

Mr. MORGAN. I think that, to a certain extent, in our time, and in the future, all commissions will tend to be creatures or captives of the staff in the sense that for a long time it has been impossible for commissioners to operate independently of the staff.

The volume of work is so enormous, and the cases are so complex, that every Commission is very dependent on the staff.

To that extent I think they will continue to be captives of the staff. The CHAIRMAN. Mr. Commissioner, we are very dependent upon the staff of this committee for our work. But I don't think there is a member of this committee who feels that the staff controls the members. And any member of any Commission, yours or any other, who does not have the capability of using his own judgment and assuming his own responsibilities, instead of having to rely and depend upon the staff to make his decisions, has no business being there.

Mr. MORGAN. You misunderstand me. I am not talking about relying on the staff for the making of decisions. I am talking about relying on the staff for the information which is crucial and essential to the making of the decisions.

The CHAIRMAN. How else can you handle the matter? If you cannot rely on the staff, who are you going to rely on?

Mr. MORGAN. I don't think we disagree on that. But it is crucially important that the staff, while gathering information, should feel free to get all they can from wherever they can, rather than to be restricted. This greatly expands the ability of the Commissioners to produce good decisions.

The CHAIRMAN. Did you propose these recommendations for improved decisions to the Commissioners?

Mr. MORGAN. We have discussed a number of them several times; yes, sir.

The CHAIRMAN. You did not propose them, then, to the White House?

Mr. MORGAN. No, sir.

The CHAIRMAN. Nor to this committee?

Mr. MORGAN. Yesterday I apologized to the subcommittee for the fact that the burden of work at the Commission in the last month or 6 weeks has been so great that I have not had a chance to do this on a formal basis.

The CHAIRMAN. You say this whole thing started, with reference to getting into the press, over a column by Mr. Pearson?

Mr. MORGAN. That is correct.

The CHAIRMAN. Did you give it to him?

Mr. MORGAN. No, sir.

The CHAIRMAN. Did you give it to somebody else that did give it to him?

Mr. MORGAN. No, sir; no one saw that letter or any copy of that letter before it went to the White House. I did talk to perhaps a dozen Western Senators before writing the letter, to tell them that I proposed to leave the Commission. I did that because by tradition my successor will very probably be a westerner, and I sat down and had a chat with perhaps a dozen men over there to tell them what was going to happen and to urge them, if they could, to help locate a very good man. Each of them asked me if I had a suggestion as to a man, and I told each of them I did not, and that I wished I did.