

**An Evaluation of the Administrative Role of BOP of the United States Justice Department  
Based on the Theory of Frederick Taylor (Taylorism) Applied to Prison Operations**

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**PUB-7000 V4: Public Administration (6929289940)**

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**Summary and Agency Advances**

In 1789, President George Washington appointed Edmond Jennings Randolph to perform a part-time job to provide legal protection for the federal government as Attorney General. Randolph had completed his education at the College of William and Mary and studied law in his father's office. He gained this appointment through his work as a delegate to the Continental Congress and a member of the Constitutional Convention. He was a supporter of the Revolution and served as General George Washington's aide-de-camp in 1775 as the founding fathers signed the Constitution.

From 1786-1788, Randolph served as Governor of Virginia. (United States Justice Department, 2017). Randolph served in his appointed role as Attorney General from 1789 to 1794, and replaced Thomas Jefferson as Secretary of State until 1795.

The United States Justice Department was made official. The new Justice Department increased its staff to address the numerous and distinct federal law cases that served to protect the nation. There have been eighty-five Attorney Generals since Randolph was appointed.

From the year Randolph arrived in 1789, to the establishment of the official Department of Justice in 1870, to this year of 2021, the protection of the nation has increased from one part time attorney to fifteen agencies, with the largest agency being the Federal Bureau of Investigation with over 37,622 staff members. There are one hundred and fifteen agencies that protect the nation from a multitude of domestic and international crimes. The six largest agencies of the department are: 1) Office of the Inspector General (DOJ-OIG); 2) Bureau of

Alcohol, Tobacco, Firearms and Explosives (ATF); 3) Drug Enforcement Administration (DEA); 4) Federal Bureau of Investigation (FBI); 5) Bureau of Prisons (BOP); 7) United States Marshals Service (USMS); and 8) the Office of Professional Responsibility (DOJ OPR).

### **Agency Focus: The Federal Bureau of Prisons**

#### Leadership

The Department of Justice is under the leadership of Monty Wilkinson, who is Acting Attorney General. The Federal Bureau of Prisons (BOP) is under the leadership of Michael Carvajal. BOP is structured to provide services to all regions across the United States. The Northeast, West, Mid-Atlantic, South Central, or Southeast regions are managed by regional directors. Each region includes several facility bureaus located in states within the regions. Each facility reports its findings to the Bureau of Prisons, and ultimately to the Attorney General as the agency's superior, and directly to the Deputy Attorney General, with internal inspections conducted by the Solicitor General.

#### Budget

The Federal Bureau of Prisons (BOP) is responsible for the care, custody, and control of incarcerated individuals, which has a prison population that totals approximately 151,735 inmates. The agency employs 37,402 staff members. The [BOP budget](#) includes the salaries of BOP staff (\$224,153,000); wages for prison staff (\$3,161,177,000), In-mate care (\$2,655,426,000); and contractual confinement (\$991,572,000), which totals \$7 Billion plus (\$7,032,328,000). The second tier budget in the US Department of Justice BOP Budget was increased to add another \$10,000 for inmate care, bringing the total budget to \$7,042,328,000.

The top ten crimes in the country are 1) White-Collar Crimes, 2) Larceny/Theft, 3) Burglary, 4) Robbery/Motor Vehicle Theft, 5) Aggravated Assault, 6) Homicide, 7) Drug Possession, 8) Rape, 9) Sexual Assault, and 10) Cybercrime. Committing any of these crimes sends you to one of two types of prisons, state or federal.

While fifty percent of state prisons arrests are drug related, the other fifty percent of the state prison arrests are based on white collar crimes. Drug based arrests are based on types of

drugs. For example, opioid intake without a prescription is not illegal although opioid is highly addictive and caused 70,000 American deaths from drug-involved overdoses in 2019. There are no known deaths from Marijuana, but the number of incriminations from marijuana, a drug commonly used by Black Americans make up forty percent of United States prison arrests.

