

wage is used. Good supervision is imperative for the success of an hourly wage plan.

All day work wages and records of production must be reviewed frequently at definite intervals in order to keep conditions equalized.

B. *Wherever, after careful study, it seems feasible to supersede day work by piecework, this step is recommended.*

General Comment

The foregoing plan retains features of earlier systems of wage payment which have demonstrated their merit. In like manner, it eliminates features of these older systems which have proved to be objectionable or inefficient.

1. *Day Work*—All the accepted principles can be applied under the above plan.

2. *Piece Work*—All the accepted principles of piecework, together with measurement and control principles of the point system, have been incorporated.

3. *Individual Piece Work System*—If it is desired to incorporate into the scheme of wage payment the principles of individual piece rates, upon which the Cheney and Dennison plans are based, this should be done as the last step in the process, for the following reason:

NO particular mode of paying workmen can alone remove the distrust and misunderstanding between employers and employees. What is needed is cooperation between them. As often as they together accomplish a substantial task, the workman should be given, in addition to his regular wages, a fair share of the extra profits. Further cooperation means that the employer examines into everything that must be attended to before the employee can actually devote himself to the job for which he is especially fitted and hired. Perhaps he is wasting time getting material, drawings or tools, or there is something the matter with his machine, or the work is not that for which it is best fitted. . . . There is no end to the things that are part of the business of a manager to look after carefully and systematically to get the most out of machines and their attendants. (Carl G. Barth, addressing the National Metal Trades Association at a meeting held in New York, April 4, 1910.)

The establishment of individual rates, such as the Cheney and Dennison plans require, is a refinement and further development of the principles herein outlined. It may well be regarded, however, as a part of the industrial relations program rather than as inseparable from the payment system.

The M. R. A. Plan preserves the following strong points of earlier systems, the soundness of which the Committee felt had been demonstrated conclusively:

- a. Standards based on accurate time study.
- b. Pressure on the management exerted by the system to standardize shop conditions.
- c. Indication of material wastage, thereby permitting this leakage to be controlled.
- d. Indication of departure from prescribed methods of performance.

The M. R. A. Plan eliminates the following objectionable features inherent in some other systems:

- a. Decreasing rates per piece for added increments in production above standard.
- b. Sharing the workers' savings with management.
- c. Difficulty on the part of the worker of understanding the plan and computing his earnings.
- d. Time-studying operations where shop conditions have not previously been standardized.

AS far back as 1895, in *A Piece Rate System*, he (Taylor) had spoken of "scientific rate-fixing," and in his paper of 1903, *Shop Management*, he had referred repeatedly to "scientific time study." Gradually in his talks at Boxley he fell into the habit of referring casually to "scientific management," and we have seen that in November, 1910, he wrote . . . that he had in mind the preparation of a paper "on the philosophy of modern scientific management." Now, in October, 1910, Brandeis had a conference with Gantt and several other engineers including Frank B. Gilbreth and Robert T. Kent, and at this conference, held in Gantt's New York apartments, the question came up as to what the system . . . should be called. Then was suggested the phrase that Taylor for several years had been using casually, and all present agreed that Brandeis could not do better, in speaking of the system at the rate hearings, than to call it Scientific Management. (Copley, "Frederick W. Taylor," Vol. II, pp. 371, 372.)

Psychology in the Organization of Prison Industries¹

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ORGANIZED industries in penal institutions are of comparatively recent date and represent comparatively recent thought in prison management. Up to the days of Jeremy Bentham the prisoner as a worker was a slave who was treated with less consideration than ordinary slaves because there was no purchase cost. There was a plentiful supply and there was therefore no need to give him as much consideration as one would an ordinary beast of burden. This period of penal slavery is not yet outlived in this country, for we still have our ball-and-chain gangs, our floggings and our farming-out of prisoners as revealed in the recent scandals in the jail systems of some of our southern states. If we confine our discussion, however, to modern and progressive methods of dealing with criminals we find that prison industries are founded upon definite theories of penology. It is therefore worth while to pay some attention to the theories of punishment, the public discussion of which is so confused today.

The penal institution has as its first job the safeguarding of its prisoners. Common sense, self-interest and humanity require that this function be performed with due regard to the fact that most prisoners must be returned sooner or later to society. Even the life sentence means only about fifteen years of imprisonment in most states. In dealing with prisoners we must avoid adding to the time sentence of the court such unfortunate consequences of imprisonment as ill health, anti-social attitude and broken spirit. To this end constant effort must be made to see that at the time of his release the prisoner is at least no worse off in body, mind and spirit than when admitted to prison. Therein lies the preventive contribution of reformatory treatment and training.

Considerations of prudence suggest that while a

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man is serving his time some effort be made to overcome those influences which were instrumental in precipitating his misconduct. However, for purposes of the present paper I feel constrained to pass over the direct measures of medical and hospital treatment designed to improve the prisoner's health and physical condition; to forego a discussion of spiritual and moral training; to disregard the importance of formal education, recreation, and all the other measures which are vital in reformatory treatment and training. And yet each of these items is a consideration in establishing prison industries and is important in a prisoner's industrial placement.

Psychological Classification of Offenders

The scientific study of the individual offender shows that he must be studied with reference to at least the following items: crime, sentence, previous record, age, nationality, literacy, dependents, social attitude, intelligence, personality, skill, physical condition and psychiatric condition. The proper treatment of every prisoner must be based upon his individual combination of these characteristics. These combinations reveal at least four distinct groups on the basis of mentality, physical condition and social attitude, as follows:

1. The better class of prisoners, including those who are not anti-social and who are relatively intelligent, of good personality and stable behavior, amenable to discipline, willing and industrious.

2. An anti-social group, including those who are relatively not amenable to reform because of such things as chronically unfavorable attitude, long criminal record, bad associates, vicious habits, industrial laziness, drug addiction and chronic alcoholism.

3. A psychopathic or defective delinquent group, including those with defective personality, constitutional defect, epilepsy, psychoneurosis, constitutional psychopathic condition and extreme insanity.

4. A subnormal group, including especially the