

DEPARTMENT OF JUSTICE

ATTORNEY GENERAL JANET RENO

DEPUTY ATTORNEY GENERAL JAMIE GORELICK

ASSOCIATE ATTORNEY GENERAL JOHN SCHMIDT

CAREER SENIOR EXECUTIVES TOWN MEETING

Monday, September 19, 1994

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(4:10 p.m.)

1
2 MR. EULER: I have been asked to inquire if we
3 have any hearing-impaired people with us today.

4 (No response.)

5 MR. EULER: Well, welcome to the career senior
6 executives town meeting with the Attorney General. I'm
7 John Euler, president of the Department's chapter of the
8 Senior Executives Association, which is sponsoring this
9 gathering.

10 We are very fortunate to have with us today the
11 Attorney General, the Deputy Attorney General, Ms. Jamie
12 Gorelick, and the Associate Attorney General, John
13 Schmidt.

14 The Attorney General agreed to meet with us to
15 provide her views on priorities for the Department, her
16 expectations of her senior executives, and to discuss
17 issues which you want to raise.

18 This is a genuine opportunity for all of us to
19 engage in an exchange of views and emerge with a good
20 sense of direction and understanding.

21 A word, if I might, about the Senior Executives
22 Association. The SEA is an association of career senior
23 executives which promotes both the interests of executives
24 and principles of good leadership and good Government. It
25 is the only organization dedicated exclusively to the

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1 issues that affect members of the SES.

2 There are two aspects to the SEA. First, there
3 is the pocket book issues that we are all familiar with --
4 pay, jobs, and pensions -- and in this area there's no
5 question that the national office has done a great job
6 looking out for your interests, but the other aspect is
7 professional leadership, helping to assure that the work
8 of the Government in our sections and offices gets done
9 efficiently, honestly, with attention to the needs and
10 morale of our subordinates, and with a sense of vision and
11 purpose.

12 I suspect that for most of us in this room it is
13 that part of our work which is the challenge and the
14 reward of the job. Today's meeting initiates a major
15 effort on the part of the DOJ chapter towards this second
16 element or aspect of SEA. We plan to meet quarterly to
17 include in our program issues that relate to how we do our
18 jobs and can do them better. For those of you who are not
19 members, I hope you will consider joining and
20 participating.

21 The topics we need to address include the
22 national performance review, the partnership in Government
23 initiative, issues of diversity and gender, and how we can
24 best work with our political leadership to support and
25 implement the goals and initiatives of the administration,

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1 so it seems to me that there's a great common premise or
2 point of view that we all share with the Attorney General
3 and the administration.

4 All of us who have made a career of Government
5 and have worked our way up through the ranks essentially
6 believe in Government and that it can be made to work
7 well. I think a theme of this administration is that the
8 American Government can and should be effective and
9 successful, so there exists a sort of common denominator,
10 if you will, or shared perspective from which we in the
11 career SES and our political leadership can move forward
12 and build a very effective working relationship.

13 With that thought, I am honored to introduce the
14 Attorney General, a career public servant like ourselves
15 Ms. Reno was appointed by the President in March of 1993.
16 From 1978 until that time, she served as the State
17 Attorney in Miami, Florida. Initially appointed by the
18 Governor, she was elected to that post some five times.

19 Prior to her work as State Attorney, she was a
20 partner in the Miami firm of Steel, Hector, and Davis, an
21 Assistant State Attorney, and staff director of the
22 Florida House of Representatives Judiciary Committee.

23 She was born and raised in Miami, received her
24 undergraduate degree in chemistry from Cornell, and her
25 law degree from Harvard.

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1 The Attorney General will give some introductory
2 remarks, and then the floor will be open for questions. I
3 encourage you to speak up, and look forward to a good
4 discussion. Two of the great points of anxiety about a
5 meeting like this are, first, will enough people show up
6 when we've gotten The Great Hall, and then secondly, will
7 you ask questions, so I hope you will, and once concluded,
8 we've got some refreshments in the back where we can
9 mingle and chat even more informally.

10 So without further ado, and with appreciation, I
11 present your Attorney General.

12 (Applause.)

13 ATTORNEY GENERAL JANET RENO

14 GENERAL RENO: Thank you very much.

15 As I have said on a number of occasions, one of
16 the great parts of coming to Washington was to immediately
17 meet and begin to work with some of the most incredible
18 lawyers and support staff that I have had the privilege of
19 working with on any occasion.

20 As I look around this room, I see so many people
21 who during the last 18 months have given me such wise
22 counsel. Obviously, this Department was about a month-
23 and-a-half behind the other departments in even getting a
24 Cabinet-level person in place, and then it has been
25 sometimes a long-delayed process in getting the other

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1 political appointees in place.

2 I have never been so proud of career people as I
3 have you, in watching you perform so many extraordinary
4 duties and doing so much during this interim to carry the
5 Department forward. You didn't just caretake, you moved
6 with vigor. You pursued an agenda of service that is
7 extraordinary, and it is exciting to see how people have
8 responded around the Nation.

9 I was talking with Mr Nadal earlier and talking
10 about what BJA has done in terms of community policing and
11 making the whole concept of community policing really at
12 the cutting edge of law enforcement locally in America.

13 Mr Roper has been so extraordinary in terms of
14 looking at me and saying, well, that's the good Government
15 way of doing things if you want to do it that way, and
16 here's the way you don't do it, and I've always known that
17 I could rely on his advice, and so many people here.

18 I am indebted to you, and I have a new mission
19 when I leave this position, and that is to let the
20 American people know how extraordinarily fortunate they
21 are to have so many dedicated people who have made a
22 career of public service, so many dedicated,
23 extraordinarily fine lawyers who have made a career of
24 public service, working with them and for them in the
25 Department of Justice.

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1 So I look forward to your questions. I also
2 look forward to your suggestions as to what we can do to
3 do better.

4 MR. EULER: The microphones are here, if you
5 would step up. The Attorney General is ready to take your
6 questions.

7 GENERAL RENO: Let me address, while you're
8 thinking about it -- well, go ahead.

9 VOICE: You sent a very nice memo early on
10 talking about career development and developing our
11 employees, and are there any actions you have taken
12 that -- we don't see a lot of follow-up to these
13 announcements. We know things are going on, but there's
14 nothing formal that gets to us. Could you talk for a few
15 minutes about that?

16 GENERAL RENO: Let me touch on the first issue,
17 because I think this is one of the most frustrating things
18 for me.

