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**Description of contents**

- (1) Box no. 342
- (2) Folder title/number: (18)  
Job Analysis
- (3) Date: Dec. 1946 - Feb. 1950

(4) Subject:

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(5) Item description and comment:

(6) Reproduction:  Yes  No

(7) Film no.

Sheet no.

(Compiled by National Diet Library)

*Got analysis  
file*Subject: Job Classification of C. & R. Service  
(Draft)

February 9, 1950

Class	Bureau	District Hdq.	Main Prison	Branch Prison	Central Training School
1.	Bureau Director				
2.	Deputy	District Supervisor			Head of T.School**
3.	Section Chief	Division Chief	Warden		Teacher Head, Prof.
4.	Assistant Sect.C.	Section Chief	Division Chief	Chief of Branch Prison	Assistant Prof.
5.	Branch Chief	Assist. Sect.C.	Sect.C. (Chief Guard)	Sect.C. (Chief G.)	
6.	Branch Members	Branch Chief	Branch Chief (Assist.C.G.)	Branch Chief (Assist.C.G.)	
7.	"	Branch Member	Guard Sergeant	Guard Sergeant	
8.	"	"	Guard	Guard	
9.	"	"	Guard(Included Trainees)	Guard	

\* Revised form to show in separate cols &amp; detail

51 - CARB (And NT School)  
 60 - DHQ's  
 100 - AP (Main & Branch)  
 200 - ADH (Main & Branch)  
 300 - JP (Main & Branch)  
 400 - J Ref (Main & Branch)  
 500 JDH&CC

Tt/TK

Prepared by Personnel Section,  
C. & R. Bureau.

\*\* Elevation of position to high level for performance  
 by top man, provided adjustment can be made for reporting  
 to CARB, Thru instead of to Personnel Section Chief

GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Civil Intelligence Section, G-2  
PUBLIC SAFETY DIVISION

APO 500  
10 June 1949

## MEMORANDUM:

SUBJECT : Job Analysis Summary

TO : Chief Administrator, Prison Branch

1. Reference: Mr. Nabajima, CARB Job Analysis Folder, Prison Branch
2. Job studies have been made of the following correctional prison industrial activities:
  - a. Shoemaking
  - b. Woodworking
  - c. Tailoring
  - d. Printing to include type setting
  - e. Bag making
  - f. Tile roof making
  - g. Blacksmith
3. The electrical appliencer for train cars following procedure was used in using the studies to advance the prison program.
  - a. The outline of work (the process of work).
  - b. The mental characteristics of worker
  - c. The physical characteristics of worker
  - d. Experience required to do the work
  - e. Shop environment; technical knowledge required.
4. While the studies are being used in all applicable correctional institutions, they are being developed further under technical supervision at the Tokyo Detention House, Kawagoe Juvenile Prison, Mito Juvenile Prison.
5. Future Plans:
  - a. Develop the vocational training program at Shinko Gakuen.
  - b. Assist with the Classification Program at Tama Reformatory.
  - c. Job analyze toy-making and electrical appliances for use in primary reformatories and train instructors for same.

GEORGE C. KIMMEL  
Major, Inf.

PRISON BRANCH

12 July 1948

MEMO TO: Major Kimmel

As a part of your visual education project, I suggest you find from Mr. Judson, CI&E, if they could put a Japanese sound track on the attached picture and have it made available to the Prison Branch through Secretary Cass and Warden Best.

Captain Newton may be in a position to help you somewhat.

BURDETT G. LEWIS

W. F. SMYTH, JR., PRESIDENT  
RICHMOND, VA.

E. R. CASS, GENERAL SECRETARY  
NEW YORK, N.Y.

JOHN L. SCHOENFELD, TREASURER  
NEW YORK, N.Y.

*To Prison Branch - APM*

**THE AMERICAN PRISON ASSOCIATION**

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BOSTON, MASS. - AUGUST 29 - SEPTEMBER 3, 1948 - HEADQUARTERS: HOTEL STATLER

June 23, 1948

TO MEMBERS AND FRIENDS OF THE AMERICAN PRISON ASSOCIATION:

I had occasion this forenoon to witness a preview showing of a motion picture entitled "CANON CITY". It is built around the escape of twelve men from the Colorado State Penitentiary on December 30, 1947. As you know, that institution is headed by Warden Roy Best, long a member of our Association and regular in attendance at our annual gatherings.

Although I accepted the invitation with some hesitancy, feeling that it would be just another prison picture with the many faults and shortcomings so well known to us, I soon began to note as the picture went on that it was something different and factual. Warden Best plays himself in the picture and is quickly recognizable as being natural. The story begins with a briefing of the institution routine, facilities, and program supporting the idea of good housing, recreation, industry, and educational activities. It is well balanced in its various phases of presentation. It runs about 87 minutes. Half of the time portrays the plotting and planning identified with the escape and the subsequent events before the final rounding up, by death or capture, of the twelve inmates involved. The presentation is full of human interest and has plenty of action.

"CANON CITY" should serve as an educational medium for general public consumption. It gives many sidelights on prison inmates and prison life and strongly deploras the presence of young boys in prison. Further it supports the idea that despite the fact that there are some bad and hopeless men in prison an institution rehabilitative program should be designed to benefit the greater part of the population. I am glad that Warden Best saw to it that balance prevails throughout the picture, with the result that it is not extreme in any direction and gives support to the idea that the public generally should come to know more about prisons and prisoners in the interest of its own welfare.

I would suggest that you see "CANON CITY" and urge your friends to do so. May I also ask that you assist local representatives of the motion picture industry in whatever reasonable way is desired to aid in the presentation of the picture.

Sincerely yours,

*E. R. Cass*

General Secretary

ERC:LAM

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775009

ACK

PUBLIC SAFETY DIVISION ROUTING SLIP	
FROM: Prison Branch	DATE: 29 Jan 1948
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FOR: Information  Comment   
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 Initials  File

REMARKS:

A very good and basic development of foundations for classification and factory production program of the Prisons. Mr. Reents - Unless I'm completely wrong - this is Bg L damn good. HEP

GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Civil Intelligence Section, G-2  
PUBLIC SAFETY DIVISION

APO 500  
23 January 1948

MEMORANDUM:

SUBJECT: Job Analysis Project

TO: Chief Prison Administrator

DISCUSSION. - Reference is made to your memorandum to me on Job Analysis, dated 8 November 1946. My first progress report on this subject is attached as Enclosure 1. Mr. Y. Nakashima who bears the title "Director of Prison Industry Laboratory" was designated by the Bureau of Prison Affairs to prepare Job Analyses of tasks performed in prison industries. He approached his task enthusiastically and I believe his performance is of good order. He has two assistants and there is every indication that he has freely used the advice of those who actually perform the tasks in preparing a job analysis of those tasks. Enclosure 2 shows his thoughts and plans with reference to Job Analysis which he submitted as a result of conferences. Enclosure 3 shows an outline of the tasks performed in the making of a desk and chair for the school room. An analysis of these various tasks were prepared, assembled, and published in a 166 page book entitled "Job-Analysis of Woodwork" dated 5 June 1947. Pictures of the key operations were enlarged and printed at the Yokohama Prison and distributed to the various Japanese prisons for placing on the walls of the woodworking shops. The Bureau of Prison Affairs, Ministry of Justice directed in November 1947 that all Japanese Prisons make use of the Job Analysis in woodworking. Mr. Nakashima completed a similar project in shoe making during 1947.

Mr. Nakashima stated that he had received reports from Fukuoka, Morioka, and Fuchu Prisons to the effect that the woodworking analysis had been profitable to them in (1) vocational training (2) improvement in quantity and quality of production.

