

dedicated in visiting precincts and riding throughout the city, visiting officers on their beats and in the units, listening to the police radio. I have been tremendously impressed with the response of officers to calls, with the willingness of officers, in fact, to volunteer to come in and back up officers going in on a robbery call or some other call where there may be violence. This, to me, is one of the most important kinds of evidence of the morale of a police organization, and I have been impressed that there is high morale in the Department, and I have great confidence that we can do much to prevent disorder of any kind and that we will be prepared to handle any minor or other disorder which may occur. I am also confident that we can do more in preventing crime and in controlling the very difficult crime problem that concerns all of us. And Chief Layton and I and other members of his staff have had several discussions about what we might do.

The Department, I should state, has been doing a great deal in the past two years. Chief Layton has led a re-organization of this Department, a major re-organization, which, to my knowledge, is one of the most far-reaching re-organizations of any large city police department that has occurred in this nation in many years. And I think Chief Layton deserves much credit for that. I fear that the community perhaps does not appreciate the great significance of this re-organization, which I think has streamlined the Department, reduced the span of control of the Chief and some of his ranking officers, and the Department is going into a computerization program. The records system is being improved. And there is much more to be done in carrying out the rest of this re-organization. I am happy to have a part of that effort, Mr. Chairman.

The CHAIRMAN. I believe this question as to your authority came to a head about two weeks ago when four policemen, after their duty hours, began shooting out the window of their car.

Mr. MURPHY. Yes, sir.

The CHAIRMAN. I think that some people were of the opinion that Mr. Layton should have handled that and it was not necessary to report that to you immediately. Now, would you discuss whether that type of—

Mr. MURPHY. Yes, Mr. Chairman, I would like to discuss that.

As I stated earlier, it has been my experience that policies and practices in police departments vary a great deal. I attempted to make clear when I became Director of Public Safety that I would like to be advised at any time, any hour of the day or night, about any major incident, and I was not advised about this incident. Frankly, that concerned me. I would want Chief Layton—and, as a matter of fact, Chief Layton and his staff have handled that matter completely. I was somewhat concerned that I didn't know about it soon enough. I did believe and I do believe that it is important for me to be aware of any incident which involves a disciplinary matter relating to a police officer. And I think that the Mayor, Commissioner Washington, and his assistant, Mr. Fletcher, should be made aware of such developments very promptly.

For instance, this morning, Mr. Chairman, at 5:45 my phone rang about an unfortunate incident at the Russian Embassy in this city this morning. And I do want to know about those things immediately because of the implications they could have, and certainly not inject myself to the extent of excluding Chief Layton, because I have great