19 I sometimes think that I have about 10 different
20 law firms here, and 94 different law firms around the
21 country, and five different police agencies, and trying to
22 get everybody to talk together, whether it be on work life
23 policies, on career development, and make sure that we
24 follow through on a consistent basis throughout the
25 Department is very important to me, and I would appreciate

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1 your suggestions as to how we can do better in terms of
2 informing people.

3 When I took office I was very concerned about
4 the creation of career opportunities for promotion, and we
5 have tried to institute procedures. I'm not entirely
6 satisfied with it, and I would appreciate your suggestions
7 as to what we can do better and across the Department
8 lines.

9 VOICE: The area of particular interest was, you
10 had sent, I think it was either the newsletter that comes
11 out, or with the pay stubs, or some place about the career
12 development aspects. Not so much the promotion per se,
13 but the development of the people, their skills, their
14 understanding of broader aspects of the job, rather than
15 job-related training, personnel development, and it might
16 be that the two areas they might be able to do something
17 is, 1) we don't have a good communication medium where we
18 get feedback from what other people's ideas are, and so I,
19 for instance, have called the hot line once or twice, but
20 you don't get a sense of, are other people calling about
21 the same issues, are there results that are being put in
22 place in response to somebody's inquiry, and so that might
23 be one thing we could do.

24 The second is perhaps a follow-up letter from
25 time to time on some of the initiatives you have started

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1 so we can see the status. I think people very much
2 appreciate those letters that come out as a one-page news-
3 type item. I can't remember the name of it, but those are
4 useful.

5 GENERAL RENO: That is an excellent idea,
6 because I think -- and Jamie, this may be one of the
7 problems. We have a weekly meeting with the main Justice
8 legal components, but we don't -- and the U.S. Attorneys
9 are represented there, but it is interesting to me, we
10 probably are not being heard in the law enforcement
11 components, and so I think we need to address that, and
12 follow up with it, and I think it is a point well taken,
13 because we really have put a lot of effort into advising
14 people.

15 Then we have -- Jamie has a biweekly meeting
16 with the law enforcement components, but I think that goes
17 more to substantive issues, and we need to broaden that.

18 Thank you.

19 Let me address some of the concerns that I have.
20 As I have indicated, the quality of work that I have seen
21 is so impressive. People are really dedicated to trying
22 to do whatever they can to make sure that this Department
23 does the best possible job. There are one or two
24 initiatives that I think reach out.

25 I can tell you from the perspective of having

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1 worked in Miami and never having -- I think I had been in
2 this building once before I became Attorney General, and
3 not understanding all the Federal processes, the Federal
4 Government is a great mystery to the average citizen, even
5 to a chief prosecutor in Dade County.

6 The Federal Government talks in terms of 40 and
7 ABC's and titles this and that, and I think a lot of
8 Government lawyers talk in terms that they usually and
9 generally understand, but I think we all have a special
10 responsibility to start speaking out about the work of the
11 Department of Justice in words and terms that people can
12 understand.

13 I think we can do -- let me give you an example
14 in terms of civil rights. We can do so much in terms of
15 explaining what is necessary for civil rights enforcement
16 in terms that people can understand and why it is so
17 important to enforce the civil rights laws and I think
18 secure compliance.

19 Classic example, the Americans with Disabilities
20 Act. When that act was first passed, industries that were
21 affected, motel industries, restaurant industries, said
22 that they were terrified, and I have met with industry
23 representatives who said they were literally terrified
24 when they first heard about the act, and thought that it
25 would be an overwhelming burden on them.

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1 We have now met with them on a regular basis,
2 showed them what is expected as reasonable compliance, and
3 we're getting a lot of compliance because we have reached
4 out and done outreach in terms that people can understand,
5 and made it clear, and the more we can do along those
6 lines, the more I think it makes people understand
7 Government better and appreciate what we're doing.

8 Secondly, there is a number of -- and a number
9 of you have heard this before. There is a tendency to
10 say, well, we're going to implement this grant this way or
11 this way, and go to a community and say, this is the way
12 you've got to do it.

13 I am so proud of the initiatives that so many of
14 you have undertaken, the antiviolenace initiative by the
15 Criminal Division, what the various bureaus and OJP have
16 done in terms of reaching out to communities and saying,
17 how can we work with you in a true partnership, what the
18 law enforcement components have done in terms of the
19 antiviolenace initiative and developing a true partnership
20 with local government.

21 It is just so gratifying to travel around the
22 country and have police chiefs and local prosecutors tell
23 me that they have never seen law enforcement agencies at
24 the Federal and local level work together so closely.

25 So the more we can recognize that there are some

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1 extraordinary efforts underway in communities around
2 America, and the more we can build on those and form a
3 real partnership so that people can understand Government
4 and appreciate what we do for them, I think the better the
5 Department can serve.

6 VOICE: Somebody's got to do this. I don't want
7 John to be hanging out there. I'm Bob Dingleman with the
8 Justice Management Division, and in the opening remarks
9 allusion was made to the National Performance Review, the
10 NPR. We've just completed our first anniversary of the
11 NPR, and I want to direct a question both to you and
12 Ms. Gorelick.

13 Now that we're faced with year 2, what do you
14 think the key message is in priorities we as career
15 executives ought to take about the National Performance
16 Review? What issues do you believe that we should be
17 helping you push to change the way the Department of
18 Justice does business?

19 MS. GORELICK: I think that's a very good
20 question, and one that I think is enormously helpful to
21 discuss, and in particularly this venue. The first year
22 of National Performance Review -- and I've only come in on
23 the tail end of it -- has been driven largely by a desire
24 to see where we might streamline in a macro sense. How do
25 we get the waste out of Government? How do we get more

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1 power and authority down to the people who actually deal
2 with the public, or who actually make decisions? How do
3 we liberate people from what is generally considered to be
4 the negatives of bureaucracy?

5 I think that the really hard work comes when you
6 get beyond that. It comes in developing a different
7 culture within each of our organizations. What I tried to
8 do in my own office was strip out the policy development
9 responsibilities and move those responsibilities back into
10 the components and into the divisions that should have
11 those responsibilities.

12 I have tried at every stage to delegate
13 decisions down into the components and into different
14 levels of my staff. I have tried to tell people that they
15 need to step up to decisions and make each decision that
16 they feel that they can that does not need to be resolved
17 at a higher level.

