

did not impress the other members of the commission as the right way to use our limited staff capacity and we refused to be drawn into what we thought was just a rabbit trail.

Now, it could be that we were wrong that this was a better use of our staff. I still do not think so, but I do not think the majority of the Commission have to be right 100 percent of the time in order to be free from attacks upon our integrity.

The way to improve administration, Mr. Chairman, is to work within an agency, if you have a case, to impress your colleagues with the depth of your work, with your ability to make a positive contribution, with your freedom from prejudice, with your desire to be constructive and positive and to help all the consumers of the country, with your freedom from political pressures—that kind of approach, I think, impresses fellow commissioners.

It would have gone far. And a sense of responsibility for the prestige and the reputation upon which the usefulness of this agency depends, a sharing of concern that our program should not be diminished, that its enemies should not be encouraged—this, too, would have gone far.

Mr. Chairman, I should like to go over the program or objections that Mr. Morgan listed yesterday. He listed a dozen things that he thought were wrong with the Federal Power Commission. Of course, this is the place where suggestions for improvement should be made, and I am sure that the sound ones requiring legislation, if there are any, you gentlemen would want to heed, and they are not all bad.

The first point he made is that the Commission does not have freedom or independence, externally or internally, that the President can designate the Chairman, who has complete control over his staff, and that this helps to frame policies. The Chairman, in turn, is the captive of the White House, the staff is the captive of the Chairman, and the Commission is the captive of the staff.

I think I got it all.

In all fairness, Mr. Chairman, I want to say that the White House has never attempted to influence the Chairman of the Federal Power Commission during my tenure in any improper way. I send the President every month a report on our progress and our problems; so as far as I know, these have satisfied him or his staff—I presume he does not read these reports himself—that we are doing a creditable job. I believe, Mr. Chairman, that if we should need help, the White House would attempt to help us, but I can say in complete candor that the relations between the White House and the Commission have been entirely proper.

Now, so far as the scope of the authority of the Chairman is concerned, this is a matter upon which the experts have debated for many, many years and there are well-developed schools of thought on the subject. The Congress has gone first one way and then another. Currently, I think, the conception of the proper organization of an administrative agency is that it helps to have the so-called strong chairman system, in which one man is responsible for the administrative functions of the agency. I may say I believe in that, Mr. Chairman. I cannot see how an agency can dispatch its work if appointments and assignments and all the other mass of administrative matters must be decided by committee. It seems to me that