PLANS FOR 1948. - During this year Mr. Nakashima plans to job analyze carpentry (mass production of homes), printing, agriculture, and some of the tasks performed by prison officials.

RELATED TASKS COMPLETED OR UNDERWAY DURING PERIOD. - Mr. Nakashima wrote the vocational training plan for the Kawagoe Juvenile Prison education demonstration project. He is preparing a trade test with the view of testing prisoners to assist in prisoner assignment and to assist in determining the proper vocation for a prisoner.

Matsumoto Juvenile Prison and Mito Juvenile Prison have applied for assistance in improving their vocational training program. Mr. Nakashima plans to give them assistance during the coming year and to organize all of the Mito prison into a vocational trade school to include fundamentals in woodworking, agriculture, shoe-making, printing, and tailoring.

CONCLUSIONS. - a. This is the first project of its kind ever attempted in Japanese penal history.

b. It appears that Mr. Nakashima has made a good and logical beginning for the Ministry of Justice.

c. More time for operation with an improvement in technique is required to determine the scientific value.

d. When prisons are checked observation may be made of the practice being made by the prisons in the use of the job analyses and any suggestions they are forwarding to B/PA for improvement.

e. Suggest the present practice of encouraging Mr. Nakashima in his plans and aiding where possible be continued.

*GCK*  
GEORGE C. KIMMEL  
Prison Administrator, Group I

3 Enclosures



Prison Branch  
PUBLIC SAFETY DIVISION

APO 500

~~27 January 1948~~

13 Dec. 1946

Chief Prison Administrator:

A. Re your memo to me 8 Nov. '46 on Job Analysis the following information has been developed to date:

a. Conferences with Mr. Mayo, expert U. S. Job Analyst now with ESS, SCAP.

(1) In his opinion Job Analysis would be difficult at present time because of present wage patterns in Japanese civil industries.

(2) Laborers pay is only  $\frac{1}{2}$  what family spends.

(3) To place wages on an efficiency basis may result in starvation for those at the bottom.

(4) Would require a large number of Japanese working under American experts to complete Job Analyses.

(5) Japanese labor may resist because of reasons stated in 3 above.

(6) May be possible to conduct Job Analysis in prison industries.

(7) Japanese wage system is based on a series of special allowances such as base pay, efficiency wage, length of service, age, number in family, head of family, cost of living, season, area, end of year, etc.

(8) "Labor Science Institute" may have some personnel who can assist us. Representatives contact ESS usually every Tuesday. Mr. Mayo will refer them to us 17 December. Informed Mr. McCorkle since I will be in Sendai.

(9) To his knowledge there are no scientific Job Analyses in Japan.

(10) Agreed the following technique should be employed in preparing Job Analyses:

a. Type assignment - General Description of Job - point out distinguishing features if indicated or required - e. g. foreman, sub-foreman.

b. What the worker does plus examples of typical duties.

c. What does worker need to know - knowledge of skills and information required.

Enclosure - ①

d. What equipment needed.

e. Degree of skill - Training or experience required or any training that would give worker required knowledges

B. Conference with Mr. Okabe, Kosuge Prison, 12 Dec 46:

(1) During the war the prison psychologist prepared a Job Analysis on "Riveting in Ship Building" which is now being translated.

(2) Attached is the present method they say they use in classifying and assigning prisoners to various tasks which may be inadequate. Thus it would appear that a more effective method of classifying should be developed simultaneously if the best results can be realized by having a Job Analysis.

(3) After ascertaining the amount of time Mr. Okabe spent in U. S. Prison industries I explained the meaning of Job Analysis to him and his staff by demonstration. This was enthusiastically received and Mr. Okabe expressed the desire to have his woodworking and cabinet making shops job analyzed as a starter. I explained to him that I was primarily concerned first in getting his opinion of whether such a project would be helpful and if so I planned to start at Kosuge Prison.

(4) Mr. Okabe agreed to submit his ideas on advantages and disadvantages with reasons of preparing a Job Analysis at this time.

GEORGE C. KIMMEL  
Prison Administrator, Group I

~~3~~ Enclosures

Kosuge Prison  
23 Dec. 46

I. Problems of Job-Analysis.

1. Type of assignment - a short description of job.
2. What the worker does.
3. What does the worker need to know.
4. What equipment is needed.
5. Degree of skill required - and training or experience required.

A brief statement listing the advantage and disadvantage of having a job analysis prepared for the various jobs performed in a prison industries.

II. <sup>Advantages From</sup> ~~Answer to the Questions of~~ "Job-Analysis"

We shall ~~be given~~ <sup>gain the</sup> following advantages if we have a job analysis prepared for the various jobs performed in our prison industries:

~~Answer 1. a~~ We can devise a series of "Trade Tests" and put the right person in the right place in various jobs.

~~Answer 2. b~~ We can reduce the unnecessary motions in working by making use of the result of "Motion-study".

~~Answer 3. c, e~~ We can rationalize the production plan by making use of "Instruction card for operation" and standardizing the product process of every job.

d. b) We can rationalize the vocational education system by collecting various materials for teaching.

~~Answer 4. l~~ We can rationalize every factory management tact which means material management or management of progress of work, by practice of "Factory Diagnosis method".

Enclosure-2

of penal institutions

- 2 -

~~Answer 5.~~ According to the result of time study and motion study, we can not only gain the standard of degree of skill, but also determine the term of vocational education, the measurement of task and wages system most rationally. But we have never tried any job-analysis and then we are only performing such a\*imperfect method of management in our factory ~~as follows~~ at present. If possible, we wish to begin at once a job analysis from familiar necessary task and to give a satisfactory result in our factory.

## Counter Plan to Question 1.

- a) Present Condition: The present job assignment of prisoners are determined by procedure written in the "book of reference to classification of prisoners". (cf. Annexed paper No.1)
- b) Plan of Improvement: 1) The present procedure of job assignment is only depending on the results of intelligence test and physical examination. So in order to make this procedure more perfect, we wish to add at least three tests, viz. perception, test performance, test will or temperament test. And when we standardize these tests, we shall be able to put the right person in the right place.
  - 2) When we manage the results of present, we can find one adaptable job for one person, but we must determine more adaptable jobs with their proper orders.
  - 3) As for a man of experience, we wish to examine and determine the degree of his skill and to make a good use of his experience if he has no objection from view-point of prevention of crime.

Counter Plan to Question 2.

- 3 -

## Counter Plan to Question 2.

- a) Present Condition: The worker is only given the standard of goods to manufacture and the fixed time, and then he is let do as he please in proportion to the degree of his skill.
- b) Plan of Improvement: 1) By carrying into effect the method of "time-study" and "motion-study", we must find one best way.

2) We must show this best way on the "Individual card for operation" and guide his progress of work by description of this card.

## Counter Plan to Question 3.

- a) Present Condition: We have a plan to educate scientifically the workers by dividing them into either a short term education group or a fundamental education group before going into practical work, but we are obliged to adopt an apprenticeship education system. In such an education system, teaching materials are almost not prepared for all jobs, so we are depending on the oral instruction of job.
- b) Plan of Improvement: 1) In order to gain the level of skill required through the whole education term, we must determine the unit of work as for the range of the work and then determine the amount and make of the work as for its accuracy, conforming to the result of job-analysis.

2) In order to make the worker to understand the unit of work, we must prepare such instructive teaching materials as cyclograms, motion-models, illustrative pictures or lantern slides, training apparatus and etc.

- 4 -

## Counter Plan to Question 4.

What equipment is needed?

- a) Present Condition: Present equipments, (machines, tools, materials, and all organization inclusive of education system) seem to be imperfect from view point of scientific factory management.
- b) Plan of Improvement: We must inspect not only treatment of prisoners but scientific factory management also with cooperation of the technicians concerned.