18 Within each of your areas of responsibility --
19 and you really are the leadership of this Department --
20 you, too, need to try to incorporate the ideas of the
21 National Performance Review. When I first started hearing
22 about it, my eyes glazed over. I mean, I did not -- the
23 phrase, reengineering Government, or customer service in
24 the context of Government, really had no meaning for me
25 I had been in the corporate world, where the same

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1 reinvention process had been undertaken, and the effect of
2 it was in fact quite energizing because it gave
3 responsibility to those who could most effectively use it.
4 That is, those people who dealt with customers and who
5 needed to effectuate decisions.

6 In the context of Government, we have become too
7 risk-averse, and that has really clogged up the process.
8 Also, it's hard to tell who our customer is, and we have
9 many customers, and so what I see, Bob, as the challenge
10 of the next year is to take some of the very good ideas
11 and to translate them into ways that all of us can
12 understand and can work with, to try to change the culture
13 some.

14 The principle of the National Performance Review
15 and the principle of reinvention of Government is, I
16 think, fairly fundamental for this administration, and
17 that is, people need to believe that Government works, and
18 that it does something that they want done. It's
19 something that certainly the three of us believe in, and
20 certainly all of you believe in, because you have
21 dedicated your careers to Government service.

22 Well, if we believe that, we need to demonstrate
23 it to the American people, whether our customers are
24 immigrants, whether our customers are State and local
25 governments, whether our customers are victims of crime or

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1 victims of discrimination, or whether our customers are
2 other people in the Federal Government, and that really is
3 the challenge, and it is a challenge of remaking the
4 culture now, and I think really this -- I would play that
5 back into the earlier question about how we can have a
6 better dialogue among ourselves and with each other about
7 what ideas we have.

8 I was not here when the hot line was started and
9 the NPR process was started. I understand that people
10 were canvassed for their ideas, and many of their ideas
11 have really borne fruit, but I think as we tried to
12 incorporate NPR into our daily lives, I think it would be
13 helpful, in fact.

14 And Steve, I would love to try to do this in
15 some way, to gather together people who operate in
16 different venues within this Department to see what their
17 ideas are for translating these sometimes unwieldy
18 principles into a way of life. I think that is a much
19 more difficult challenge, but that is the one that we are
20 facing next year.

21 GENERAL RENO: In connection with that, in terms
22 of the risk-taking and delegating authority, it becomes a
23 two-way street, because you and the people that you
24 delegate to have got to feel that I'm going to back you
25 up. I have talked to people who have taken the risk, and

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1 have been before Senate and House committees, and have had
2 their names in the headlines and say, don't ask me to take
3 that risk again.

4 One of the most gratifying things that happened
5 to me today, I was meeting with some people who have been
6 some of my heroes and heroines in carrying through as
7 senior level management during this interim, and one of
8 the things that was so touching to me, one of them said,
9 when you first came into office you said, we're going to
10 do the right thing, and it has been much easier for me to
11 tell a Senator who calls about his grant that I'm going to
12 look at it and then not give him the grant, because I knew
13 it wasn't the right thing to do.

14 It has to be a two-way street in terms of
15 backing you up and trying to convey throughout this entire
16 Department to a border patrol agent on Imperial Beach at
17 the southwest corner of this country that I'm going to
18 back him up when I ask him to be bold and creative that
19 I'm going to back him up. It was much easier to do it at
20 930 lawyers at home. With 95,000 people, it is much more
21 difficult, but all of us as managers have got to convey
22 that.

23 Secondly, as managers -- and I would love to
24 have met Vince Lombardi, because I have had people tell
25 me, well, I'm a Vince Lombardi-style manager, or something

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1 like that, and I don't know what he was, but I think to
2 set the tone, no matter what it is, you've got to have
3 managers who care.

4 They don't have to win popularity contests, but
5 they've got to care about the people who work with them
6 and for them, and understand how important it is to
7 motivate that person that is getting started, to give that
8 support staff the encouragement, to go to a paralegal
9 graduation course and let them know how proud you are of
10 them, deal in the issue of career development, and work
11 with people and let every single person that works with
12 you or for you know that they important not just as a cog
13 in the wheel, but they are extremely important to this
14 Department.

15 I think getting the best out of a person who
16 said, why should I take a risk, I won't be backed up, say
17 yes, this is a different time now, we are going to try to
18 back you up, we're going to try to support you, we're
19 going to try to help you achieve your own personal goals,
20 we're going to address the issue of work life and family,
21 and look at people as a whole and not just as a name and a
22 number in the Department of Justice, I think that's
23 critical.

24 I have an aversion to reinvention of Government
25 I don't want to reinvent the American Government. I like

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1 it when it operates the right way. I think putting people
2 first may be a better way to describe it. Some other,
3 more specific initiatives on the whole issue of the DEAP
4 process and law enforcement, I just think that what the
5 FBI and DEA have done have been extraordinary, but to
6 eliminate the turf battles, to get some standard in
7 automation, standard in aviation, standard in
8 communication, standard in the justifiable use of force
9 across the line, where it shouldn't be any different from
10 one law enforcement agency to the other, and most
11 importantly, make sure that we use the resources we have
12 in the wisest way possible so that there is no duplication
13 and fragmentation.

14 I have already alluded to the coordination of
15 the different components and the different agencies so
16 that we aren't as if we were ten different law firms, or
17 94 different law firms out in the country.

18 Finally, a concept that we call PACT, which is
19 pulling America's communities together, but again coming
20 to the fact that let us work with communities throughout
21 America, whether it be in civil rights enforcement,
22 antiviolence initiatives, the grand processes of OJP, let
23 us understand that communities understand their needs and
24 resources better than we do, that we need to work with
25 them as a partner, not entangling them in bureaucratic red

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1 tape, but in developing outcome measurements that will
2 support what we do for them and make Government again more
3 responsive to the people.

4 I think those are some of the common threads
5 that run throughout what I am trying to do, but I really
6 need your feedback on the candid comments of what we can
7 do for good Government and how we can back people up
8 this is certainly -- I mean, there's no crucible of
9 scrutiny that I've ever seen that's anything like the
10 beltway, and we need to back people up who are willing to
11 take the risk.

12 MS. GOLDBERG: I'm Helene Goldberg with the
13 Civil Division, and I think one of the perennial issues of
14 concern that we have is the working relationship between
15 U.S. Attorneys' Offices and the Litigating Divisions, and
16 I would be curious to know what is happening on that front
17 and how we can improve those relationships.

