pocket. Almost every part of state government can do something, or do it faster, or maybe stop doing something, to improve the chances of economic growth in our state. Be prepared to help identify what your area can do, to keep track of it, and to be held accountable for progress or the lack of it.

Among 35,000 employees, inevitably there will be a few who will misunderstand these basics. There may even be a few who think there is some right to a job at their fellow taxpayers' expense, or who think that it is fine to give less than an honest day's work, or to go along from year to year without improving. Those few will find life more difficult during our administration; in fact, they will need to look for different employment.

But to those who see public service as a privilege and a calling, who are prepared to help us raise the standards and the performance of government in Indiana, we offer sincere thanks. Thanks for your service up to this point, for your commitment to others, and for helping us find ways to make government service in our state better than it has ever been.

A new era has opened. You're invited to help us create it. Let's get started.

Best regards,

A handwritten signature in black ink that reads "Mitchell Daniels". The signature is written in a cursive, slightly slanted style.

Mitchell E. Daniels, Jr.