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The Role of the Correctional Psychologist in an  
Industrially Oriented Institution<sup>1</sup>

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When requested to develop a paper on the topic, the writer had difficulty deciding directly what kind of content should be included. The title indicated the "role of the correctional psychologist". However, when the writer sought to develop content through the usual procedures such as consulting penal authorities, entering the research literature, and consulting various textbooks, he recognized that there really is no such thing as a "correctional psychologist". Therefore, to respond to the role of a nonexistent psychologist seemed to be somewhat difficult. Then too, the title specified "industrially oriented institution". Again, the writer had difficulty deciding content inasmuch as there does not appear any longer to be many institutions which are truly industrially oriented. Indeed, correctional industries generally occupy an integral part of any major institution and in recent times at least the major function of correctional institutions seems to have adopted a new philosophy instead of one relating primarily to work and productivity. The result of these considerations led to the conclusion that the subject of the paper should deal with 'psychologists working in correctional institutions in which industry exists'.

In reality, the average psychologist employed in penal institutions is not a correctionally trained specialist. He is in fact an individual who has received clinical or counseling training in a recognized graduate school. As such, there are only a very limited number of graduate schools which train correctional psychologists. The Manual of Correctional Standards which was issued by the American Correctional Association in 1966 made very clear the prerequisites for becoming a correctional psychologist. These prerequisites specify very carefully the clinical or counseling requirements for qualification. Thus, its major orientation is that of assuming a "medical model" in dealing with inmates rather than a "psychosocial model". These specifications tend to be somewhat ironic in view of the fact that academically trained clinical and counseling psychologists are found mainly in a medical setting such as clinic, general hospital, or mental hospital rather than in industry, services, etc.

Those few psychologists who do find themselves employed in the correctional setting therefore are not likely to be trained in such a fashion as to offer much sophistication to penal industries. In normal routine, they tend to engage in intensive or short-term psychotherapy, psychodiagnostics, assessment, and administration. The same point can probably be stated as true for psychiatrists, also a prerequisite for qualified services according to the Manual of Correctional Standards. Only in recent times with the emergence of the American Association of Correctional Psychologists and its journal publication has a true profession of correctional psychology started to develop. Indeed, as of my last checking, there is not a separate division of Correctional Psychology associated with the American Psychological Association. Divisions 12 and 17, however, do deal with the professions of clinical and counseling psychology, respectively.

If a mass of confusion does seem to exist, that confusion will be further increased when it is considered that the very psychologists who could be of most

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benefit to correctional industries, namely, industrial psychologists, are mostly employed in private and public industry. While they may attack a large number of different types of industrial problems relating to people, they are in short supply and least employed in governmental agencies. In fact, most psychologists of any speciality with either Master's Degree or Ph.D Degree are clinically or otherwise trained and generally do not fit into the industrial setting. Most psychologists seem to work in colleges or universities. Division 14 of the American Psychological Association is the appropriate section for Industrial Psychology.

It has been suggested thus far that correctional psychology is in somewhat of an unfortunate state in view of the fact that its members are trained in such a fashion that they can offer only a limited amount of aid to industries in correctional institutions. It has been suggested also that penal industries has the greatest potential for vocational and educational training and profit than any other correctional activity. To illustrate the significance of penal industries to the correctional setting, the writer would like to cite as an example the fact that approximately thirteen hundred and fifty inmates were employed in the Ohio Penal Industries in Fiscal 1971, producing product sales close to \$5,000,000. At London Correctional Institution alone, sales amounted to approximately \$750,000 and was produced by approximately two hundred and fifty inmates. These sales derived only from three major industries, including a brush factory, shirt factory, and soap factory. Such sales are generated even though the major orientation is not any longer on work and productivity, in theory at least. Such sales and productivity occurred even though the State employs a "State Use" system and can sell only to tax supported institutions or establishments.<sup>2</sup> Thus, a governmentally controlled industry system exists with all its inherent problems.