18 GENERAL RENO: Great idea, because I used to
19 have a number of my prosecutors at home cross-designated
20 as Assistant U.S. Attorneys, and then I would ask them
21 where the case was and what was happening to it, and they
22 would say, Main Justice, and I was troubled by the them
23 versus us.

24 I'm spending a lot of time making sure it's not
25 them versus us. We've got some really splendid U.S.

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1 Attorneys out there, and if I look at it historically, I
2 think what happened was that Main Justice had greater
3 experience. People came to Main Justice and stayed. They
4 had a great range of knowledge across the country.

5 Within the last, I would say 5 to 10 years, more
6 and more people are staying at U.S. Attorneys' Offices
7 because of lack of attrition, lack of employment
8 opportunities out in the field perhaps, higher pay,
9 salaries, and so that you have some strength out there,
10 and what I'm really trying to do is to build -- I mean,
11 the partnership that I talk about with community is
12 partnership with the U.S. Attorney.

13 They're going to understand environmental issues
14 in their community better than we will here, but they need
15 to coordinate with us when it comes to issues that cut
16 across districts or involve huge river basins or areas of
17 more general concern.

18 In the Criminal Division the same may be the
19 case. The U.S. Attorney is going to know that judge
20 better. In Civil Rights, I'm trying to encourage Civil
21 Rights to work with the U.S. Attorneys, because they're
22 going to understand issues that are sensitive and peculiar
23 to their community, and I really begin to see the
24 difference, and it is exciting to see partnerships develop
25 between the components and Main Justice and the field.

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1 What is most gratifying is for U.S. Attorneys to
2 say, you know, you told me to trust Main Justice, and
3 we've been working with so-and-so in the Civil Division or
4 something, and they couldn't be more helpful, and we
5 couldn't have done it without them, and then to have Main
6 Justice say, I just finished working a case with so-and-
7 so in the eastern district of such-and-such. They have
8 some really great lawyers out there.

9 That is what I want to try to achieve, with each
10 of us doing what we do best, and complimenting the other.

11 MR. SCHMIDT: If I could just add one point
12 there, something the Attorney General and the Deputy asked
13 me to do as part of the performance review is to undertake
14 what we've described as a functional review of the
15 Litigating Divisions, meaning the five divisions in the
16 civil area, and also including the Criminal Division for
17 this purpose, and look particularly at questions like, why
18 do we do what we do in Main Justice versus what we do in
19 the U.S. Attorneys' Offices and vice versa, and try to
20 look at where that pattern really makes sense.

21 We started out by talking with the heads of the
22 divisions here to get some reactions to that question, and
23 the next step in that, which we're now undertaking, is to
24 talk to the U.S. Attorneys' representatives. It is clear
25 when you look at it that it's kind of a crazy quilt

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1 pattern where certain things are done in certain divisions
2 and certain parts of certain divisions here versus out in
3 the U.S. Attorneys' Offices, for reasons that aren't
4 obvious. It may be that it makes sense, but it may also
5 be that it doesn't, and we're going to try to approach
6 that in a cooperative sort of a spirit.

7 The initial motivation of that is largely
8 budgetary. My own view of it is that the budgetary
9 implications are probably trivial, because the total cost
10 of all of our litigating divisions when you compare them
11 to the cost of other parts of the Justice Department
12 aren't really that large, but I think the substantive sort
13 of functional implications of it -- how do you do things
14 to make them most effective, how do you do things that
15 make those relationships work the best -- are much more
16 real.

17 So I think, having begun it for largely a
18 budgetary motivation, we may find ourselves in what I hope
19 will be an interesting and productive discussion of it
20 from a more functional and substantive point of view.

21 GENERAL RENO: Let me touch on something there.
22 One of the things that has troubled me is how much of the
23 work, particularly in the U S Attorneys' Offices, is
24 number-driven.

25 Agents are evaluated based on the number of

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1 indictments which, if they're going to be evaluated on
2 numbers, at least convictions I said, but then I looked at
3 the quality of the indictments, and there was no
4 differentiation between the complex case that required
5 tremendous investigative skill and a little credit card
6 case.

7 So I've urged, and we are trying to develop
8 procedures that get us out of a numbers game that we
9 control, so that we focus on what is best in terms of the
10 crime problem that we are trying to address. I raise that
11 because at the same time I'm looking at some
12 interesting -- it's fascinating to see a spreadsheet of 94
13 U.S. Attorneys, and to see the difference in what they do.
14 Some focus on their financial litigation unit and collect
15 a lot of money for the Government the right way, others
16 don't. They have no emphasis on it whatsoever.

17 So I've explained to them that I don't want to
18 get into the numbers game, but I sure want to understand
19 why somebody is collecting money and another person is not
20 collecting money and try to develop some initiatives that
21 respond in the right way. There may be valid reasons.

22 But it is also fascinating because you begin to
23 understand that people don't know about certain tools that
24 they have, and it's a marvelous educational tool to say,
25 hey, you should talk to so-and-so, they're really doing

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1 something that you could find very beneficial.

2 MR. LUTTER: I'm Doug Lutter in the Civil
3 Division. Also, I wanted to follow up on something Helene
4 said, because I think it's quite important, and you were
5 talking about backing people up. I think everything
6 you've said I agree with completely as far as partnership
7 with U.S. Attorneys' Offices. In the Civil Division we
8 often have to exercise judgment about when we think
9 something needs to be handled at Main Justice as opposed
10 to U.S. Attorneys' Offices. I think we do that rather
11 intelligently.

12 There comes a time, however, when a final
13 decision has to be made that litigation is going to be
14 handled one way as opposed to another way, and as I'm sure
15 you know, reasonable people disagree, and we have had
16 several instances when we have felt that an issue should
17 be pulled into Main Justice, and we have not been backed
18 up, and then we have been told to work with U.S.
19 Attorneys' Offices, which is obviously a very good idea,
20 but at a certain point the U.S. Attorneys' Office feels it
21 should be handled one way and we feel it should be handled
22 another way.

23 It seems to me that as long as we are
24 intelligently exercising the authority of when to pull
25 cases into Main Justice, it would make more sense from an

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1 overall perspective to back up that judgment, because
2 otherwise it means that individual judgments are being
3 made out there in the field that don't always agree with
4 each other, and it means in major litigation things are
5 being handled differently, and sometimes inconsistently.

