



# Department of Justice

---

ADDRESS

BY

THE HONORABLE GRIFFIN B. BELL  
ATTORNEY GENERAL OF THE UNITED STATES

BEFORE

DEPARTMENT OF JUSTICE EMPLOYEES

CONCERNING

GOALS AND PRIORITIES OF THE DEPARTMENT

2:00 P.M.  
FRIDAY, MARCH 18, 1977  
THE GREAT HALL  
U.S. DEPARTMENT OF JUSTICE  
WASHINGTON, D. C.

It is an honor to meet with you today.

The chief task facing me is to take the reservoir of skill and dedication here and make it work more effectively. I have the highest regard for Attorney General Levi and Deputy Attorney General Tyler, but we all have different approaches to getting a job done and different tasks and priorities. I want to tell you what we have in mind, our goals, and what we think will make us more effective in fulfilling the role of a Department of Justice in the national government and within the federal system.

My first major step in reorganizing the Department has been to create in effect two deputies -- the Deputy Attorney General and the Associate Attorney General.

Under the arrangement we are now implementing, Pete Flaherty, who hopefully will soon be confirmed and sworn in as Deputy Attorney General, will generally supervise all crime-related activities. This is conceived as a new supervisory role that we hope will be the catalyst for implementation of a national policy against crime. Generally, the Deputy Attorney General will oversee the Criminal Division, FBI, DEA, Bureau of Prisons, Law Enforcement Assistance Administration, Parole

Commission, and Pardon Attorney. The Deputy Attorney General will also supervise Freedom of Information and Privacy Act matters.

Michael J. Egan, who I have named as the Associate Attorney General, was sworn in here last Thursday. The Associate Attorney General will have general supervision over most civil-related activities. These include the Civil, Antitrust, Civil Rights, Tax, and Lands Divisions among the litigating sections. The Associate Attorney General will oversee the Immigration and Naturalization Service, and the Community Relations Service.

This allocation of responsibilities should result in more effective management, though it is still considered a trial structure. If it proves successful, the office of the Associate Attorney General would be formally converted to the position of a second Deputy Attorney General in the President's reorganization plan.

The Attorney General, of course, continues to bear final responsibility for the entire Department, as well as the final policy and decision-making authority. Several offices in this structure report directly to me, including the Office of Management and Finance, Solicitor General, Legislative Affairs, and Legal Counsel.

I have assembled a group of Special Assistants who have orders not to be screeners - but expeditors. They are bright lawyers in whom I have great confidence and trust, and I assume they will earn yours. I've considered going to Congress for special legislation to make Doug Marvin, General Levi's Counselor, an indentured servant to the Attorney General on grounds of indispensability, but there likely may be constitutional considerations. Doug keeps telling me he wants to go practice law, and though it's against my self interest, I understand the desire and I may in time acquiesce.

A clear priority is the need for increased resources in the legal divisions. It is apparent to me and the new Assistant Attorneys General that many trial lawyers carry loads which are too heavy. Support personnel are overworked, and prompt attention is necessary. I hope to add and institute training programs for more trial attorneys, support personnel, and paralegals to the legal divisions. I am very aware that we need to secure adequate offices and sufficient modern equipment.

But there will be growth in the Department only where need dictates. Resources may well be shifted within the Department. Costs will be pared whenever and wherever possible. We must attempt to adhere to the President's Order to fill only three of every four vacancies.

From time to time, various other agencies within the Federal Government seek to assume their own litigating responsibilities. As a general policy, I believe that the responsibilities for the Government's litigation should be centralized in the Department of Justice and not scattered piecemeal through the Federal bureaucracy.

I have been deeply impressed by the skill and professionalism of the Department's career personnel. Based on the contacts I've already had, I greatly appreciate your hard work, long hours, and dedication. I have found you eager to help fashion improvements where improvements are needed and full of innovative ideas to get our tasks done in a better fashion. I think you also will find that the new appointees who have joined the Department -- or who will in due course -- are receptive and open minded toward any suggestion that you might have toward making the Department and all of its units more effective.

Let me emphasize several structural concepts.

Good relations with Congress by the Department are essential. Toward this end, I have directed that the Office of Legislative Affairs be the focal point for a coherent legislative program. It will develop consistent policies on legislation, testimony, and all other contacts with Congress. In all of these efforts it will work closely with the Congressional liaison offices in the divisions and agencies.

