

a Norris; men who don't become neurotic with worry after having cast a vote for the public interest.

Admittedly there is no oversupply of such men these days. There never was. But such men, and only such men, make great regulatory commissioners. It is only when a commission is staffed by men, for example, like Eastman, Aitchison, Splawn, and Mahaffie of the old Interstate Commerce Commission that the public gets protection instead of platitudes; principle instead of puff jobs and image building; hard work instead of "streamlining" and wall chart juggling.

As you well know, there has been a great deal of study of regulatory agencies lately, and with good reason. All of the studies I have seen mention the matters I have discussed in this letter, but only in passing; and then proceed to make detailed suggestions of an organizational and administrative character. I am sure the agencies will continue to benefit from these studies and suggestions, but I am equally convinced that the main problem is in the area of personnel selection which I have discussed.

Regulatory agencies have extraordinary problems and responsibilities, and they operate under extraordinary pressures. They require—and they cannot operate successfully without—extraordinary men.

Let me emphasize that these comments have been general in nature and apply equally to all regulatory agencies. With the exception of the persons named herein they are not intended to depict or describe any individual, including my colleagues and myself.

Service on the Commission has been an immensely stimulating and educational experience for me, for which I shall remain grateful to you. Please let me extend all good wishes for the continued success of your administration.

Very sincerely,

HOWARD MORGAN, *Commissioner.*

The CHAIRMAN. My letter to Mr. Morgan inviting him to come to the committee giving an opportunity to explain further his views on these important matters and his reply thereto will be included in the record.

(The documents referred to follow:)

CONGRESS OF THE UNITED STATES,
HOUSE OF REPRESENTATIVES,
COMMITTEE ON INTERSTATE AND FOREIGN COMMERCE,
Washington, D.C., January 26, 1963.

Hon. HOWARD MORGAN,
Commissioner, Federal Power Commission,
Washington, D.C.

DEAR COMMISSIONER MORGAN: Under the provisions of the Reorganization Act of 1946, the Committee on Interstate and Foreign Commerce is directed to keep a constant watch and oversight of the administration of the laws that come under its jurisdiction. For some time the committee has given its attention and consideration not only to the administration of these laws, but the improvement of regulatory procedures in the interest of the public, and the purposes for which these agencies were created. The Federal Power Commission is a part of the jurisdiction of the committee.

My attention has been called to your statement to the President and your request not to be reappointed when your term expires in June of this year. The reasons given—as reported through the press—are of special interest to the committee. In view of our efforts to bring about improved procedures in the regulatory agencies, and better service to the public, I would like to extend to you an invitation to present to the committee your views and suggestions on how best to obtain these objectives.

In view of the importance and enormity of this subject, I am scheduling a meeting of the Subcommittee on Regulatory Procedures for Tuesday morning, February 26, at 10 a.m., in the committee hearing room, 1334 Longworth House Office Building, at which time we would be pleased to have you appear and explain to the committee your views and suggestions toward improved procedures in these major regulatory agencies.

Sincerely,

OREN HARRIS, *Chairman.*