6 So I'm not sure if this is what Helene was
7 raising, but in line with your request that we tell you
8 some things maybe that we don't think are going right, I
9 think there needs to be more thought given to if the
10 people who work for you here are making intelligent
11 judgments about pulling cases and having them handled
12 here, that we have very good reasons for doing so.

13 GENERAL RENO: Let me make a suggestion, because
14 I think your point is well taken. In my conversations
15 with U.S. Attorneys, I think that most of it comes back to
16 communication, and we think we communicate -- where I've
17 seen some friction develop over pulling in and, well, talk
18 with the U.S. Attorney, it's because somebody did it
19 because it was the right thing to do, but may have
20 conveyed the fact to the line lawyer handling it without
21 talking to the U.S. Attorney, the U.S. Attorney gets
22 something from Washington second-hand that says Main
23 Justice is taking the case, and nobody sat down with the
24 U.S. Attorney and gone through it and discussed it.

25 I think your point is well taken, and we need to

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1 address that with the Assistant Attorneys General and with
2 the Advisory Committee, and I will put it on the Advisory
3 Committee's agenda next -- I think next week, but most of
4 the problems are just taking the time to talk to them.

5 VOICE: I have to say again, I agree that
6 something needs to be done. Specific examples I'm
7 thinking of, there was talk again, and it came down to a
8 certain point where there were disagreements.

9 GENERAL RENO: What would be helpful is, let me
10 find out the cases so I can learn from those examples and
11 make sure that we address that issue.

12 MR. SCHMIDT: Since I have been here, which is
13 admittedly only 2 months, the only cases that have come up
14 I have always decided in favor of the Civil Division.
15 There were a couple involving who would have authority to
16 handle appeals, and the Civil Division seemed to me, as
17 you said, making a sensible judgment, and in those
18 circumstances I couldn't see any reason to come out any
19 different, but I would be interested in knowing what the
20 cases are.

21 MS. O'MALLEY: My name is Barbara O'Malley. I'm
22 also in the Civil Division. My question is about
23 alternative dispute resolution. For quite a long time, we
24 encouraged everyone to think about using it in cases,
25 particular types of cases. I had thought the Department

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1 would be coming out with a policy statement or something
2 more tangible. It seemed to me a few months ago that was
3 supposed to be on the horizon. What is the status of
4 that, please?

5 MR. SCHMIDT: It is on the horizon, and the
6 horizon is weeks rather than months. The Civil Justice
7 Reform Working Group has been working on various things,
8 but that has been their highest priority, and they are
9 working on a specific statement. Not a statement, but a
10 specific proposal for action that the Department itself
11 could take in that area.

12 They sort of went back to do some more work on
13 it because I and others reacted to it that we thought it
14 should be possibly even stronger and go further in doing
15 things that would actually result in the use of
16 alternative dispute resolution rather than just make it a
17 kind of rhetorical statement, but I think within a matter
18 of a couple of weeks, there may be something more on that.

19 GENERAL RENO: Let me address, too, because I
20 haven't seen it and I'm as anxious as you, one of the
21 things that has troubled me about law school education in
22 the United States is, I watched my prosecutors in Miami
23 come out of law school knowing they had some idea of how
24 to try a case, but they had never had any course work in
25 negotiation.

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1 I have spoken to the American Law School
2 Association talking to them about the need to really train
3 people and teach people that marvelous art of negotiation.
4 I'm not talking about alternative dispute resolution at
5 this point, I'm talking about learning how to value a
6 case, learning how to negotiate it, and it is a real
7 skill.

8 I had Roger Fisher for civil procedure long
9 before he started talking about negotiation, and I wish I
10 had had him for negotiation, and I want to try, no matter
11 how we come down on alternative dispute resolution, to do
12 everything I can to reinforce that skill and to train in
13 that skill, because I think we can -- I think the American
14 lawyer has too often failed to appreciate and understand
15 how important it is.

16 MS. FALLON: My name is Clare Fallon. I'm with
17 the Tax Division. A message that has come across from you
18 loud and clear has been that you want the Department
19 perceived as highly ethical. You also want open
20 Government, and our process is to be open.

21 I supervise 27 attorneys who are doing civil tax
22 litigation that are not uncommonly threatened with
23 referral to the Office of Professional Responsibility as a
24 litigation tactic, totally unjustified, and there is sort
25 of a tension, I think that I perceive, between the message

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1 that is coming out and perhaps the result that is being
2 created among our line attorneys.

3 I know that some changes have been made in the
4 Office of Professional Responsibility and the relationship
5 between the office and the Inspector General's Office, and
6 I know that in a memo that you wrote in March you
7 mentioned a working committee that was looking at these
8 issues of making sure that we stand behind our employees
9 when they haven't done anything unethical, or maybe even
10 in a situation where they've made an honest mistake, and I
11 wonder first of all why the changes were made, are there
12 any more changes coming up, and what has the working
13 committee been doing?

14 GENERAL RENO: Here is what we did. I came into
15 office and found there was a horrible backlog in the
16 Office of Professional Responsibility. I recalled how we
17 tried to address these issues, and my lawyers at home knew
18 that we would have a prompt investigation.

19 If the complaint was unjustified, if it was
20 frivolous, if it was used as an offensive tactic, we would
21 take immediate action. I would go down and tell the judge
22 what we had found. I would personally go to the Grievance
23 Committee and would follow up in every way I could to back
24 up the lawyer.

25 When it was a young lawyer who was just getting

1 started and it was a negligent mistake, I would take the
2 responsibility for it and institute training programs and
3 try to address that issue. Where it was a lawyer who made
4 a reckless decision, I would address it appropriately, and
5 where it was intentional and wrong, I would take
6 appropriate action.

7 I was appalled that people had these complaints
8 hanging over their heads for as long as it appeared that
9 this backlog had been pending in the Office of
10 Professional Responsibility, and so I asked that the
11 office be properly staffed so that these cases could be
12 handled quickly.

13 The other thing I was appalled to find is that
14 if a district court judge criticized a prosecutor or
15 lawyer, nothing was being done until the case was resolved
16 on appeal, so here was a Federal district judge's opinion
17 hanging out there in some instances unfairly criticizing
18 the Government lawyer, and so we said we would immediately
19 respond when the complaint was first raised in a district
20 court opinion or at any level, and resolve it so that we
21 could defend our lawyer as we proceeded through the whole
22 process.