## Counter Plan to Question 5.

Degree of skill required and training or experience required.

Present Condition: As for degree of skill, we are adopting the order of merit method to divide four grades, but there are some jobs of which standard to certificate are not determined yet.

Plan of Improvement: By job-analysis method, we must determine the amount of unit of work, the accuracy of work, the work time required and etc. Necessary to vocational education.

Annexed Paper No. 1.

Vocation	Intelligence	Physical Power	Reference
Tailor	B - C	b - c	making of lounge-suits, ladies' dress and children's dress
Shoe-maker	C - D	b - c	making of shoes and bags
Carpenter	B - D	a - c	carpentry and joinery
Founder	B - D	a - b	melt and moulding
Wooden-manufacturer	C	a	sewing and cutting
Weaver	D	c	manufacturing of cotton fabric
Printer	B - D	a - c	trimming, typesetting, printing and bookbinding
Note	1) Grade of Intelligence - A-B-C-D. 2) Grade of Physical Power - a-b-c.		

(table No. 8) Classification of industries in accordance with physical status and intellectual rating.

intellectual classification	physical classification		
	a	b	c
adult ← 336	335 — 321	320 →	
juvenile ← 320	320 — 301	300 →	
adult ← 160	159 — 130	129 →	
juvenile ← 130	129 — 100	99 →	
A 100 → 6 →	(A. B)	(A. A)	(A. C)
B 90 — 99 5	(B. B)	(B. A)	(B. C)
C 80 — 89 4	(C. B)	(C. A)	(C. C)
D 79 ← 3 ←	(D. B)	(D. A)	(D. C)

Enclosure (2)

(A. a)

(A. b) worker-in-charge of works.  
draughtsman (ships and airplanes)

(A. c)

(B. a) founder, line-drawer (ships), worker who completes products, erector, furniture-carpenter, ship-carpenter, house-carpenter, examiner, steam-engineer, assistant foreman.

(B. b) gardener, draughtsman, tempering-man, founder, wooden-modeler of foundry, line-drawer, lathe-man, other machine operators ('tareto', 'chū-guriru-ban', bowling, shaper, 'heisaku-ban', gear-cutter, 'furaishu-ban', special machine, 'burochi-ban', 'gi-kō-ban'), polisher, metal-sculptor, saw-setter, grinder, rivet-operator, worker who completes products, erector, compositor, type-picker, furniture carpenter, wooden-modeler, house-carpenter, electrician, examiner, steam-engineer, assistant foreman.



2

(B. c) lathe-operator, saw-setter, watch-mender, tailor, dress-maker, furniture-carpenter, examiner, assistant foreman, counter.

(C. a) forest-man, stock-farmer, fisher-man, metal-beat-on-man, smith, founder, 'tetu-mokkō' (iron-carpenter), worker who adds iron boards, iron-bender, caulker, riveting-joint, sheet-metal-maker, presser-operator, piping-man, rope-maker, painter, pottery-maker, printer, lumber-man, ship-carpenter, wheel-carpenter, joiner, cook, house-carpenter, scaffold-maker, well-sinker,

(C. b) farmer, forest-man, stock-farmer, metal-cutter, tempering-man, founder, machine-operator ('tareto', bowling, shaper, special machines), caulker, riveting-joint, sheet-metal-maker, presser-operator, welder, piping-man, metal-sculptor, saw-setter, grinder, wirework-craftsman, electrical-apparatus-maker, rivetter-operator, rivet-maker, liner,

3

paper-maker, type-mould-maker, leather-cutter,  
glue-man, pottery-maker, pottery-mould-maker,  
cloisonné-maker, glass-blower, seamster (cutting),  
cloth-printing-machine operator, tailor, dressmaker,  
cloth-cutter, sewing-machine operator, military-  
arts-equipment-maker, type-picker, type-founder,  
paper-mould-maker, printer, shoemaker, type-  
joiner (glueing), box-maker, joiner, sculpture,  
cook, carpenter, scaffold-maker, electrolyser,  
nurse, barber, librarian.

(C.c) sheet-metal-maker, saw-setter, wirework-  
craftsman, electrical-apparatus-maker, liner,  
rieter, match-maker, rubber-goods-maker,  
type-mould-maker, cloisonné-maker, glass-  
blower, seamster, embroiderer, tailor,  
dress-maker, hat-maker, socks-maker,  
type-founder, printer, trinkets-maker,  
sculpture, lacquer-painter, electrolyser,

4

- 4

D

← 79

← 3

(D. a)

Farmer, forest-man, wood-cutter, charcoal maker, fisherman, sea-weed collector, dirt & sand coolie, founder, rivetter, presser-operator, paper maker, salt maker, glass melting operator, glass blowing operator, glass plate maker, can maker, tile maker, brick maker, stone cutter, tub & bucket maker, <sup>straw</sup> mat maker, straw maker, grain polisher, flour maker.

(D. b) Farmer, forest-man, stock farmer, metal cutter, founder, rivetter, presser-operator, wire-work operator, electric light equipment maker, furniture maker, liner, fat & oil maker, processed goods maker from fat & oil, rubber goods maker, processed goods maker from rubber, "REJIN" maker, processed "REJIN" maker, painter, pulp maker, paper maker, leather goods maker, salt maker, glue maker,

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charcoal maker, tooth powder maker, pottery craftsman, pottery moulding material maker, pottery moulding & finishing craftsman, gear maker, can maker, tile maker, brick maker, stone-work craftsman, straw mat string maker, weaver, cotton maker, sewing craftsman, dyer, bleacher, laundry-man, bag maker, iron & steel manufacturer, hemp goods maker, tailor, "geta" (wooden shoes) maker, straw sandal maker, printer, printing-letter maker, book binder, leather binder, <sup>horse</sup> saddle maker, leather goods maker, miscellaneous leather tool maker, <sup>horn &</sup> ivory-work craftsman, shell-work craftsman, brush maker, cork goods maker, box maker, <sup>wooden</sup> tub maker, irregular goods maker, straw mat maker, mat maker, basket maker, bamboo-work craftsman, vine-work craftsman, straw maker, grain polisher, flour maker, noodle maker, "TŌFU" (made from soy beans) maker, candy maker, pickled food maker, (<sup>soft drinks</sup> refreshment) maker, canned ~~good~~ food maker, tea maker, sea food maker,

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meat food maker, seasoning (food) maker,  
cook, carpenter, plumber, painter, plating  
operator, metal washer, sand blower,  
polisher, health man, bath man.

(D. c.) wire-work craftsman, electric apparatus maker,  
<sup>processed</sup> rubber goods maker, <sup>paper</sup> pulp maker, charcoal  
maker, tooth powder maker, stone work craftsman,  
thread reeler, textile engineer, string maker,  
mat thread maker, weaver, knitter, rope maker,  
bag maker, plug maker, iron & steel manufacture,  
hemp maker, hemp goods maker, tailor,  
repairer, fan maker, lantern maker,  
umbrella maker, paper umbrella maker,  
straw sandal maker, book binder, paper-  
work craftsman, miscellaneous leather goods  
maker, horn-work craftsman, shell-work  
craftsman, brush maker, straw mat maker,  
bamboo-work craftsman, vine-work craftsman,  
straw maker, grain polisher, flour maker,  
candy maker, sea food maker, plating operator,  
metal washer.

March '47

Making of desk and chair <sup>for the school room.</sup> of school boy.

(Outline of job analysis).

I. Type assignment.

According to the present method of quality test in prison, the type assignment for joiner is as follows.

(1) Intelligence and physique.

