

Mr. CHESELDINE. I have been criticized by the Civil Service Commission for keeping my records down to a point that some people argued that I have already made up my mind and kept the record that way for that reason.

Mr. BROOKS. I wouldn't worry about that. Was your decision the right one?

Mr. CHESELDINE. As far as I am concerned.

Mr. BROOKS. You just saved a lot of money and a lot of bother. I would be more worried about the rightness of my decision than the rightness of letting everybody fill up the record so that nobody could question that decision.

Mr. CHESELDINE. Mr. Stillwell and I have both preached this at various conventions. They take it, they think it is nice, and they go back to their old practices.

Mr. BROOKS. I think you should consider the possibility of recommendations that would make it more practical to prepare these records and to hear these cases.

Mr. CHESELDINE. We have just put a new procedure into effect in the last 6 or 7 months. We are faced with a lot of what we call shotgun applications.

We now require the applicant to disclose his entire testimony in advance so that we can go to the hearing, hear those witness on cross-examination, hear the protestants and wrap the thing up in one hearing rather than having two or three.

Mr. BROOKS. Of course, I don't think that you as examiners are totally helpless when you have a hearing. You know, if I were a hearing examiner, I don't care how many million dollars were at stake, and the lawyers for one side or the other kept loading up that record, they would be jeopardizing my good nature.

I think that there is a way to get their attention. It is like telling them that anybody can do it in 50 pages, but it takes somebody with brains to do it in one. Just say, "Counselor, I know you are well informed because you are surely well paid, and maybe your client would encourage you to condense and capsule your comments into 10 or 20 pages instead of 10,000." This is the kind of comment that might get their attention. They would be trying to appeal that decision just as soon as I rendered it, and it wouldn't be taking me a whole lot of time.

I would be guilty, perhaps, of what you might have been accused. If they insist on just loading you up, tell them you won't allow it. I don't let agencies do that. We have some agencies that come in and bring big stacks of stuff, and they want to read page after page. Just stop them.

Mr. CHESELDINE. I don't say that the whole staff is perfect, I don't mean that. I don't say I am perfect. We are trying to do a job. We have some awfully tough cases involving a lot of money.

We also have a lot of small cases, and you can see from our production that we are getting them out. We are trying to improve our procedures, but for everything we think of, the lawyers seem to think of something to offset it.

We changed the application form; we have changed procedures. We have done almost everything. But they are one step ahead of us.