23 I then appointed a committee, and it has now
24 been established as the Professional Responsibility Board,
25 to look at how we could back up our lawyers when there

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1 were frivolous or unwarranted complaints filed, while at
2 the same time properly pursuing the lawyers who had
3 engaged in inappropriate conduct, and I think that we have
4 done that.

5 We have, I think, identified one case where, for
6 example, the Assistant Attorney General has personally
7 been involved in backing up the lawyer, and if there are
8 any other situations you know of, let me know.

9 With respect to the openness, I was troubled
10 because nobody could determine what was done and what
11 wasn't done, that a complaint was totally frivolous, and
12 there was just a mystery and a confusion, and I thought it
13 important that we be open with the process, and we try to
14 work out a balance that would provide the openness but
15 also address privacy issues.

16 There seemed to be no analysis of the complaints
17 to determine what issues required further training
18 throughout the Department, so the Professional
19 Responsibility Board is addressing that issue as well.

20 Most troubling amongst many things I think was
21 the fact that after the Office of Professional
22 Responsibility made a finding it got handled in different
23 ways. One component would handle a finding one way and
24 one would handle it another. There was no effort to say
25 what should be the Department-wide standard, recognizing

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1 that again it would vary from district to district amongst
2 U.S. Attorneys' Offices, perhaps depending on what the bar
3 was doing.

4 So we have tried to address that issue through
5 the Professional Responsibility Board, and my whole effort
6 is to try to take appropriate action against
7 unprofessional conduct and at the same time quickly,
8 completely investigate so people can have confidence in
9 our investigation of frivolous complaints and then back up
10 the lawyer who has been the subject of the frivolous
11 complaints.

12 What I have found most to date are examples of
13 unprofessional conduct that are not intentional, it is
14 just a matter of training, and we're trying to address
15 that, and we're trying to take appropriate steps in that
16 regard.

17 MS. GORELICK: Let me add, if I can, three
18 things. First of all, we cannot defend our own litigators
19 unless we can assure particularly the courts that we have
20 a strong and robust professional responsibility discipline
21 system ourselves, and one of the things that struck me
22 when I got here, and I know it struck the Attorney
23 General, and it was noticed in our transition materials as
24 well, was that the State courts and even the Federal
25 courts were taking matters into their own hands.

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1 If you think there is something that will
2 frighten a line attorney in a threatened referral to OPR,
3 think about threatened referrals to grievance committees
4 all around the country. In order to forestall that, in
5 order to ensure those who would take discipline around the
6 country against our own attorneys, we need to have a
7 system that works and is perceived to work, and therefore
8 the changes that the AG mentioned in the OPR system and in
9 its openness.

10 Second, we will pursue -- and I personally
11 discussed this with the disciplinary authorities in all
12 the State courts. I met with the Association of Bar
13 Counsel, and I met with the State court judges and
14 justices. We will pursue those who would make frivolous
15 complaints against our attorneys for litigation advantage.
16 We will do that, and if any of you find that someone has
17 tried to do that or tried to use the grievance process,
18 use the ethics and disciplinary system for a litigation
19 advantage, we want to know about it, and we want to be
20 able to do something about it.

21 Third, the most prominent area of threats was
22 for punitive violations of Rule 4 2, the rule involving
23 contacts with individuals represented by counsel, and
24 there, as all of you must know, what we have done is
25 promulgate a uniform rule and taken, I think, the bold

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1 step of saying to State disciplinary authorities and State
2 supreme court justices, who do not like hearing it, that
3 this is one area in which we must be able to discipline
4 ourselves and we must have a uniform rule, and we must be
5 able to take a look at our own conduct ourselves, and
6 those are three very concrete things we have done, I think
7 in the interests of protecting the litigators, the very
8 fine litigators in this Department.

9 MS. FALLON: If any decisions have been made,
10 changes in policy and procedures have been made since your
11 March memo, some consideration might be given to
12 communicating that -- for example, your statement about
13 perhaps bringing frivolous complaints to the attention of
14 the bar committee -- and it might be good to do some
15 follow-up.

16 MS. GORELICK: We actually have a memorandum
17 that we drafted listing the various actions we've taken,
18 and I can't say now actually that I know what the
19 distribution of it was, and I think it is a very good
20 point.

21 GENERAL RENO: I think what you've stressed here
22 is, again I think we have made some progress, but we have
23 got a long way to go in terms of the communication system
24 of this Department. You think you've communicated it, and
25 then you find that it's not out there yet, and we need to

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1 constantly be vigilant about that.

2 MR. EULER: I would like to ask, if I might,
3 what we can do in that regard at the career level What
4 are your frustrations, and what do you see -- how could we
5 sort of help develop that relationship with the political
6 leadership in terms of communications? Is there something
7 that could be done periodically, or if you have any
8 thoughts along those lines.

9 GENERAL RENO: The most important thing I think
10 you can do is speak out and let us know. It is not, I can
11 assure you, out of indifference. I mean, we're trying to
12 develop those lines of communication.

13 In these 18 months I've learned an awful lot
14 more about the Department, and some people have had
15 experience in the Department, but most of the people who
16 have come in have not had prior experience with the
17 Department, and just learning all the sections,
18 learning -- it is -- I mean, you have to be a quick study.

19 It is so important that we get the feedback and
20 the concerns. It is so important that it be as candid and
21 as honest as possible. I mean what I say. I am
22 interested in whatever I can feasibly do to achieve not
23 just good Government but the best Government possible, and
24 there are so many wonderful ideas.

25 One of my frustrations with the crime bill is

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1 that I got taken away from some of the meetings that I was
2 having with various sections, and sitting down over lunch
3 you get some great ideas.

4 Saturday night I was at the border talking with
5 about 30 border patrol officers -- I know more about
6 scopes and night lights and things like that -- but we
7 have got to get down to the very people on the front line,
8 hear from them.

9 They're going to say, well, I wouldn't talk to
10 the Attorney General. I can get them to talk to me if I
11 can get to that front line, but I can't get to all the
12 95,000 front lines, and I need you to get it back to us so
13 that we don't wait just for town meetings, that we have
14 that exchange and that idea going back and forth all the
15 time.

16 VOICE: I want to follow up on, related to the
17 last topic, if you're going to deal in specifics, I would
18 say Judge McBride, but generically is there a strategy to
19 deal with judges that for want of a better word seem to be
20 bullying, consistently bullying either the AUSA's or
21 Department attorneys in unfounded allegations of improper
22 procedures in their courts?

