

considerably from precinct to precinct. And I am confident that Chief Layton agrees with me that there is work to be done here. Chief Layton has been very hard at work through this re-organization process, which is a major undertaking. There is much more to be done, it seems to me, in going further now, and I am hopeful that we will be able to standardize policies more. There is need for training and planning.

Mr. BROYHILL. Now, these are organizational needs. As far as the quality of the police department is concerned, do you feel that the quality of the men, the membership, is good?

Mr. MURPHY. Congressman, I feel it is good. I would hope that we can increase salaries and thereby further improve the quality of the personnel we can attract to the Department. I think it is a factor in every police department in this nation that the salary offered for police officers somewhat influences the quality of candidates.

My view of a police officer, Mr. Congressman, I am afraid is a view that is not widely shared. I believe that every police officer should be a true professional. I believe that every police officer should have a college degree because of the difficult problems our society places upon the shoulders of that police officer. He is asked every day to deal with the challenging problems of human behavior. We do not pay him enough, train him enough, educate him enough or support him enough for the difficult task this society asks him to take.

Mr. BROYHILL. I think every member of the Committee agrees with that, Mr. Murphy. I think it was indicated last week when we reported a pay bill that was somewhat more liberal than had been recommended by the District government.

Do you feel that the community of the District of Columbia, the citizens of the District of Columbia, have the same feeling toward the police department that you have?

Mr. MURPHY. As I expressed earlier, Congressman, I fear that my own view of the great importance of every policeman and the need for him being a truly professional person is not widely understood. I think part of the lack of support for our police officers is related to many misconceptions our citizens have about what a police officer is.

Mr. BROYHILL. Do you feel then that the citizens of the District of Columbia are supporting our police department as they should? I do not want to put words in your mouth, but my question was in that direction.

Mr. MURPHY. Financially, I would prefer if we could support—

Mr. BROYHILL. Well, by "support" I mean do they have respect for our police department, and do they want to help the police department to maintain law and order? Do you feel that they have that feeling toward our police department?

Mr. MURPHY. I think, Congressman, it is very difficult to generalize about that, because I think people in various neighborhoods of any city have a different view of police officers.

For instance, people who are affluent do not depend on the police department the way poor people do. People who can afford to call a doctor, if there is sickness in the home, do not call a police officer to ask for medical assistance. People who have automobiles and friends and employees, if they have some family problem, can perhaps resolve that problem with their own resources. Other people who are less fortunate must depend upon a police officer to assist them. And I