

benefit of all citizens become more difficult to accomplish. Certainly we do not want to create what amounts to new administrative processes which would expend undue time and effort to redo administrative action which has been taken already in the regular administrative structure.

Another preliminary observation I would make concerning the ombudsman facility as it applies to the Federal scene is that we already have a number of effective governmental processes filling a similar function. I need not stress to this committee the tremendously useful and dedicated work along these lines which is carried out by the Members of Congress and their staffs. The heads of the executive departments and the independent regulatory agencies also have fine records in resolving their own administrative difficulties. Our system of judicial review of administrative determinations provides a remedy against arbitrary or capricious action or actions contrary to law. It should be emphasized that in those countries in which the ombudsman facility has wide use we do not find as highly developed systems of judicial review of administrative action as we do in this country. And then, of course, the Office of the President has traditionally received citizens' complaints and has been a strong influence in resolving many of them or explaining to an aggrieved citizen the rationale for governmental action taken.

With these general observations, I should now like to turn my attention to the role of the Administrative Conference as it relates to the ombudsman concept. It should be obvious to the members of this committee that I am enthusiastic about the prospects for the new permanent Administrative Conference. It will be a means for the constant and continuing improvement of Federal regulatory practices and procedures. I should like to emphasize, that the Administrative Conference is not and will not become a super agency. The Congress has wisely constituted it in such a way that the governmental departments and regulatory agencies will play a dominant role in improving their own procedures. The Administrative Conference is established at the same level as the regulatory agencies for the purpose of creating a mechanism and an environment whereby they can themselves work together in a structured organization to bring about improvements in practices and procedures. In addition, the conference enables the injecting into this process of self-improvement, some of the finest and most skilled minds from outside the Government as a leavening agent. The previous temporary Administrative Conferences, under the most able leadership of Judge Prettyman, showed that the departments and agencies through the use of this kind of organization are willing and eager to participate. The fact that there should be a Conference organized on a permanent basis was one of the principal recommendations of the last temporary Conference, and the widespread support this recommendation received from all quarters augurs well for the future of the Conference.

More particularly as it relates to the ombudsman concept, the Administrative Conference may well develop into an effective agency for fulfilling some of the more important objectives envisioned in the ombudsman's role. The major statutory charge for the conference is the improvement of administrative practices and procedures which