With extensive controls placed upon it, penal industries is faced often with many and varied industrial problems. It can neither pursue the industrial goal of productivity and expansion nor can it pursue the inmate therapeutic function of rehabilitation or habilitation via work and vocational and educational training. In preparing this paper, the writer attempted to survey some of the existing industrial problems which the correctional psychologists who have been specifically trained could and should attack in order to upgrade the role and function of penal industries. Such an upgrading of penal industries would become most significant in the way of helping inmates. These current problems outlined below are: (1) Outmoded, irrelevant, and non-transferable equipment, (2) Unrealistic and non-transferable work experiences to civilian living, (3) Poor and inefficient incentive systems, (4) Improper use of inmate manpower, (5) Badly trained and educated inmate workers, (6) Management principles which reinforce poor civilian work habits, (7) Custodially trained factory management, (8) Limited contact and communication between correctional psychologists, other departments, and industrial supervision, (9) Situationally produced high turnover rates, (10) Restricted competition and poor product mix, (11) Competing philosophy--rehabilitation verses productivity, (12) Behaviorally disordered and possibly dangerous industrial workers, (13) Interference with production from other institutional functions, and finally, (14) Competing institutional needs which lead to a breakdown of good management principles.

These items then indicate some of the major problems facing an industrial-ly oriented institution which require the services of correctional psychologists equipped specifically to deal with them. To illustrate where the correctional psychologist is deficient, Table I has been prepared comparing the functions of the average correctional and industrial psychologists. Based upon intuition and

awareness of available research data, an attempt has been made to specify whether a specific professional function is nil or insignificant, limited, or of major significance to each occupation.

It should be immediately clear from this table that the functions of a correctional psychologist are markedly different from that of the industrial psychologist, at least as currently construed. This is especially true in certain critical areas. Table I also shows that the correctional psychologist is preoccupied primarily with a clinical set of activities that have only a limited applicability toward penal industrialization and all of its problems. Thus, correctional psychologists have tended to perform a role such as has traditionally been found in mental institutions, clinics, and universities. Such a role is expected in view of the required training and sophistication necessary for specialization and professionalization. Often the contribution to penal industry has been significant only when there is an overlap of functions which the correctional psychologist can perform and of which industry can make use, such as in assessment selection, evaluation, counseling, and perhaps training.

Often industry at the correctional level has a limited expectation as far as aid to be provided by industrially trained psychologists, and tend to expect correctional psychologists to perform in functions that are of a supportive or consultative nature. The regular industry in corrections can not make use of services provided by correctional psychologists such as human engineering, work morale, technical activities, as has been specified in Table I, etc., simply because the present correctional psychologist is ill-prepared, or simply because correctional industries are unaware of the existence of such potential services if they do exist.

In conclusion, it seems very clear that if correctional psychology is to have a larger set of functions in correctional industries than it has had in the past, then a number of events must take place.<sup>5</sup> First, correctional industries must be given a higher priority in terms of function and place than it has had in the recent past. Second, correctional industries must be given a greater and greater role in the training and development of inmates for civilian living. Third, correctional industries must be given separate status again and perhaps be permitted to evolve as any private or corporate industry does thrive. Fourth, correctional authorities must stop placing an undue emphasis upon the acquisition of psychiatrists, clinical and counseling psychologists, solely, and employ psychologists who have either industry-related psychological skills and techniques or employ psychologists who are dually trained both clinically and industrially. Such an emphasis on work and vocation would do away with the current orientation by correctional authorities of a medical model which assumes that inmates are sick and ill and adopt a psychosocial model which assumes that inmates have problems in learning and can vocational and educationally be trained via a modernized work environment. With an updating of penal industries, expanded sales and products, and modernization of its facilities, it should be possible to train inmates who are truly prepared for civilian living and who are capable of supporting themselves without theft. Instead of an orientation of modern correctional philosophy which emphasizes work as an adjunct to the treatment of disordered behavior, there would be an emphasis of educational and vocational training and productivity supplemented by specialists who engage in clinical functions. Such a state would be very similar to the evolving modern industrial scene.Ⓢ