23 GENERAL RENO: I think that's probably one of
24 the most difficult tasks I know. We have just come from a
25 meeting with the Executive Committee of the Judicial

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1 Conference, and this is one area -- I used to be able to
2 deal with it a little better because our judges had to be
3 elected, but it is a very difficult area, and I think we
4 are going to try to pursue it, but how we pursue it and
5 what the appropriate remedy is, I can't tell you that I
6 have the answers.

7 MS. GORELICK: Well, one of the issues that I
8 raised with the Executive Committee just an hour ago, and
9 then I raised with the trial judges at the ABA meeting in
10 New Orleans, is that we want ethics questions referred to
11 us. We do not want our people dragged through grievance
12 procedures all around the country.

13 We want an even-handed and fair assessment of
14 whether people are engaging in ethical behavior or not,
15 and having demonstrated, I think, that we have a strong
16 system, that we have an open system, that we have a fair
17 system, I think we can legitimately go to the district
18 courts and say that.

19 I hope to get to the position where a judge who
20 does not in the first instance seek the views of our
21 Office of Professional Responsibility is the rare case,
22 and I think that would be a significant improvement, and
23 clearly we need to defend our attorneys with all available
24 means when they are faced with unfair charges, and we are
25 doing that, and it is critically important that we do

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1 that.

2 GENERAL RENO : That doesn't answer, because I've
3 dealt with them. I don't know the one judge, but I've
4 dealt with my own situations. It is very difficult when
5 you have a judge that is just going to do their own thing
6 and take it out on a lawyer.

7 What I have discussed with the Assistant
8 Attorneys General is, where you see a clear case that the
9 judge is simply abusing the Justice Department lawyer, let
10 me sign the pleadings, let me respond, and try to do it in
11 every way that we can to try to back up the lawyer in
12 every way that we can. It is a very difficult issue, and
13 I have the image of the judge in mind.

14 VOICE : I think there may be some concern by
15 some of the components about where the Department is
16 headed in terms of its resources. People see the crime
17 bill passed, and they know that's mostly State and local
18 resources. They know that the congressional executive
19 targets are very tight, and they know about streamlining
20 and the reduction required by law in the Federal work
21 force,

22 At the same time, if you're in the FBI, for
23 example, you see Eastern European organized crime or Asian
24 organized crime is a growing problem, and I think some
25 people are concerned about, do you envision the Department

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1 growing in certain areas to meet certain needs, or is it
2 going to have to come from reprioritizing and really
3 looking carefully at the missions and saying we're going
4 to have to do things, not maybe do some things or do
5 things differently. People are a bit confused about where
6 they're going in the future.

7 GENERAL RENO: I think what I've said
8 consistently is the Department has got to first look at
9 what it's doing now, and come back to the evaluation based
10 on numbers and look at some of the cases and wonder how
11 and why they ever got into Federal court, how and why they
12 were ever investigated by a Federal law enforcement
13 agency, and I don't think that we have got -- and I think
14 we have made some significant improvements, but I think we
15 have a ways to go.

16 With the crime bill, I think it was a
17 recognition that local government has the initial
18 responsibility and the principle of responsibility for
19 violence and for the investigation and prosecution of
20 violence. I think those community police officers can
21 make a significant difference.

22 One of the major reasons cases are brought to
23 Federal court is because you can get more Federal prison
24 time, and I thought, oh, goody, I won't have to worry
25 about overcrowding. Guess what I found out.

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1 I think we're going to have to look at that, and
2 as we determine how much -- how long we have to continue
3 this antiviolence initiative, it will be, look, you've got
4 these community police officers, you've got this money for
5 prisons, you've even gotten some money for prosecutors,
6 you should prioritize, and you should assume the major
7 responsibility for the prosecution of violent crime,
8 freeing Federal resources for other initiatives.

9 In the whole area of drug prosecutions, I think
10 DEAP is making some significant strides, but we need to
11 make sure that we again have a coordinated initiative that
12 is not measured just in the amount seized but is measured
13 in getting rid of organizations and having some measurable
14 goals. I think we still have a ways to go.

15 I am convinced that if the crime problem grows,
16 and if we show that we are doing everything we should be
17 doing with the moneys we have, the Department is going to
18 grow bigger.

19 VOICE: What I said before as I wanted to focus
20 on something, I thought you did right, and I wanted you to
21 do more of it. The President recently nominated somebody
22 from this group to a judgeship -- Bill Bryson. Probably
23 around this group we would say that's been one of the best
24 nominations made in the last 50 years.

25 As a young member of this group, I look around

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1 and see lawyers that I think are vastly superior to the
2 overwhelming percentage of lawyers I see that get
3 judgeships, and I wanted to urge you very strongly to push
4 for some of these people to become Federal judges, and I'm
5 sure that that takes an enormous amount of political
6 courage, but you have spoken about how highly you think of
7 this group, and so I would strongly urge you to look to
8 this group to fill up some of those judgeship robes so
9 that we don't get too many more Judge McBrides.

10 GENERAL RENO: I have a great advantage when
11 suddenly this happened to me, and I was here and hadn't
12 really known that much about the Department of Justice.

13 I had heard a couple of names, but I asked
14 somebody who knew a very distinguished Washingtonian and I
15 suddenly got a list of some very wonderful people in the
16 Department of Justice, and I'm intrigued -- I think I
17 still have the piece of paper. Bill Bryson was one.

18 That wouldn't be enough for me, of course, to
19 suggest to the President of the United States that he
20 nominate Bill Bryson, but you have another very potent
21 force here, somebody who has practiced law in Washington
22 for a long time and she knows who's good, and so it has
23 been extraordinarily helpful in recognizing people like
24 Bill, the fact that he was the acting Associate Attorney
25 General.

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1 As a matter of fact, I think there's a lot --
2 the whole balance -- and Jamie remembers the day I reacted
3 to a political deputy, and it was such a -- it just didn't
4 have the right ring.

5 Anything we can do along those lines, we want to
6 try to do it, because part of what I want to do is make
7 public service something magical for America again. I
8 think it is one of the most rewarding undertakings that
9 any lawyer can participate again, and besides, I hate
10 billable hours, and I can't stand keeping track of them
11 and doing 1's and things like that.

12 So Jamie deserves a lot of the credit for that.

13 MR. EULER: Let me ask one more question. The
14 issue that was brought to my attention most frequently in
15 preparing for this was the issue essentially of mobility
16 within the SES. One of the original concepts of the
17 Senior Executive Service was to have a group of fungible
18 senior managers who could in essence move within the
19 Department and maybe within Government and go run several
20 different offices well, perhaps, at one point.

