

self in his message to the Congress on regulatory agencies on April 13, 1961, under the heading "The Caliber of Appointed Personnel" said this:

No amount of reorganization or new procedures can be effective without or a substitute for high-quality personnel in charge of these agencies. No other single step can accomplish as much.

The thought I had in writing the letter is that so many studies concentrate on administrative and procedural matters that it seemed important to me, and has for many years, to emphasize and reemphasize the very point that President Kennedy himself made in his report to Congress.

I would like to include in the record as well as my letter to the President a letter which I wrote to my old friend Congresswoman Green, of Oregon, in December of 1960, at the time when the first inquiry came to me concerning my willingness or interest in serving on any regulatory agency in Washington. I believe you will see that the same comments in a different form are contained in this letter, and show that my interest in this matter has not changed over a long period of time. If it please the subcommittee, I would like to offer this letter for inclusion in the record.

The CHAIRMAN. It will be received.
(The document referred to follows:)

THE BLACK BUTTE RANCH,
Sisters, Oreg., December 16, 1960.

HON. EDITH GREEN,

Member of Congress, House Office Building, Washington, D.C.

DEAR MRS. GREEN: This is in answer to your request for background material relevant to my possible appointment to the Interstate Commerce Commission or other regulatory agency and is an expansion of the material furnished your staff by telephone yesterday. Also enclosed are references, where appropriate covering each period and type of experience.

First, however, let me reemphasize one point which I made yesterday. Over the past several years, when asked by you and Senator Morse, Senator Neuberger, and others to consider such an appointment, I have consistently refused. As a young man in the Government service, I had the great privilege of working under the direction of the late Joseph B. Eastman, Chairman of the Interstate Commerce Commission and one of the finest public servants ever to be employed by our Government. This was a wonderful experience but it's impossible for me to forget the heartbreaking frustrations and overwork which confronted this great man as he tried to produce order, prompt action, and vigorous protection for the public against the steady opposition of a majority of Commissioners who were usually moribund and sometimes worse. I am certain that this long, lonely struggle contributed to his untimely death during the war; a war which had already prevented President Roosevelt from acting upon the reorganization plans Mr. Eastman had prepared for him.

When Mr. Roosevelt himself died before the end of the war and Mr. Eastman's proposals and the need for reform were forgotten, I promised myself that I would never return to Washington in connection with a regulatory agency except in a policymaking position and then only if assured that the President who had appointed me was determined to follow through with a thorough house cleaning and the appointment, at his earliest opportunity, of a clear working majority of Commissioners dedicated to honest, vigorous regulation in the public interest.

The events of the past few weeks, including Senator Kennedy's appointment of Dean Landis to advise him, have given me the first hope since Mr. Eastman's death that these conditions may soon prevail. If this is the case, then you may submit my name to the President-elect and his advisers, for in these circumstances I should be honored and delighted to serve, if nominated and confirmed.

If these conditions are not to prevail, however, my previous attitude will remain unchanged for as you know, I do not need a job; I have a good life and it would be pointless to exchange it for the anxieties and frustrations endured