- A.a            B.a
- A.b            B.b
- A.c

Note: Degree of intelligence A-B-C-D

Degree of physique a-b-c

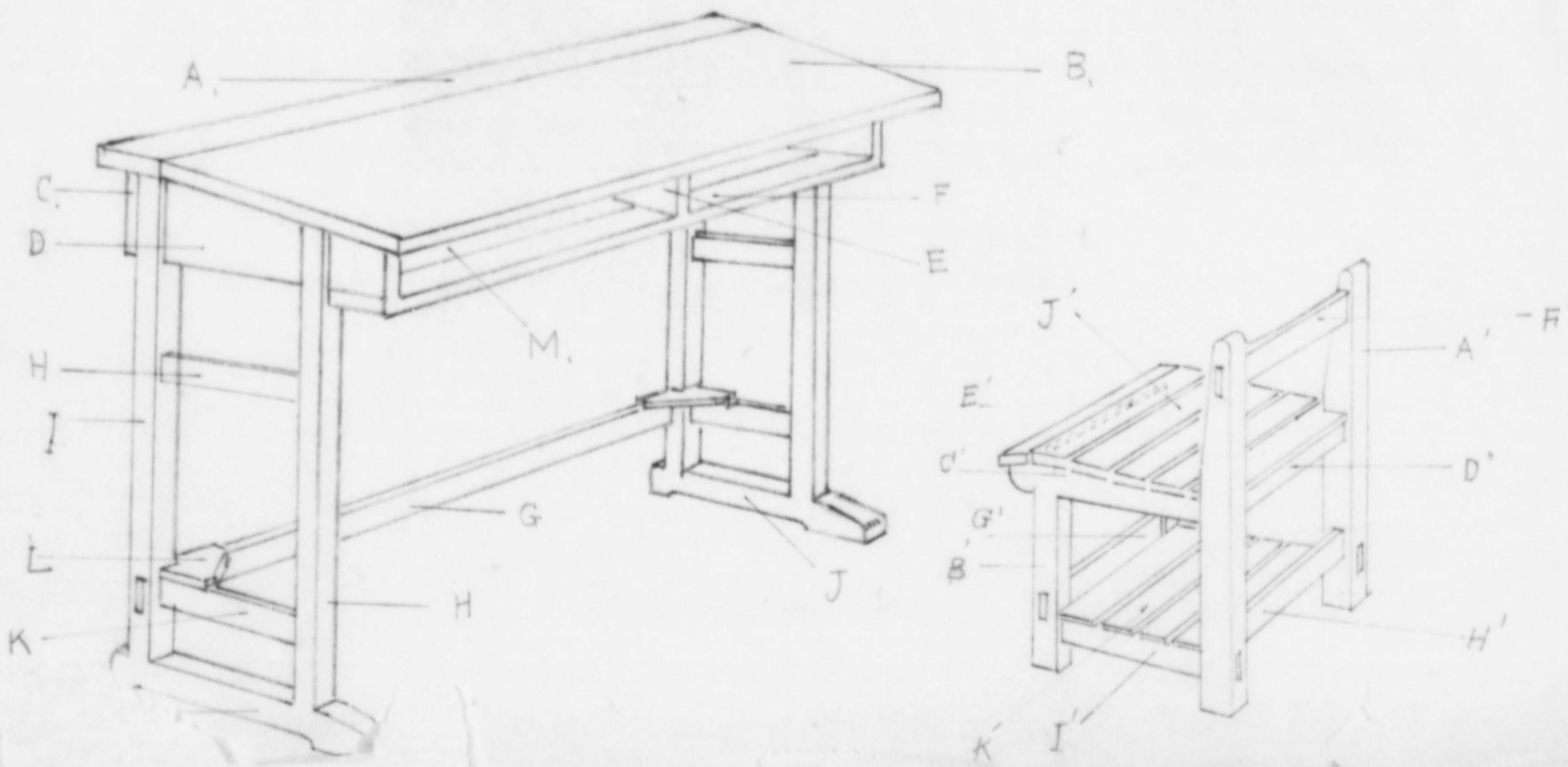
(2) Learning.

Person who does not complete the course of primary school is not proper as a joiner.

(3) Perception and temper.

We are studying needful characteristics of perception and temper for joiner.

II. What the worker does.



- 2 -

## 1. Cut the timbers to proper length for working-up.

## Order of cutting.

- (1) B,A
- (2) K,G,F,L
- (3) D,E,C Desk
- (4) H,I,J
- (5) M
- (B) A'.B'.C'.
- (2) I',F',G',H',E',D'. Chair.
- (3) J',K'.

## 2. Plane the timber, after marking the place on working up.

## Order of planning.

- (1) H,I,J.
- (2) K,G,F.
- (3) D,E,C. Desk.
- (4) B,A.
- (5) L.
- (1) A',B',C'.
- (2) I'.
- (3) F',G',H'. Chair.
- (4) E',D'.
- (5) J'.
- (6) K'.

## 3. Mark the place of working-up on the planed timber .

## Order of marking.

- (1) H,I.
- (2) J,K.
- (3) G,F,C.
- (4) D,E. Desk.
- (5) B,A.
- (6) L.

(7) M.

(1) A', B'.

(2) C', I'.

Chair.

(3) F', G', H', E', D'.

(4) J', K'.

4. Work up (cut, plane, pierce ect.) and make of parts of desk and chair.

Order of working-up.

(1) H, I.

(2) J.

(3) D, E.

(4) F.

(5) G.

Desk.

(6) K.

(7) C.

(8) L.

(9) A.

(10) B.

(1) A', B'.

(2) C'.

(3) I'.

(4) F'.

Chair.

(5) G', H', E', D'.

(6) J'.

(7) K'.

5. Put the parts together.

Order of putting the parts together.

(1) I+K+H=a

(2) ~~a~~j+d Kusabijime=b

(3) b+d=c



- 4 -

- (4)  $C+E=d$
- (5)  $c+G+c'=e$
- (6)  $e+F+D=f$  Desk.
- (7)  $f+M=g$
- (8)  $g+Kusabigime=h$
- (9)  $h+A=i$
- (10)  $i+B=j$
- (11) Inspection.
- (1)  $B'+I'=a$
- (2)  $a+C'=b$
- (3)  $b+A=c$
- (4)  $c+Kusabijime=d$
- (5)  $d+F'+H'+G'+D'=e$  Chair
- (6)  $e+E'=f$
- (7)  $f+E'=g$
- (8)  $g+Kusabijime=h$

(Kusabi-jime means to drive in a wedge)

- (9) Inspection.

III. What does the worker need to know.

- (1) Handling of the raw materials and tools.
- (2) Course of manufacture.
- (3) Inspection of manufactured goods.
- (4) Repair of the machines and tools.
- (5) Time for manufacture.

IV. What equipment is needed.

- (1) Tools.

Carpenter's measure.

Carpenter's ink-pot.

Inked string.

Bamboo-pen (Sumisashi) Saw.

Table for working-up.

Plane.

Hammer.

Square.

Band saw machine.

Scantling.

Circular saw machine.

Hand planing machine. (Motor driven -  
Material pushed thru by hand)

Chisel.

Planing machine. (automatic)

(2) Materials.

Timber (Pine or cedar cryptomeria).

Veneer board.

Nail.

Glue.

V. Degree of skill required-and training or experience required.

Foreman of joiner ----- About eight years.

Useful joiner among prisoners----- Above one year.