21 In reality, that hasn't come to pass in the
22 Senior Executive Service, and I was wondering, because a
23 number of people asked me if you had any thoughts on that,
24 and if there was a way to begin to develop something like
25 that within the Department of Justice, would you be in

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1 support of it?

2 GENERAL RENO: I saw that in my briefing
3 material and I was very intrigued, and I would like to
4 pursue it in any way that you and Jamie think would be
5 appropriate, because there is -- it is fascinating when
6 you change jobs.

7 Having held one job for 15 years, I sure have
8 learned a lot and have new dimensions and new perspectives
9 in these last 18 months, and it was interesting to watch
10 the lawyers who came with me and how fascinating it is and
11 how much a challenge it is, and I would like to do a lot
12 more and we would like to pursue it.

13 MS. GORELICK: My experience at the Defense
14 Department was there. As general counsel, I was also the
15 director of the Defense Legal Services Agency, which was
16 comprised of the general counsels of each of the defense
17 agencies, so there were some -- I don't know, 40 SES-
18 level lawyers who were general counsels who reported to
19 me.

20 I made it clear to them that I liked the idea of
21 their moving around in their jobs, and I made sure that
22 each one of them knew when there was an open SES position,
23 because most of them had reached the top of the particular
24 ladder that they were in, and most of them were at the top
25 of the pay scale, and what we could offer was variety in

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1 what they did on a daily basis, and what we got in
2 exchange was a lot of cross-fertilization, and it worked
3 out very, very well.

4 We've begun to do some of that. There are some
5 of you here in this room that have moved laterally into
6 different positions and taken on different
7 responsibilities, and I know a number of you are somewhat
8 different in your unique career tracks.

9 What I would ask, since I've personally been
10 involved in a lot of these decisions, is that you make
11 known your interest in perhaps running something a little
12 different, and make that known to me perhaps through Steve
13 Colgate. We will make sure that vacancies are known to
14 all of you.

15 That's certainly part of the practice, but you
16 really ought to let us know and think about what you might
17 like to do next. If you would like to move from
18 supervising litigation to management, or move from here
19 into the field, or whatever that might be, I think it is a
20 terrific idea, and I'm very supportive of it. To the
21 extent that there is the opportunity to do that, I would
22 be very encouraging.

23 MS.KING: My name is Loretta King. I'm a fairly
24 new member of the Senior Executive Service. In fact, I
25 don't think I've seen it in my paycheck yet, but then I've

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1 been in this job exactly 1 week and 1 day, but I have two
2 questions. One sort of follows up on the question that
3 was just asked.

4 Some agencies actually have SES training
5 programs, and I know one of the complaints down in the
6 ranks, the rank and file, is that in order to move up into
7 the SES you have to wait for someone to either die or
8 retire, and I was wondering what was the feasibility of
9 the Department of Justice implementing an SES training
10 program?

11 The second question goes to the U S Attorneys
12 Offices and the relationship that line attorneys have with
13 those offices. One of the tensions that I find that has
14 existed between the line attorneys in Main Justice and the
15 U.S. Attorneys' Office is the pay disparity. We find -- I
16 don't know if other people are experiencing the same
17 problem -- is that we lose a lot of our attorneys to the
18 local U.S. Attorneys' Offices because our attorneys are
19 not paid on par, and I was wondering whether there was any
20 sort of study conducted to determine whether or not that
21 was an across-the-board problem and what we can do about
22 it.

23 MS. GORELICK : It is a problem that we are aware
24 of, and it happens there are some points in the career
25 ladder in which Main Justice is ahead of U.S. Attorneys'

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1 Offices and some points, particularly in the mid-career
2 supervisory ranks, where the U.S. Attorneys' Offices are
3 ahead in pay of Main Justice, and I have asked the Justice
4 Management Division and EOUSA to look at ways in which we
5 might try to meld the two systems so that there is parity
6 and we don't have that sense of inequity, and also one
7 that creates a morale problem and a problem of holding on
8 to very good people.

9 So it is something we are aware of. It arose
10 out of a fluke in the system. It has been exacerbated by
11 changes over the years in the pay scales and it is
12 something we're going to try to deal with, but it is hard,
13 because clearly you can't roll back people's pay, and in
14 this era of tight resources, moving others up to the
15 higher level is very hard, so it is a challenge.

16 Actually, I do not know the answer to the
17 training question, but it will be on my next list for
18 Mr. Colgate.

19 MR. COLGATE: I want to respond on the pay
20 issue. As a part of our 1996 budget, we have included as
21 a part of our strategy in presenting our '96 budget a way
22 to address the pay discrepancies between the Legal
23 Divisions and the Assistant United States Attorneys. As
24 far as career development courses, that will be on my
25 Friday weekly meeting with the Deputy Attorney General.

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1 Thank you very much .

2 We have been involved in the process of looking
3 at career development within the Department of Justice
4 because we have sort of lagged, and we have looked at
5 other agencies -- for example, agencies very similar to
6 the Department of Justice, the Department of Treasury,
7 which has a law enforcement component and has the Treasury
8 Executive Institute, and we are in the process of getting
9 feedback right now on the Department's career development
10 program .

11 I would say generally career development, there
12 are some very good examples within the Department of
13 Justice, if you look at the FBI as far as the agent work
14 force .

15 Career development program, probably the best
16 one is the Bureau of Prisons has done an outstanding job
17 in career development, and what we're trying to do is take
18 a look at what other agencies have done and really play on
19 the success -- take somewhere like the Bureau of Prisons,
20 where you walk into a prison, a correctional officer has
21 an opportunity to become a warden, and ultimately you can
22 become the Director of the Bureau of Prisons -- take a
23 look at the success stories and see how we can offer that
24 type of support across the Department of Justice .

25 The Attorney General has found out we have a lot

1 of new policies, and we have some problems in the
2 implementation, and we are looking at that.

3 MR. EULER: If there are no further questions, I
4 can't thank you enough for coming today. You are very
5 busy people, and it was good of you to take the time, and
6 I think we had a pretty good discussion, and I appreciate
7 everybody standing up and asking questions once we got
8 started.

9 We have some refreshments in the back, and thank
10 you very much.

11 GENERAL RENO: And we thank you very much, and
12 look forward to it again.

13 (Applause.)

14 (Whereupon, the meeting adjourned at 5:15 p.m.)

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