## Honorable Robert D. Ray, Governor of Iowa First Inaugural Message, January 16, 1969

As a step in combatting the perilous impersonality of government and in giving citizens a renewed sense of direct participation in their government, the office of ombudsman should be established, subject to appointment by the Governor and confirmation by the Senate. The concept has a 160-year history of success, beginning in Sweden and recently under consideration in more than half of our fifty states. An ombudsman would serve as a channel for redressing individual grievances which are beyond the reach of present court procedures and leave many people voiceless. Additionally, the ombudsman would analyze grievances and seek better administration of public agencies. He would improve the performance of legislative functions through identification and recurring problems which may require corrective legislation. Finally, experience has shown that an ombudsman improves the morale of public servants and increases public confidence in them, by ventilating unfounded criticism and rejecting unfounded complaints.