

**Outline of Research Proposal
to be prepared on the Use of
Congressional Tribunes for
Controlling the Administrative
Agencies of Government**

**American Enterprise Institute
Washington, D.C., April 12, 1966**

- I. General Form and Purpose of Congressional Tribunes: to act as a deliberate systematic regular counterbalance to the tendency of agencies to expand and endure beyond reason.**
- II. Extent and Importance of Problem: Statistical dimensions of the problem; statements from classic authors; the ignoring of the problem in textbooks but the recognition of the problem in the press and congress; the lack of self-limiting recommendations in agency proposals.**
- III. Precedents: self-policing devices in agencies and among agencies; the Roman Tribunes; inspectors-general; Ombudsman; the GAO; the Bureau of the Budget; Committees of Congress.**
- IV. Recruitment of Tribunes: Who would be qualified; where would they be found; limitations on past connections; tests; the type of person sought compared with civil servants in general.**
- V. Organization: How the tribunes would be hired, paid, supervised for housekeeping purposes and for the performance of tasks; relation to the leadership of Congress and to committees; relations with individual congressmen; legal formulation of the relation of tribunes with the agencies to which they are assigned; powers of tribune to solicit information.**
- VI. Methods of work and procedures in the agency: How the tribune operates, the questions he asks himself and of the agency, the extent to which he can rely upon agency data; the resources that he can command for independent research; extent to which the agency officers need be informed of his work.**
- VII. Specifications and form of Output: When and in what form the reports of the tribunes are to be submitted; what they should contain; how detailed they should be; what are the minimum and maximum amounts of change that they can recommend in the agency; how specific should they be in relation to the ultimate form that corresponding legislation would take.**
- VIII. Costs of the Program: Salaries, overhead and support costs; indirect social costs such as time of officials taken; congressional supervision time.**

IX. Evaluation of Results: Extent to which results can be predicted; typical career of an action process through the congressional tribune system; gross effects of the collective operation of a corps of tribunes simultaneously performed; statistical methods of evaluating effectiveness of the proposed institution; probable modes of evaluation that would be used in the press and politics; probable methods of criticism and evaluation that would be employed by the presidency and executive agencies concerned; costs and savings balance.

X. Summary of the Proposal and General Commentary.

XI. Means of Theoretical Study of the Problem

- A. Historical in terms of precedents and in terms of the political capabilities of political systems to support countervailing institutions.
- B. Content analysis of a sampling of practices as reflected in budgets and in budget hearings.
- C. Sample survey of opinions concerning the reform of existing practices among experts and observers.
- D. Cost of aforesaid theoretical studies.

XII. Means of Beforehand Experiments

- A. By setting up model of the congressional tribune system based on a single agency and following it through outside of the government.
- B. By setting up a model based on a single agency tied into an existing committee, section of a committee, or individual congressman, informally in all cases.
- C. Same by formal adoption and sponsorship by an existing committee or office, with outside financing.
- D. Same as C with committee financing.
- E. Any one of above with respect to more than one agency.
- F. Costs of aforesaid experimental operations.