Apprentice ----- Under one year.

brought in  
by Makashima  
19 Jan. 49

1. a Japanese copy
2. Distribution
3. Plan for use

The report of the job analysis in  
Prison Industry Laboratory 1948.

next conf. 28 Feb. 49

- (1) I have finished the job analysis of the works of the personnel of Kanto District Penal Bureau. As Kanto District Penal Bureau is changing to Kanto District Correction and Rehabilitation Bureau, the result of this job analysis (job-description) is utilized effectively.
- (2) I was analysing the job of the prison work. But I stop it now. For my assistant left my laboratory and I have some urgent work.
- (3) We have finished the job analysis of the <sup>roof</sup> tile-maker (prisoner) in Kosuge Prison. According to the result of this study, we gave a advice of improvement of motion. This advice was adopted in the shop experimentally and it promoted efficiency in their work, I heard.
- (4) We have finished the job analysis of the ~~metal work~~ <sup>The assembly of a portion of electric motor</sup> (the assembly of parts <sup>(trans)</sup> of motor) and bamboo-working in Mito Juvenile Prison. We made the job-description in this connection of the metal work and made the text book in this connection of bamboo-working. The text book is used effectively.
- (5) In order to make use of vocational guidance in the reformatories, we are making the job-description of many vocation.
- (6) I am making every effort to utilize the results of the job analysis in the improvement of prison and reformatory.
  - (a) I could make the vocational school in this connection of Mito Juvenile Prison.
  - (b) At present I am making the plans of the education and the industry of Shinko-gakuen (juvenile prison). <sup>Yanai</sup>
  - (c) I am improving the management of the shops in Chiba Prison. The assembly of the first committee for the improvement of the prison industry is holden this month. It will be holden monthly. The motion study of the

- 2 -

brush-making was begun.

(d) We are guiding of vocational guidance and training in Tama Reformatory.

The present condition is following:

We gave Tama Reformatory the guiding principle and according to it they are preparing.

Director of Prison Industry Laboratory Jan. 19th 1949.

W. Nakashima

*W. Nakashima*

Prison Branch  
PUBLIC SAFETY DIVISIONAPO 500  
27 January 1947

Chief Prison Administrator:

A. Re your memo to me 8 Nov. '46 on Job Analysis the following information has been developed to date:

a. Conferences with Mr. Mayo, expert U. S. Job Analyst now with ESS, SCAP.

(1) In his opinion Job Analysis would be difficult at present time because of present wage patterns in Japanese civil industries.

(2) Laborers pay is only  $\frac{1}{2}$  what family spends.

(3) To place wages on an efficiency basis may result in starvation for those at the bottom.

(4) Would require a large number of Japanese working under American experts to complete Job Analyses.

(5) Japanese labor may resist because of reasons stated in 3 above.

(6) May be possible to conduct Job Analysis in prison industries.

(7) Japanese wage system is based on a series of special allowances such as base pay, efficiency wage, length of service, age, number in family, head of family, cost of living, season, area, end of year, etc.

(8) "Labor Science Institute" may have some personnel who can assist us. Representatives contact ESS usually every Tuesday. Mr. Mayo will refer them to us 17 December. Informed Mr. McCorkle since I will be in Sendai.

(9) To his knowledge there are no scientific Job Analyses in Japan.

(10) Agreed the following technique should be employed in preparing Job Analyses:

a. Type assignment - General Description of Job - point out distinguishing features if indicated or required - e. g. foreman, sub-foreman.

b. What the worker does plus examples of typical duties.

c. What does worker need to know - knowledge of skills and information required.

Enclosure #1

d. What equipment needed.

e. Degree of skill - Training or experience required or any training that would give worker required knowledges

B. Conference with Mr. Okabe, Kosuge Prison, 12 Dec 46:

(1) During the war the prison psychologist prepared a Job Analysis on "Riveting in Ship Building" which is now being translated.

(2) Attached is the present method they say they use in classifying and assigning prisoners to various tasks which may be inadequate. Thus it would appear that a more effective method of classifying should be developed simultaneously if the best results can be realized by having a Job Analysis.

(3) After ascertaining the amount of time Mr. Okabe spent in U. S. Prison industries I explained the meaning of Job Analysis to him and his staff by demonstration. This was enthusiastically received and Mr. Okabe expressed the desire to have his woodworking and cabinet making shops job analyzed as a starter. I explained to him that I was primarily concerned first in getting his opinion of whether such a project would be helpful and if so I planned to start at Kosuge Prison.

(4) Mr. Okabe agreed to submit his ideas on advantages and disadvantages with reasons of preparing a Job Analysis at this time.

GEORGE C. KIMMEL  
Prison Administrator, Group I

3 Enclosures

I. Problems of Job-Analysis.

1. Type of assignment - a short description of job.
2. What the worker does.
3. What does the worker need to know.
4. What equipment is needed.
5. Degree of skill required - and training or experience required.

A brief statement listing the advantage and disadvantage of having a job analysis prepared for the various jobs performed in a prison industries.

II. Answer to the Questions of "Job-Analysis"

We shall be given following advantage if we have a job analysis prepared for the various jobs performed in our prison industries.

Answer 1. We can devise a series of "Trade Tests" and put the right person in the right place in various jobs.

Answer 2. We can reduce the unnecessary motions in working by making use of the result of "Motion-study".

Answer 3. a) We can rationalize the production plan by making use of "Instruction card for operation" and standardising the product process of every job.

b) We can rationalize the vocational education system by collecting various materials for teaching.

Answer 4. We can rationalize every factory management tact which means material management or management of progress of work, by practice of "Factory Diagnosis method".

Enclosure #2

- 2 -

Answer 5. According to the result of time study and motion study, we can not only gain the standard of degree of skill, but also determine the term of vocational education, the measurement of task and wages system most rationally. But we have never tried any job-analysis and then we are only performing such a imperfect method of management in our factory as follows at present. If possible, we wish to begin at once a job analysis from familiar necessary task and to give a satisfactory result in our factory.

Counter Plan to Question 1.

- a) Present Condition: The present job assignment of prisoners are determined by procedure written in the "book of reference to classification of prisoners". (cf. Annexed paper No.1)
- b) Plan of Improvement: 1) The present procedure of job assignment is only depending on the results of intelligence test and physical examination. So in order to make this procedure more perfect, we wish to add at least three tests, viz. perception, test performance, test will or temperament test. And when we standardize these tests, we shall be able to put the right person in the right place.
- 2) When we manage the results of present, we can find one adaptable job for one person, but we must determine more adaptable jobs with their proper orders.
- 3) As for a man of experience, we wish to examine and determine the degree of his skill and to make a good use of his experience if he has no objection from view-point of prevention of crime.

Counter Plan to Question 2.



- 3 -

Counter Plan to Question 2.

- a) Present Condition: The worker is only given the standard of goods to manufacture and the fixed term, and then he is let do as he please in proportion to the degree of his skill.
- b) Plan of Improvement: 1) By carrying into effect the method of "time-study" and "motion-study", we must find one best way.

2) We must show this best way on the "Individual card for operation" and guide his progress of work by description of this card.

Counter Plan to Question 3.

- a) Present Condition: We have a plan to educate scientifically the workers by dividing them into either a short term education group or a fundamental education group before going into practical work, but we are obliged to adopt an apprenticeship education system. In such an education system, teaching materials are almost not prepared for all jobs, so we are depending on the oral instruction of job.
- b) Plan of Improvement: 1) In order to gain the level of skill required through the whole education term, we must determine the unit of work as for the range of the work and then determine the amount and make of the work as for its accuracy, conforming to the result of job-analysis.

2) In order to make the worker to understand the unit of work, we must prepare such instructive teaching materials as cyclogram, motion-models, illustrative pictures or lantern slides, training apparatus and etc.

- 4 -

## Counter Plan to Question 4.

What equipment is needed?

