

the physician, the psychiatrist, the head teacher, the disciplinary officer, the chaplain and the field investigator or the parole officer. Under the system now in operation at the New Jersey State Prison, reports rendered by each of these examiners from his special point of view are assembled in a classification meeting at which each of the examining specialists is present. The data are combined in a classification summary which places the prisoner in a definite classification group, indicating the causes of his criminality and the various correctional measures, medical, educational, occupational and so on, that seem most appropriate. His industrial placement is then determined by these considerations.

If he is a chance offender of the better class, a man for whom the occupational assignment has only a prophylactic correctional value, he is usually recommended for work designed to maintain a wholesome attitude and retain whatever occupational skill he may already have. His work helps pay for his maintenance and contributes toward his peace of mind while he is serving his time. Such a man is a reformatory problem from the standpoint of prevention rather than cure.

The psychopathic prisoner is usually a case for medical attention. He is therefore assigned to some form of industry of the occupational therapy type. Some industries have a mental hygiene value in that they provide a type of work which ameliorates the unstable or antisocial attitude of the psychopathic prisoner. Other industries often aggravate these abnormal mental types.

The subnormal prisoner is usually recommended for some simple type of routine work whether factory work, unskilled labor or household occupation.

The antisocial prisoner of normal mentality, and those high-grade subnormal or borderline psychopathic prisoners with antisocial tendencies who do not respond to other methods of treatment or training, may be given temporary disciplinary assignment. This is usually a type of work which is unpleasant or which calls for physical exertion. The antisocial class may also be assigned to factory work or other industrial occupation not requiring a great deal of skill.

Any or all of these classes of prisoners may sooner or later be recommended for trade-vocational assignments for the purpose of acquiring occupational or industrial skill. This is particularly appropriate for those prisoners who have no legitimate trade or occu-

pation or who should for one reason or another change their line of work.

In all these types of employment, whether industrial, disciplinary, therapeutic or trade-vocational, constant attention must be paid to inculcating such industrial habits as industry, cheerfulness, willingness, care, speed, cooperation, loyalty and promptness which go so far toward making a man an industrial asset over and above his trade ability.

This system of classification and industrial placement is, of course, not infallible. Mistakes are made; conditions in the industries and occupations are not static; and in particular the prisoner himself changes as time goes on. Consequently we provide for reclassification as a check on a man's progress. One of the purposes of the initial classification is the determination of the minimum requirements to be met by each man before he is to be considered eligible for parole. His industrial or vocational progress is one of these requirements. As the man improves in other ways his industrial placement requires readjustment. The antisocial prisoner might progress from a therapeutic assignment to a vocational or industrial assignment. And so on for other types.

In all these assignments particular attention is paid to the probable employment in which a man can engage upon release. This means that for male prisoners only those industries in which a man can obtain gainful employment in the outside world can be utilized. This requires some study of the social situations to which prisoners may be expected to return, and suggests the desirability of surveying industrial conditions in the outside world. It also means that the parole department must give specific attention to providing employment for a man at the time of his release or insisting that he have of his own initiative some definite job awaiting him. In the case of our trade-vocational industries this problem has been partly solved by tying up with some of the state unions. We guarantee a vocational training program in our industries, under the supervision of representatives of the union and our men completing certain training courses receive union cards and are accepted in good standing in those unions on release.

#### Incentives in Prison Industries

Even the best prisoners fall far short of the angelic type and very few have sufficient foresight or ambition to take an active part in preparing for a successful parole. The routine of everyday life with-

in the prison heavily overshadows the prospect of release. It is therefore necessary to support such a system with special incentives and to correlate it with other phases of prison management.

This correctional training program and the prisoner's ultimate success on parole are greatly facilitated by making the conditions of employment, training and living so far as possible like conditions in the outside world. The correctional institutions of New Jersey have done much in this direction by providing recreation, physical training, medical and surgical care designed to overcome the artificial differences between the conditions of prison life and conditions in society at large. New Jersey has also found a satisfactory compromise between the slavery of the contract and the vicious effects of idleness by providing vocationalized industries which combine definite instruction with equally definite manufacture, a happy adjustment of part training and part work that reduces the problem of idleness to a minimum and raises industrial efficiency to a maximum.

To make industrial conditions in prison approximate those outside we need to meet a number of conditions:

1. There should be enough jobs or just more than enough jobs to go around.
2. The man who refuses to work should not receive time credited against his sentence while in idleness.
3. In order to get one of the jobs and so avoid the consequences of idleness the prisoner should merit employment on the basis of skill, industry and conduct.
4. In order to hold his job his effort, conduct and work product should meet the requirements of outside employment.
5. There should be enough work in each job to encourage an honest day's work.
6. The prisoner should be paid in money for his work on the basis of quality and quantity. Some of this money should pay for his maintenance, some go to the support of his family, but most of it to the victims of his crime.
7. Beyond a certain point such payments of money might be exchanged for legitimate privileges or for extra good time to be counted against his sentence.
8. He should be expected to improve in his work as does a good workman outside.

Under these conditions a man would leave prison industrially healthy and strong, to resume earning his livelihood under reasonably promising conditions.

#### Institutions as Laboratories

In formulating this material I have endeavored to confine myself to statements of fact and to my own experience. I should, however, make clear that the program is only an approximation of the ideal as we understand it today. This program is not in complete operation in any prison that I know, but it has reached a high development in the New Jersey State Prison. The degree of its success any of you may judge for yourselves by paying a visit to that institution.

This presentation would be disappointing from my standpoint if it did not make clear to the members of this Society that scientific management is possible in our public institutions just as it is in business. I should be disappointed also if this audience does not feel some concern as citizens and some personal responsibility as individuals for supporting the programs of our public institutions.

The scientific management of our public institutions provides a remarkable opportunity for research which can be carried over into the industrial life of the outside world. In studying prisoners who are under control for twenty-four hours a day, and under conditions which make it possible to understand their individuality, we can learn many lessons for stabilizing employment in business and manufacture. Scientific management requires that the worker be adjusted in and to his employment. He must be given reasonable opportunity for advancement or readjustment so far as his capabilities or industrial conditions permit. The unrest of labor will be greatly diminished when each worker is placed in a job suited to his interests and abilities. This can be accomplished by studying not only the worker or his job but the worker in his job.

And finally, happiness in work is an economic asset to any employer. The human element is the most important single consideration in industrial efficiency. Your managing director has said that "the real management problem is that of inspiring interest, understanding, initiative, effort, precision, and personal effectiveness in cooperative activity." That is the problem in prison industries as well as in the industries of which he was speaking. Our progress in institutional management is advanced by the development of industrial engineering and industrial psychology, and will in turn contribute to these developments. We welcome all possible cooperation with engineers and psychologists.