

Without the needed sense of public responsibility, a commissioner can find it very easy to consider whether his vote might arouse an industry campaign against his reconfirmation by the Senate, and even easier to convince himself that no such thought ever crossed his mind. And if he can fool himself, whom can he not fool?

I think it is pretty clear that that is directed to the Commission.

Mr. MOSS. Do you think there is—

Mr. SWIDLER. When he says "easy to consider whether his vote might arouse an industry campaign against his reconfirmation by the Senate," I think there he means that one or more of his colleagues can—have fallen prey to this danger.

Mr. MOSS. Let's take it as a general principle. Do you think it is true?

Mr. SWIDLER. It is a tendency which one must keep in mind and try to steel oneself against; yes, sir.

Mr. MOSS. In other words, it could arise?

Mr. SWIDLER. Oh, yes, sir. The question is did it?

Mr. MOSS. I don't think that is the question before the committee.

Mr. SWIDLER. OK.

Mr. MOSS. I would imagine if that were the question before the committee, we would have been having a different kind of investigation.

Mr. SWIDLER. I am very glad to hear you say that, genuinely, Mr. MOSS, because I thought you had some question on it. If you have none, I am indeed happy about it.

Mr. MOSS. The question was raised by you, sir, not by me.

Mr. SWIDLER. I thought it was raised in the letter, sir.

Mr. MOSS. That is where we disagree. I think the letter is a general statement of advice, convictions, even some personal ones.

Mr. SWIDLER. I agree with the next paragraph, about finding men big enough for the job.

Mr. MOSS. And the next one?

Mr. SWIDLER (reading):

I would like to mention a little caveat about men who do not become neurotic with worry after having cast a vote for the public interest.

I think if a fellow manages to cast a vote for the public interest, we ought to applaud him, even if he had some qualms in getting there.

Mr. MOSS. Let's see. I was talking about the ones discussing agencies—

Mr. SWIDLER. I was talking about the material after the semicolon in the paragraph at the top of page 3. I was expressing a reservation about it. I think there are a lot of people who must summon up their courage to do what they think is right, and I think so long as they do, we ought to be content that this is an achievement.

Mr. MOSS. He mentioned men who become neurotic. Neurosis is a different thing from mere worry about a decision.

Mr. SWIDLER. If you want to use it technically, yes, sir.

Mr. MOSS. If you use the word "neurotic," I don't know where you would find a dictionary to give the technical definition.

Mr. SWIDLER. I think you have a point, sir.

Mr. MOSS. In the next one, do you find anything?

Mr. SWIDLER. I think by definition, you cannot have all the agencies staffed with people of the quality of the half dozen who have been the best commissioners in U.S. history. You have to settle for people.