

As soon as the Administrative Conference is sufficiently organized to begin its work, a first order of business, of course, will be the selection of potentially fruitful subjects for conference study. Careful consideration in this selection process will be given to the possibility of evaluating the application of the ombudsman idea in our Federal establishment and the potential utility of the various forms in which the mechanism might be tried in this country. Such questions would seem to me to be among the appropriate initial undertakings of the Conference, and I plan to suggest this topic to the Conference for its early consideration.

Finally, as I complete my statement, I would like to say, I look forward to close cooperation with the Congress, this subcommittee, and the Federal departments and agencies. Our common goal is to improve administrative practices and procedures. The most direct and effective way is for the agencies themselves continually to review their practices and to initiate and adopt improvements themselves.

But the philosophy underlying the concept of the ombudsman or any other technique for meaningful handling of citizens' complaints is sound. The specific question is how that philosophy can be adopted to our huge Government structure in a way which will do the most good for the most citizens. Our obvious aim should be to cure the problems in regulatory processes without becoming fettered by detail. In short, our common direction should be to devise procedures which will lessen the need for an ombudsman to handle a multitude of specific complaints from aggrieved citizens.

I am confident the Administrative Conference can play a significant role in working toward the achievement of this aim. We welcome the aid, advice, and guidance of this subcommittee and of the Congress as we organize and begin our assigned tasks.

That completes my prepared statement, Mr. Chairman.

Senator LONG. Thank you, Mr. Chairman. It is a very fine statement. Without objections, we will place in the record at this point the biographical sketches of Mr. Williams, Mr. Cushman, and Mr. Maxson.

(The information follows:)

BIOGRAPHICAL SKETCH OF JERRE S. WILLIAMS

Jerre S. Williams was born in Denver, Colo., August 21, 1916, the son of the late Wayne C. Williams and Lena Day Williams. He was reared in Denver where his father was a practicing attorney and at one time was Attorney General of Colorado and also Special Assistant to the Attorney General of the United States.

Mr. Williams graduated from the University of Denver in 1938 with an A.B. degree in political science; graduated from Columbia Law School with an LL.B. degree in 1941. While at Columbia Law School he was an editor of the Columbia Law Review and a Kent Scholar. He was admitted to the Colorado Bar in 1941, the Texas Bar in 1950, and the Bar of the United States Supreme Court in 1945.

In 1941, Mr. Williams began his law teaching career at the University of Iowa Law School. In the summer of 1942, he served as an attorney in the Office of Price Administration while awaiting his call of active duty in the Air Force. In the fall of 1942, he entered the Air Force and served as a Legal Officer in the Air Transport Command until his release from active duty in 1946.

In the spring and summer of 1946, Mr. Williams served as Assistant Professor of Law at the University of Denver Law School while awaiting his joining of the faculty at the University of Texas Law School in the fall of 1946. He served successively as an Associate Professor of Law and Professor of Law at the University of Texas until appointment as Chairman of the Administrative Conference of the United States in October of 1967. In 1964, he was named the Rex G. Baker and Edna Heflin Baker Professor of Constitutional Law at the