

I want to apologize, I must apologize to the subcommittee for the fact that although your invitation was issued to me almost exactly 2 months ago, the volume of work in the Commission has been such as to prevent me from making the kind of study and detailed recommendations regarding procedural and administrative matters which I know you are interested in and which I would like to lay before you. I have a few suggestions which I assume will come out in the course of the hearing. But they are not complete. Perhaps I will have a chance to do this later. There have been numerous invitations for me to do some writing on the subject, and when I am free to do so it is my hope that I will be able to.

Now, gentlemen, I would be very happy to attempt to answer any questions you have.

The CHAIRMAN. That concludes any statement that you desire to make; you do not wish to comment further on your letter to the President?

Mr. MORGAN. Those are my general comments. I will be happy to answer any specific questions you have in mind, sir.

The CHAIRMAN. Commissioner Morgan, I assume from your letter and your statement that you do not desire to continue as a member of the Federal Power Commission beyond your term, which will expire in June?

Mr. MORGAN. That is correct, sir.

The CHAIRMAN. And you have made that clear to the President?

Mr. MORGAN. Yes, sir.

The CHAIRMAN. Now, in your letter to the President you state that there are a number of reasons for your decision. Several of the reasons are clearly visible in your dissenting opinions. That is a very interesting comment. I myself would like to have out of your experience just what you have in mind with reference to the decision which you reached, that you would not desire to serve further on the Commission.

Mr. MORGAN. It is my view, and it is set forth as clearly as I was able in several dissenting and also concurring opinions, that the quality of regulation at the Federal Power Commission, even though it has been substantially improved in the last 2 years, is still not sufficiently vigorous and imaginative to offer full protection to the public, or for that matter, to offer full fairness and promptness of decision to the industries which are supposed to be regulated by it. There is a tendency to hold back from employing new avenues of approach or seeking for new solutions. Like all institutions, the Federal Power Commission is loath to abandon what it considers tried-and-tested means, and to adopt new ones. My dissents spell this out in far more reasoned and logical fashion than I can hope to do here speaking "off the cuff."

But I finally came to the conclusion, after assessing my ability to change things, and the speed with which that could be done, balanced against the imposition on my family and the sacrifices involved in public service in Washington, I came to the conclusion that the rate of accomplishment was not rapid enough to satisfy me and make me feel that all this was worthwhile. And so I asked the President not to consider me for reappointment. There are other factors, as I hope I have made clear, beside those which appear in the dissents, which went into my decision. And some of those are personal.