- a) Present Condition: Present equipments, (machines, tools, materials, and all organization inclusive of education system) seem to be imperfect from view point of scientific factory management.
- b) Plan of Improvement: We must inspect not only treatment of prisoners but scientific factory management also with cooperation of the technicians concerned.

## Counter Plan to Question 5.

Degree of skill required and training or experience required.

Present Condition: As for degree of skill, we are adopting the order of merit method to divide four grades, but there are some jobs of which standard to certificate are not determined yet.

Plan of Improvement: By job-analysis method, we must determine the amount of unit of work, the accuracy of work, the work time required and etc. Necessary to vocational education.

Annexed Paper No. 1.

Vocation	Intelligence	Physical Power	Reference
Tailor	B - C	b - c	making of lounge-suits, ladies' dress and children's dress
Shoe-maker	C - D	b - c	making of shoes and bags
Carpenter	B - D	a - c	carpentry and joinery
Founder	B - D	a - b	melt and moulding
Wooden-manufacturer	C	a	sawing and cutting
Weaver	D	c	manufacturing of cotton fabric
Printer	B - D	a - c	trimming, typesetting, printing and bookbinding
Note	1) Grade of Intelligence - A-B-C-D. 2) Grade of Physical Power - a-b-c.		

Please place in "Job  
Analysis" folder

9 May 1949

The outline of <sup>my plan</sup> the ~~conception~~ of vocational  
education in Shinko-gakuen - yamae

1. The budget in this year

The budget (from April to July) is 429.500 yen

2. The department of vocational training

Electrical engineering

Industrial arts of wood-working

Agriculture

3. The steps of education and the terms of it

Regular course ..... six months

Post-graduate course .... Until the time of  
release from prison

4. The time of training

After morning --- lesson (special lesson and general lesson)

After noon --- Vocational training

5. The course of study

The teachers in Shinko-gakuen are making the course of study. As soon as it is made,

I shall make to report from Shinko-gakuen to you, if necessary.

6. The lessons

The general lesson means mainly commercial knowledge which the students are necessary for in case of ~~the~~ their placement or their trade. The special lesson means the technical knowledge.

7. The text book

We adopt mainly the text book, which we made, which is appointed by Department of Education and suitable conference books.

19th May

Y. Nakashima

Heating

19 January 48

Memorandum -

Subject: Job Analysis Project

TO : Chief Prison Administrator

DISCUSSION - Reference is made to your memorandum to me on Job Analysis dated 8 November 1946. My first progress report on this subject is attached as enclosure 1. Mr. Y. Nakashima who bears the title "Director of Prison Industry Laboratory" was designated by the Bureau of Prison Affairs to prepare Job Analyses of tasks performed in prison industries. He approached his task enthusiastically and I believe his performance is of good order. He has two assistants and there is every indication that he has freely used the advice of those who actually perform the tasks in preparing a job analysis of those tasks. Enclosure 2 shows his thoughts and plans with reference to Job Analysis which he submitted as a result of conferences. Enclosure 3 shows an outline of the tasks performed in the making of a desk and chair for the school room. An analysis of these various tasks were prepared, assembled, and published in a 166 page book entitled "Job Analysis of Woodwork" dated 5 June 1947. Pictures of the key operations were enlarged and printed at the Yokohama Prison and

distributed to the various Japanese prisons for placing on the walls of the woodworking shops. The Bureau of Prison Affairs, Ministry of Justice directed, <sup>in November 1947</sup> that all Japanese Prisons make use of the job analysis in woodworking. Mr. Nakashima completed a similar project in shoe making during 1947.

Mr. Nakashima stated that he had received reports from Fukuoka, Morioka, and Fuchu prisons to the effect that the woodworking analysis had been profitable to them in (1) vocational training (2) improvement in quantity and quality of production.

PLANS FOR 1948 - During this year Mr. Nakashima plans to job analyze carpentry (mass production of homes), printing, agriculture, and some of the tasks performed by prison officials.

RELATED TASKS COMPLETED, <sup>or underway</sup> DURING PERIOD - Mr.

Nakashima wrote the vocational training plan for the Kawagoe Juvenile Prison education demonstration project. He is preparing a trade test with the view of testing prisoners to assist in prisoner assignment and to assist in determining the proper vocation for a prisoner.

Matsumoto Juvenile Prison and Mito Juvenile Prison have applied for assistance in improving their vocational training program. Mr. Nakashima plans to give them assistance during the coming year and to organize all of the Mito prison into a vocational Trade School to include fundamentals in woodworking, agriculture, shoemaking, printing, and tailoring.

CONCLUSIONS. a. This is the first project of its kind ever attempted in Japanese penal history.

b. It appears that Mr. Nakashima has made a good and logical beginning for the Ministry of Justice.

c. More time for operation with an improvement in technique is required to determine the scientific value.

d. When prisons are checked observation may be made of the practice being made by the prisons in the use of the job analyses and any suggestions they are forwarding to B/PA for improvement.

e. Suggest the present practice of encouraging Mr. Nakashima in his plans and aiding where possible be continued.

HOK  
Kimmel  
Prison Administrator Group I

Prison Branch  
PUBLIC SAFETY DIVISIONAPO 500  
27 January 1947

Chief Prison Administrator:

A. Re your memo to me 8 Nov. '46 on Job Analysis the following information has been developed to date:

a. Conferences with Mr. Mayo, expert U. S. Job Analyst now with ESS, SCAP.

(1) In his opinion Job Analysis would be difficult at present time because of present wage patterns in Japanese civil industries.

(2) Laborers pay is only  $\frac{1}{2}$  what family spends.

(3) To place wages on an efficiency basis may result in starvation for those at the bottom.

(4) Would require a large number of Japanese working under American experts to complete Job Analyses.

(5) Japanese labor may resist because of reasons stated in 3 above.

(6) May be possible to conduct Job Analysis in prison industries.

(7) Japanese wage system is based on a series of special allowances such as base pay, efficiency wage, length of service, age, number in family, head of family, cost of living, season, area, end of year, etc.

(8) "Labor Science Institute" may have some personnel who can assist us. Representatives contact ESS usually every Tuesday. Mr. Mayo will refer them to us 17 December. Informed Mr. McCorkle since I will be in Sendai.

(9) To his knowledge there are no scientific Job Analyses in Japan.

(10) Agreed the following technique should be employed in preparing Job Analyses:

a. Type assignment - General Description of Job - point out distinguishing features if indicated or required - e. g. foreman, sub-foreman.

b. What the worker does plus examples of typical duties.

c. What does worker need to know - knowledge of skills and information required.



d. What equipment needed.

e. Degree of skill - Training or experience required or any training that would give worker required knowledges

B. Conference with Mr. Okabe, Kosuge Prison, 12 Dec 48:

(1) During the war the prison psychologist prepared a Job Analysis on "Riveting in Ship Building" which is now being translated.

(2) Attached is the present method they say they use in classifying and assigning prisoners to various tasks which may be inadequate. Thus it would appear that a more effective method of classifying should be developed simultaneously if the best results can be realized by having a Job Analysis.

(3) After ascertaining the amount of time Mr. Okabe spent in U. S. Prison industries I explained the meaning of Job Analysis to him and his staff by demonstration. This was enthusiastically received and Mr. Okabe expressed the desire to have his woodworking and cabinet making shops job analyzed as a starter. I explained to him that I was primarily concerned first in getting his opinion of whether such a project would be helpful and if so I planned to start at Kosuge Prison.

(4) Mr. Okabe agreed to submit his ideas on advantages and disadvantages with reasons of preparing a Job Analysis at this time.