I understand there have been problems in the past. The Department sometimes found out about legislation so late that all it could do was oppose the bill. When Congress is considering particulars of legislation, I want our views to be fully considered in the formative stages -- at a point when our contribution can be a positive one. Likewise, the Department will solicit a wide range of views on legislation it is drafting.

The new Office for Improvements in the Administration of Justice will develop some of our most important legislation, including proposals to improve court procedures and alternatives to the courts for resolution of many disputes.

An enormous amount of crime stems from narcotics and drug traffic, and it is apparent more resources must be directed against the problem. An Order is being prepared directing an

official of the Federal Bureau of Investigation and a certain limited staff promptly to assess the feasibility and desirability of making the Drug Enforcement Administration a Division of the FBI. I cannot predict what the ultimate conclusion will be, but I can guarantee that I will give close attention to drug law enforcement.

I have already made my views known on other areas of priority for the FBI. The Bureau must give greater attention to complex frauds and financial crimes, and particularly those against the government. Recruiting and training must be directed toward providing more accountants and computer experts to track sophisticated crime involving modern technology.

In a related area, there must be increased enforcement activity against organized crime. I haven't read the GAO report discussed in the Washington Post this morning, but I will. I do know that we need enhanced Department-wide coordination, and I intend to see that it is developed.

Another major concern to me is the Law Enforcement Assistance Administration. The question is how we can make LEAA more effective. It is a matter to which I am going to give a great deal of attention. There must be significant improvements, and I hope we will soon identify the leadership to undertake that task.

Whatever your specific task may be, it is essential that all the Department's employees adhere to strict ethical standards.

This means that no case -- civil or criminal -- is to be tried in the press. Specifically, I oppose leaks of information from pending grand jury investigations. Not only does this violate the rule; often it denies due process. I hope that the practice will be stopped.

I personally consider such legal and ethical strictures compelling. In order to tell another Cabinet official last week some information concerning a potential Presidential appointee in one Department, I secured a court order permitting me to do so.

I told a group of reporters this morning that the leaks I have seen in the newspapers of the matters I know about have been from persons who obviously do not know the accurate



story.

There is never any excuse for prejudicing the rights of parties to litigation. All of us in the Department should know better than anybody else that nothing so harms "justice" as the transgressions of those sworn to uphold the law.

Every employee should re-read part 50.2 of Title 28 of the Code of Federal Regulations. It contains strict prohibitions against Department employees saying or doing anything that might affect the outcome of a trial or prejudice a defendant's rights.

One compelling statement of our responsibilities is found in a Supreme Court decision rendered more than 40 years ago where the misconduct of a U. S. Attorney resulted in an overturned conviction. Mr. Justice Sutherland for the Court in Berger v. U.S. said that a Federal attorney "is the representative not of an ordinary party to a controversy, but of a sovereignty whose obligation to govern impartially is as compelling as its obligation to govern at all; and whose interest, therefore, in a criminal prosecution is not that it shall win a case, but that justice shall be done.

There can never be any exception to that standard.

The integrity of this Department is paramount. One measure which I pledged to the Senate Judiciary Committee to implement and which I have personally done and made public daily since I took the oath of office from the Chief Justice 52 days ago, is the Department-wide institution of a logging requirement of non-Departmental contacts. We will distribute an order implementing workable logging requirements next week.

There are many other things that I want to discuss with you in the months ahead. I hope to have more meetings like this one. I have been -- though not nearly as much as I intend -- visiting you in your areas of work. I plan eventually to visit every part of the Department.

That sort of communication is essential if we are to carry out the important task we face. I have made it a point to be accessible -- both in the Department and out.

In the past eight weeks, I have met with groups of Governors, State Attorneys General, illegal aliens, local prosecutors, civil rights groups, officials of Bar groups -- and others. They are all our clients and they represent our ultimate client -- the

American public. It is essential that we find out their concerns, priorities, and how we can all work together more effectively.

The President has asked me to initiate the formulation of stated goals for our Department. I want your suggestions. If you have recommendations on this or on anything else, send me a memorandum. We will give it every consideration.

I want this Department to be one in which you are proud to be a member. You will know I am around. My expectations and demands of excellence are high and I expect yours to be as well.

Thank you for taking time from your work to be here this afternoon. In the time remaining, I would be happy to try to answer any questions you may have.