

of the Chief of Police in dealing with the departmental matters. They quoted you as saying, "There will be flexibility. I am a real liberal when it comes to organization charts."

Is that an accurate statement?

Mr. MURPHY. Yes, sir.

Mr. WHITENER. You are going to go around the man that is duly appointed and——

Mr. MURPHY. I would not see myself ever going around Chief Layton, Congressman. In my experience in administration I always told my subordinates to talk freely to my superiors should they visit them, but, unless they were instructed otherwise, I would want a report on what was discussed, and that has been my policy.

I have talked with Assistant Chief Hughes and Assistant Chief Wright, and I have met with the Deputy Chief of Traffic and Chief Trotter. I have visited many precincts and criminal investigation units. And in trying to educate myself, because I am new, I have talked at that level about many problems. I frequently sent notes to Chief Layton after such meetings, raising questions. And as I think I made clear to the Chief, it was never intended that I would short-circuit him.

Mr. WHITENER. I think this story implies an entirely different situation, that you were saying that sometimes "I will act through Chief Layton; sometimes I will go to his subordinates." Now, this is talk about action, not discussion.

Mr. MURPHY. Yes, sir. Well, for instance, Congressman, if I am in my car and I respond to a police call and the Chief is not present, if I feel an important decision has to be made, I would not hesitate to do it, but the Chief would be advised of it. I certainly do not intend to short-circuit the Chief at all.

That comment simply meant that I did not feel that every time I had a contact with someone higher in the police department that we would require Chief Layton to be present or that I would always discuss it in advance with Chief Layton. I think that would be quite restrictive.

Mr. WHITENER. So, as I understand it, what you are saying is you did not imply that you would be issuing orders to——

Mr. MURPHY. Oh, no, sir.

Mr. WHITENER. To subordinates of the Chief of Police on policy matters?

Mr. MURPHY. No, sir; just in an emergency.

Mr. WHITENER. Or personnel matters?

Mr. MURPHY. Yes, sir; that is right.

Mr. WHITENER. That merely for the purpose of doing your job better you would seek information from any sources available whether they were commissioned officers or not.

Mr. MURPHY. Yes, sir; that is accurate.

Mr. WHITENER. Well, I think that clarifies it a little. I was concerned when I read the story in the Post of your statement—"an angry Murphy" it said, and I suppose you now disclaim that you were off base because of some great anger, is that——

Mr. MURPHY. I try, Mr. Congressman, never to be angry. I am not always successful.

Mr. WHITENER. Well, I suppose all of us have that problem at times. It is not too advisable to get angry.