T A B L E I

A Comparison of Correctional and Industrial Psychology

FUNCTION	CORRECTIONAL <sup>3</sup> PSYCHOLOGY	INDUSTRIAL <sup>4</sup> PSYCHOLOGY
1. ADMINISTRATION and SUPERVISION a. Client and Scientific Report Preparation b. Policy Determination and Implementation c. Conduct and Participation in Various Meetings d. Clerical Duties e. Coordination of Activities	Limited	Limited--Major
2. CONSULTATION and ADVISING	Limited--Major	Limited--Major
3. CLIENT and/or PERSONNEL ASSESSMENT a. Administration and Interpretation of Psychological Tests b. Psychodiagnostics and Classification	Major	Major
4. PERSONNEL SELECTION and EVALUATION (Executive or Supervisory Included) a. Recruitment and Interviewing Applicants b. Personnel Evaluation for Promotions, Transfer, Demotions, etc. c. Progress Evaluations of Clients or Personnel	Limited	Major
5. WORK and MOTIVATION a. Development of New Techniques and Incentives b. Administration of Wage and Salary Schedules	Nil	Limited--Major
6. WORK and MORALE a. Ascertainment of Job Satisfaction b. Attitude Measurement c. Work Appraisal	Nil	Limited--Major
7. TECHNICAL ACTIVITIES a. Job Description and Analysis b. Development of Rating Scales c. Development of Performance Criteria d. Time and Motion Studies e. Development of Tests	Nil	Major

T A B L E I

(Continued)

FUNCTION	CORRECTIONAL PSYCHOLOGY	INDUSTRIAL PSYCHOLOGY
8. HUMAN ENGINEERING or ENVIRONMENTAL WORK CONDITIONS a. Equipment and Product Design b. Work Condition Studies c. Hygiene, Accident, and Safety d. Job Productivity Studies--Noise, Fatigue, etc.	Nil	Major
9. MARKETING--PRODUCT	Nil	Limited--Major
10. PUBLIC and/or COMMUNITY RELATIONS	Limited--Nil	Limited--Nil
11. LABOR and/or PERSONNEL RELATIONS	Limited--Nil	Limited--Nil
12. TRAINING and EDUCATION a. Management and/or Supervisory Development b. Program Development, Participation, and Evaluation c. Instruction of Other Personnel	Limited	Limited--Major
13. CLINICAL and/or COUNSELING a. Counseling or Psychotherapy 1. Short Term vs Long Term 2. Individual vs Group 3. Educational vs Vocational 4. Supportive vs Behavior 5. Family vs Marital 6. Staff vs Personnel	Major	Limited--Nil
14. BASIC and APPLIED RESEARCH and DEVELOPMENT	Limited--Nil	Limited--Major
15. PROFESSIONAL DEVELOPMENT and PARTICIPATION	Limited--Major	Limited--Major

#### FOOTNOTES

1. Presented at the 101st Congress of Corrections, American Correctional Association, Miami Beach, Florida, in August 15-20, 1971. The paper was prepared at the request of the American Association of Correctional Psychologists. The opinions expressed are those of the author and do not reflect necessarily the opinions of the Ohio Division of Corrections, London Correctional Institution, or AACP.
2. For an excellent discussion of prison labor and prison labor systems, the reader should consult Sutherland and Cressey's Principles of Criminology, Seventh Edition, 1966 pp 588-604.
3. Adapted from Manual of Correctional Standards, American Correctional Association, 1966, pp 642, and the Handbook of Clinical Psychology, McGraw-Hill Book Company; New York, N.Y., 1965, pp 1596.
4. Adapted from Blum, Milton L. and Naylor, James C., Industrial Psychology, Harper and Row, 1968, p 633.
5. For a good discussion of the pros and cons of some of the suggestions offered Johnson's Crime, Correction, and Society, 1964, Chapter 19, pp 571-593 should be consulted.

#### REFERENCES

1. Blum, Milton L., and Naylor, James C., Industrial Psychology: Its Theoretical and Social Foundations, New York, Harper and Row, 1968, p. 633.
2. Johnson, Elmer H., Crime, Corrections, and Society, Homewood, Illinois: The Dorsey Press, 1964, p. 792.
3. \_\_\_\_\_ Manual of Correctional Standards, Issued by the American Correctional Association, Washington, D.C., 1966, p. 642.
4. Sutherland, Edwin H. and Cressey, Donald R., Principles of Criminology, Seventh Edition, New York, J. B. Lippincott Company, 1966, p. 721.
5. \_\_\_\_\_ Handbook of Clinical Psychology, Wolman, Benjamin B., Editor, New York, McGraw-Hill Book Company, 1965, p. 1596.
6. \_\_\_\_\_ American Psychologist, Vol. 26, No. 1, 1-71, p. 58.

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