GEORGE C. KIMMEL  
Prison Administrator, Group I

~~3~~ Enclosures

Enclosure (1)

13 Dec. 1946

Chief Prison Administrator

Dr. Lewis -

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a. Conference with Mr. Mayo - expert U.S. Job Analyst now with ESS SCAP

- (1) In his opinion Job Analysis would be difficult at present time because of present wage patterns in Japanese Civil Industries.
- (2) Laborers pay is only  $\frac{1}{2}$  what family spends
- (3) To place wages on an efficiency basis may result in starvation for those at the bottom.
- (4) Would require a large number of Japanese working under American experts to complete Job Analysis.
- (5) Japanese labor may resist because of reasons stated in 3 above.
- (6) May be possible to conduct Job Analysis in prison industries.
- (7) Japanese wage system is based on a series of special allowances such as base pay, efficiency wage, length of service, age, number in family, head of family, cost of living, season, area, end of year etc.
- (8) "Labor Science Institute" may have some personnel who can assist us. Representatives contact ESS usually every Tues. Mr. Mayo will refer them to us. 17 Dec. Informed Mr. McCordle since I will be in Sendai.

Enclosure (1)

/.

(9) To his knowledge there are no scientific Job Analyses in Japan

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(a) Type assignment - General Description of Job - point out distinguishing features if indicated or required - e.g. foreman, sub-foreman

(b) What the worker does + examples of typical duties.

(c) What does worker need to know - knowledge of skills and information required.

(d) What equipment needed.

(e) Degree of skill - Training or experience required or any training that would give worker required knowledge.

B Conference with Mr. Okabe, Kasuga Prison 12 Dec. 46

(11) a. During the war the prison psychologist prepared a Job Analysis on "Painting in Ship Bldg." which is now being translated.

(12) b. Attached is the present method they say they use in classifying and assigning prisoners to various tasks which may be inadequate. Thus it would appear that a more effective method of classifying should be developed simultaneously if the best results can be had by realizing by having a Job Analysis.

C. After ascertaining the amount of time Mr. Okabe spent in U. S. Prison industries I explained the meaning of Job Analysis to him and his staff by demonstration. This was enthusiastically received and Mr. Okabe expressed the desire to have his woodworking and cabinet making shops job analyzed as a starter. I explained to him

that I was primarily concerned first in getting his opinion  
of whether such a project would be helpful and if so I planned  
to start at ~~the~~ <sup>Kosuge</sup> Prison

d. Mr. Okabe agreed to submit his ideas on advantages and  
disadvantages with reasons of preparing a job analysis at this  
time.

LOK

Fomenko & Foist.

Maebashi - Average questionnaire - supplementary  
Col Pul. Instr. - list given prev.

SCAP DA Dir. M/S order 224 1 July '46

Ed Thig  
Classification <sup>unclassified</sup> thing, ordinary, self-clear.  
Pris employed - work camp

Check quantity & quality of prod. - turn back of chains  
Wall charts  
Can mums tell how he performs his task.  
Can he think out how to plan steps in making a  
new article  
Can he figure amt. of mat. to make a 100 chain

check Sub. for Parole Supv. <sup>Admin ed</sup> <sup>investigates re</sup>  
Admin Board of Prison Dist. <sup>Admin system</sup>  
~~Call order.~~ A

Prosecutors.  
Probation <sup>90</sup>

IBARA & I Harun of  
Tokyo shonen  
Kawano-mura, Higashi  
Lay out  
Prison Affairs Comm.

1. Parole, classification  
education, internal Admin
2. Organizing education - Juvenile
3. Prison employment
4. Recipients of Prison  
Class & Penit

Mito Trade Sch.  
P/C Prisoners

Job Analysis

Tokyo shonen

story of beer coast (Appeal Cases)

Shots cutouts for motion picture  
standing operating procedure for fire, riots,  
prison breaks, and calamities of nature such as  
earthquakes, etc  
appeal cases waiting

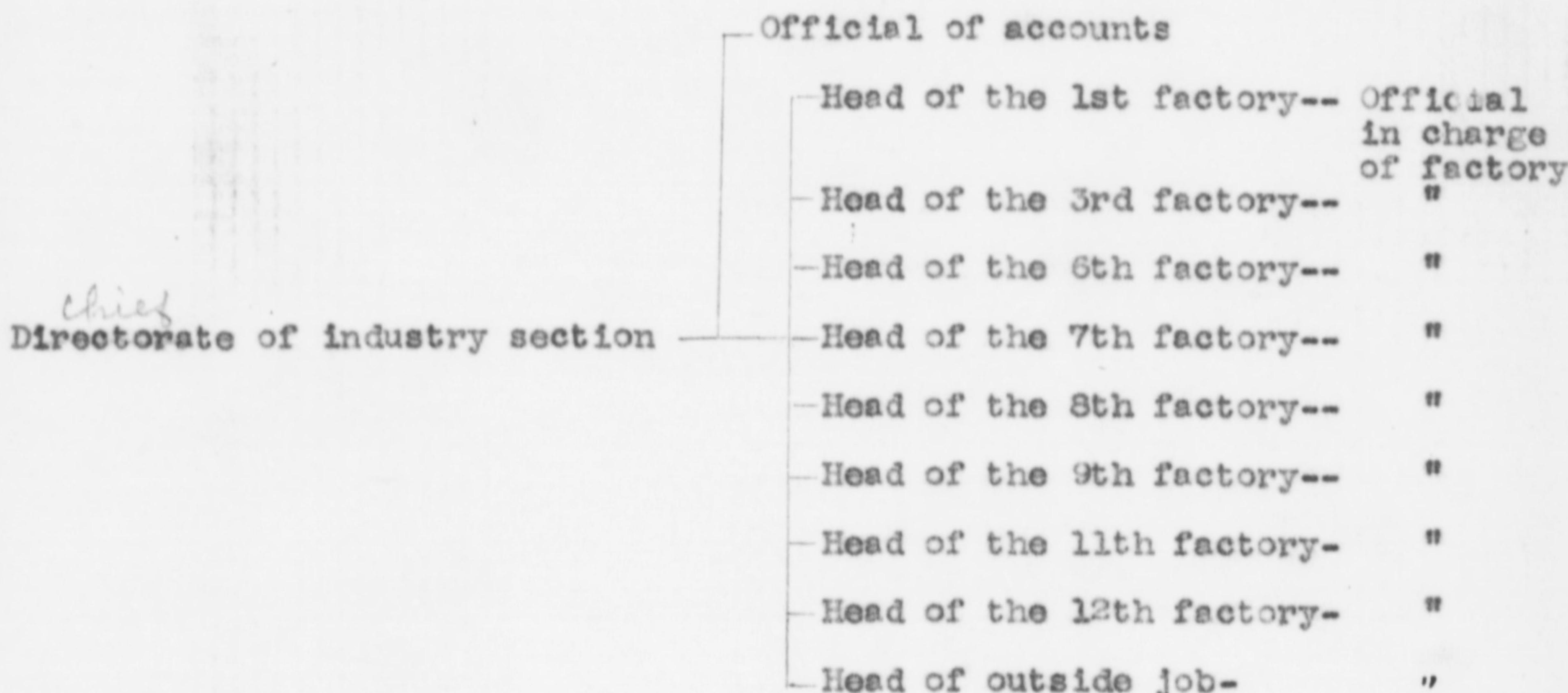
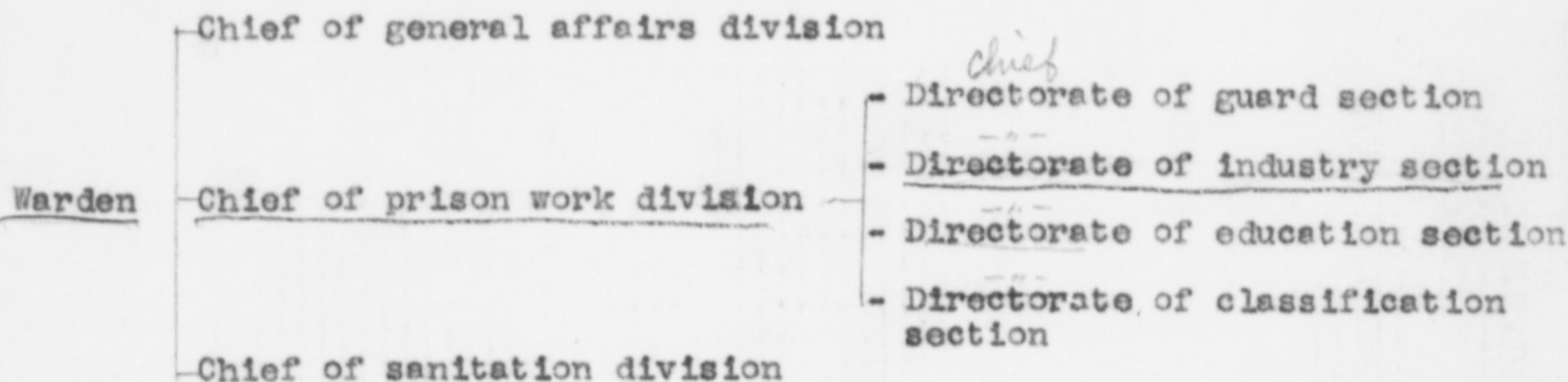
*Job Annulges File*

