

essential to the effective discharge of my job as a quasi-judicial official, and that if the industries that are subject to regulation by the Commission did not believe that the Commission was fair and impartial, we could not discharge our responsibilities. This is the only fear that I have expressed. I have not looked for easy applause or for the approval of clagues; but have tried to decide each case as it came before us on the merits and impartially, and not to be pushed or hounded into wrong decisions.

Mr. Morgan goes on:

The big problem is to find men of ability, character, courage, and broad vision, who have the same viewpoint as the authors of the legislation they will be called on to administer, men who would feel at ease while working with a Pinchot or a Norris, men who don't become neurotic with worry after having cast a vote for the public interest.

You see, even if you vote right, you are wrong anyway, because you worried about it.

I don't know about feeling comfortable with a Pinchot or a Norris. I never met Mr. Pinchot, but I did know Senator Norris. I had, to me, the very great privilege of working with him when I was a young man, employed by TVA, and he was the defender in the Senate of the program of the Tennessee Valley Authority.

I do not know whether I could say that I was at ease with him. I had a deep feeling of reverence for Senator Norris, and I know when I was in his presence that I was in the presence of greatness.

And I learned something, I think, from Senator Norris. He was a great man not only because of a pure and simple dedication to the public interest, but also because he knew that to achieve his program required study, hard work, and attention to procedures. Senator Norris was one of the greatest parliamentarians in the Senate of his day. He never took for granted the detailed work, the tedious preparation that is required in order to achieve success. He was not interested in posturing, not interested in acclaim, he was interested in pushing along a constructive program—he was interested in building. And when he died he left a great monument to his work.

The letter goes on:

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.

I think this is illustrative of the thinking that striking an attitude will do a job, that you do not need attention to procedural reforms, that the Administrative Conference has been wasting its time. All you need is someone to set the right pitch.

Then Mr. Morgan concludes, in his last two paragraphs, by saying that he does not really mean anybody in particular, and he sends his compliments to the President.

Now, I am frank to say that I doubt that this will help the President, and I am not at all certain that it was intended to do so. I think the people who read it knew that it was not an honest letter, that it was not intended to help, that it was intended to embarrass both the President and his fellow Commissioners.