

# Kelley Acts to Improve FBI Efficiency

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Clarence M. Kelley, the new director of the FBI, disclosed yesterday the steps he is taking to improve the agency's efficiency, investigative techniques and relations with the public.

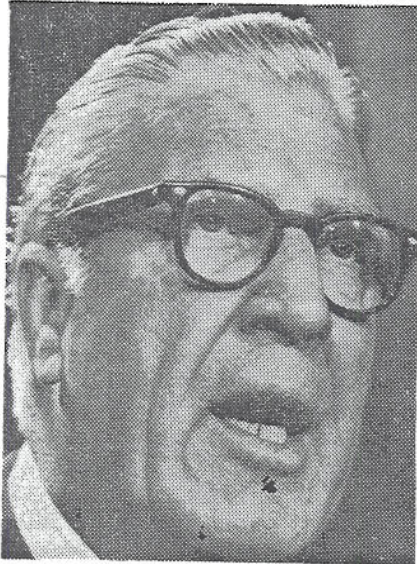
In an interview with The Washington Post, Kelley said, "I want improvement. I don't know if we need major changes to get it, but I want to find out from an objective point of view how we do things."

Accordingly, he said, he has asked two law enforcement experts "to look over our operations and see whether we need to streamline them."

They are William L. Reed, 37, executive director of the Florida Department of Law Enforcement in Tallahassee, and John C. Coleman, 50, training director at the Regional Center for Criminal Justice in Kansas City, Mo., where Kelley was police chief for 12 years before taking over the FBI on July 9.

The director also said he was hiring his former press officer in Kansas City, William D. Ellingsworth, 33, to work in the FBI's press services office here.

Reed and Coleman, who will be executive assistants to Kelley, are due to begin their review next Tuesday. Ellingsworth, who will be an



**CLARENCE M. KELLEY**  
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administrative assistant, is expected to start Oct. 1.

None of the three is a former FBI agent, a fact that might cause resentment among some oldtimers. As one source said, "The bureau is an inbred organization. Some agents get very upset when people are brought in from the outside."

However, Kelley, himself an FBI agent for 21 years, has apparently moved quickly to consolidate internal support for the innovations he hopes to make.

He noted at the start of the interview that he has "a different way of managing" the bureau from that of J. Edgar Hoover, who died last year. During Hoover's 48-year tenure, the bureau's policies and procedures barely changed.

"Where Mr. Hoover had his way of management, I have mine," Kelley said. "Mine is participatory management. I rely quite heavily on the staff for recommendations."

The new director said he is launching a management training program for the agents in charge of the FBI's 59 offices throughout the country.

The program, which he hopes to start in October or November, will be conducted in six sessions, each with about 10 agents, lasting three or four days in different parts of the country.

It will include sessions on media relations, handling mail from the public, better communications, between headquarters and field offices, use of computers for assignment of cases, analysis of office production, and developing files on how criminals operate.

Kelley also disclosed that he is

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bringing special agents in charge of branch offices to Washington—three at a time—each week for conferences with him.

"I'm garnering from them a list of things they feel are problems," he said. "One of the greatest problems is communications. For instance, an agent down south may be asked by a reporter up north about something that's going on here, and the agent won't know what's happening here. Or some field office may develop a good technique in training police or laboratory aides, and other offices may not know about it."

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Kelley stressed that his policy will be one of an open door with the press. He said he wants "a policy of giving the local people (special agents in charge of local offices) wide latitude in dealing with the media."

During the management training sessions, discussions on media relations may include press representatives who could "relate what is desirable to them," Kelley said. "We should give the agents an outline of what they can and cannot

talk about. For instance, they can't talk about investigations now under way."

The FBI chief also revealed that he is going to "reinstitute" the old Crime Research Division, which was split up by L. Patrick Gray III, who served as acting FBI director for nearly a year after Hoover died.

The division handled press and congressional relations as well as speech writing, correspondence with the public and script approval for "The FBI" television show.

Kelley is known to feel that those functions should be coordinated. He said he

hopes to recreate the division under a new name and designate someone to head it by Sept. 15.

In describing his new appointees for press relations and the management study, the director stressed their professional background.

Ellingsworth was a reporter and photographer for the Kansas City Star for seven years before becoming media liaison officer for the Kansas City police department in June, 1969.

Reed, who has a law degree, has headed Florida's 100-member equivalent of the FBI since November, 1967. Coleman, who has a

## JOHN COLEMAN

master's degree in sociology, was a Los Angeles police officer and an administrative aide there to former Police Chief Thomas Reddin. Coleman retired from the force

in 1967, after 20 years of service. As training director at the Kansas City center since 1970, he supervised training of state and local police officers.