*Submitted*

*Kosuge prison 5 May 1947*

*orgn as of 1 April '47*

Organization of prison industries



Explanation:

I. Duties of <sup>chief</sup> directorate of industry section

- a. Plan and management of industry in prison
- b. Receipts and disbursements of manufacture
- c. Vocational education of prisoner
- d. Reward and allowance for prisoner
- e. Invention and design of prisoner

II. Duties of official of accounts in industry section

- a. Purchase and keeping of materials
- b. Distribution of <sup>raw</sup> materials, tools etc. to factories.
- c. Keeping and transfer<sup>ing</sup> of products

Fomenko & Foist.

Maebashi - Prepare questionnaire - supplementary  
Col Pul. Instr. & list given prev.  
SCHAIR Dir. M/S order 224 1 July '40

Ed Thig  
Classification <sup>unclassified</sup> thing, ordinary, self-class.  
Pris employed - work camp

Check quantity & quality of prod. - turn back of chains  
Wall charts  
Can inmate tell how he performs his task.  
Can he think out how to plan steps in making a  
new article  
Can he figure amt. of mat. to make a 100 chain

check Sub. for Parole Supv. / <sup>Admin. ed.</sup> <sup>coordinates it</sup>  
Admin Board of Prison Dist. <sup>Admin system</sup>  
<sup>California</sup>

Procurators,  
Probation <sup>of</sup>

1. Parole, classification, education, internal Admin
2. Inmate education - Juvenile
3. Prison employment
4. Recruits of Prison  
Class. of Prisoners

IBARAKI Haron of  
Tokyo shonen  
Kawano-mura, Higashi  
Lay out  
Prison Affairs Comm.

Mito Trade Sch.  
P/C Prisoners

Job Analysis  
story of new const. (Appeal Cases)

Shots suitable for motion picture  
standing operating procedure for fire, riots,  
prison breaks, and calamities of nature such as  
earthquakes, etc  
appeal cases waiting, and

shop - factory, engine production

13 Jan '41

Nakashima - Yamamoto

Desk chair --- woodworking

Carpentry - mass production houses

Job analysis improvement = 1. Prisoners to make suggestions

2. Assignment of prisoners who have aptitude.

3. Suggestions from prison officials.

4. On the spot inspections

Scientific plans.

write par. 3 16 Sept '41 "Proposal for improvement at the Kanagawa Juvenile Prison" not in opn. yet.

MITO - organize whole prison as a vocational Trade School - Fundamentals in woodworking; Agr.; shoemaking; Printing; Tailoring

4. Various prison plants have been doing



- 2 -

## III Duties of the heads of factories

They are to ~~act the actual leading~~ of job and guard.  
*will be engaged in the actual leading*

## A Jobs.

- a. *Reporting* ~~Investigation~~ of member of workers *number of prisoners to chief of industry daily*
- b. Investigation of output
- c. Taking in and out of *raw* materials
- d. Taking in and out of products
- e. Education of technique
- f. Prevention of accidents
- g. *Reporting labor requirements to chief of industry*

## B Guard and protection

Maintenance of discipline

IV Duties of official in charge of factory, ~~Assistance~~ of head of factory

## Note:

Organizations of prison industries in all prison are not entirely same. This table is organization of prison industries in Tokyo Detention.

*Yoshiyuki Nakashima*

12 Jan 48

## Report of the work in Prison Industry Laboratory.

- chair, desk*
- (1) I have finished the job analysis of shoe making and wood working.  
 In conformity to the result of these job analysis, I have made the text book for vocational training. As a few prison (for example Fukuoka, Morioka juvenile, Fuchu, Prison) reported that this text book was profitable for vocational training, <sup>improved production</sup> Prison Affairs Bureau of Ministry of Justice ordered <sup>J/P, M/P</sup> all prisons to use it in November of last year. I reconstructed this text book and made the wall picture and sent it to all prison. I will investigate the effect of the wall-picture, <sup>all taken from text-book</sup> after six months formally, for the period of vocational training for each prisoner is six months.
- (2) In regard to the improvement of vocational training in Kawagoe Juvenile Prison, I have given the prison the scientific plan in Autumn of <sup>the</sup> last year and have assisted the <sup>Preparation</sup> preparation of equipment and leader as much as possible. Warden of prison promised me that he will practise it as sooner as the consultation with National Council on Education and Training in Prison and Reformatory about this plan finished. I will encourage him still more. As Mito Juvenile Prison and Matsumoto Juvenile Prison <sup>know</sup> the exertion to improvement of vocational training in Kawagoe Juvenile Prison, these prisons applied for the improvement of their prison to Prison Affairs Bureau and begged the guidance of it. Prison Affairs Bureau order me that I give the guidance to Mito Juvenile Prison in the first place.
- (3) I am making a tradetest in conformity with the result of job analyses of prison industry I have done  $\frac{1}{3}$  of this study. I want to complete it after six months. In order to determine in adequate vocation of prisoner, I intend to use it.
- (4) The staffs of prison has many works, when prisoner is taken in prison or released from there. I have researched the <sup>e</sup> volume of these works in Tokyo Detention House (Kosuge Prison). The volume of work means the sorts of work and the needful time to do it. I found that the volume of work for each

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member is very different. If I want to improve the distribution of work, perfectly, I must study all the works of prison. I finished one half of this study at present. I shall continue the job analysis of the prison work still more.

(5)

- a) I will perfect the job analysis of carpentry, printing and agriculture in this year. In order to improve the vocational training, Prison Affairs Bureau ordered me this study.
- b) According to the order of Prison Affairs Bureau, I shall endeavor to improve the vocational training in Mito Juvenile Prison. In order to refer to the opinions of many people, I will make a committee meeting for vocational training. The difference of improvement between Kawagoe Juvenile Prison and Mito Juvenile Prison is as follows. I will make an organ of vocational training in Kawagoe Juvenile Prison and reconstruct Mito Juvenile Prison so as to have a characteristic of trade school. Will you please give us the leading and support?

Jan. 12th 1948

*Y. Nakashima*

Y. NAKASHIMA

Director of Prison Industry

Laboratory.