

Mr. MURPHY. Yes, sir.

Mr. MATHIAS. And you had previously graduated from Saint Johns University.

Mr. MURPHY. I discontinued my college education to enter the Naval Air Service, Congressman, and completed it after becoming a police officer in New York City.

Mr. MATHIAS. Now, as you worked up through the ranks in New York City from patrolman to sergeant to lieutenant, you then became an instructor and training officer.

Mr. MURPHY. Yes, sir.

Mr. MATHIAS. And you went through the procedure of organizing a Commissioner's Inspection Squad.

Mr. MURPHY. Yes, sir; I did.

Mr. MATHIAS. Could you just tell us very, very briefly a little bit about what that involved?

Mr. MURPHY. Yes, sir. In the New York City Police Department, the Commissioner, for many years, has had a unit known as the Commissioner's Confidential Unit, and this was an internal affairs and organized crime unit, but it had never carried out an inspection function similar to the Inspector General function in the military. And Commissioner Michael J. Murphy requested me, assigned me to organize, plan and organize such a unit.

We developed that unit in 1961, and inspected precincts—New York has a large number of precincts, about 78—and many detective units, traffic, youth and other units. And it was the function of this unit which I organized to inspect and evaluate the effectiveness and efficiency of these units in the field.

Mr. MATHIAS. Then you went on leave of absence and served as Chief of Police in Syracuse, and were you there involved in a re-organization of the police department?

Mr. MURPHY. Yes, sir; I was.

Prior to my coming to Syracuse, the department had been under investigation, and the Chief of Police and the First Deputy Chief resigned, retired, and the Mayor determined that he would bring in an outside Chief of Police.

At the time I came in the department was under severe stress because of this investigation, and I felt that the department needed a re-organization. I sought the assistance of the International Association of Chiefs of Police, and they came in and surveyed the department for us. And with their assistance, we re-organized the department into four major branches, whereas previously there had been a very broad span of control.

Mr. MATHIAS. Now, when you returned to New York as Commanding Officer of the Police Academy, did you again get involved in a re-organization of the Academy?

Mr. MURPHY. Well, at the time I returned to New York, Congressman, the move into the new \$10,000,000 Police Academy building in New York City was imminent, and this involved housing in one structure the college program for police officers of New York City which at that time was conducted jointly, and to this day conducted jointly by the police department and the City University of New York. So one of my major responsibilities was to implement this moving process and to re-organize several of the training programs for the department, including some new command level training and specifically some disorder prevention and control training.