The United States Department of Justice Bureau of Prisons manages the nation's federal prisons, which are composed of 57.6% White Americans, 38.6% Black Americans, Native Americans 2.4%, and Asians 2.27%. The crimes most commonly committed by federal prisoners are 1) Drug offenses, 2) Weapons, Explosives, Arson 3) Sex Offenses, 4) Extortion, Fraud, Bribery, and 5) Burglary, Larceny, Property Offenses.

#### Critical Assessment of a High Profile or Controversial Administrative Policy/Procedure

The racial imbalance of Black prisoners continues to alarm Americans. Black Americans are 13% of the United States population, but are 38.6% of the arrests. There is a correlation between the number of marijuana drug arrests and the number of Black arrests. Black Americans are 3.73 (almost four) times more likely than White Americans to be arrested for marijuana. (ACLU, 2020). There are currently 94,678 people who are in federal prison for drug violations. Of this group, 12.4 percent are in federal prisons because they violated marijuana laws. This is a total of 11,533 people incarcerated as a result of their involvement with cannabis products. The majority of the people who are imprisoned for cannabis in federal prison were convicted of drug trafficking offenses. These numbers do not include state prisoners. Examining drug intake by race, White federal prisoners are more commonly arrested for Cocaine and Methamphetamine; Blacks for Crack and Marijuana; and Hispanics with Marijuana, Heroin and Cocaine. The question is, does changing marijuana policies and laws impact the number of arrests. Is there a correlation between changing the severity of drugs laws, focused on marijuana, and the overall arrest rate?

As we compare eight states, four that have legalized marijuana versus four that have not, will the numbers decrease in both the restricted states and the legalized states due to the absence of overwhelming arrests and agitation? Will states that have legalized marijuana vary in arrests in comparison to the states that have not? Thirty four states

have legalized medical marijuana. Some such as Louisiana and South Carolina have not, but are projecting the legalization of marijuana by 2021.

## Results

The table lists states alphabetically and also categorizes them by marijuana legalization, number of arrests in general, and number of marijuana related arrests, comparing two years that are seven years apart. Obama inspired most of the states to legalize marijuana for recreational and medicinal use under his presidency and the results continually impact the number of arrests each subsequent year.

The states that have legalized marijuana display consistent and significant decreases in arrests between the years 2012 and 2019. The states that have posed more lenient marijuana policies have lower arrests. The states that restrict recreation and medical marijuana completely have mixed results, with high arrests and slightly lower arrests.

The percentages of Black Americans arrested in comparison to others imply that there is a pointed effort by law officers to focus on drugs that appeal more to this group. The penalties established for drugs commonly used by Black Americans carry longer sentences although they are not more deadly or addictive. The need to apply these inequitable penalties to particular drugs to target Black men for arrests and imprisonment ensures their large percentage of arrests and racial disparities in prison systems. Since marijuana was legalized in several American states there are noticeable decreases in the number of arrests in states that have large populations of Black citizens.

## LEGALIZED STATES VERSUS NON LEGALIZED STATES

States	Marijuana Legal?	Arrest Statistic 2012	Arrest Statistic 2019	Marijuana Arrests 2012	Marijuana Arrests 2019	Black Arrests Pre Post Legalization
Alabama	No (medical only)	1,918	1,831	181	159	87 22
California	Yes	1,250,742	1,044,775	10,353	3,466	205,967 6,897
Colorado	Yes	223,640	201,717	9,604	2,935	21,923 6,669
Illinois	Yes	125,648	8,250	361	331	117398 30
Louisiana	No	142,401	155,701	10,816	14,118	-13,300 -3,302
Maine	Yes	51,248	39,379	2,738	504	11,869 2,234
Massachusetts	Yes	144,132	109,694	907	191	34,438 716
Michigan	Yes	267,702	213,155	16,843	758	54,547 16,085
New York New York City	No (Yes, up to 2 oz) in NY City.	338,478	219,397	42,399	33,195	119,081 9,204
North Carolina	No, (Yes, less than half an oz)	457,367	201,122	22,221	13,048	256,245 9,173
South Carolina	No	188,550	150,859	15,865	13,839	37,691 2,026

The Justice Department BOP federal prisons have longer sentences for Black inmates for the same crime committed by White inmates. The department is the legal protector of justice and discrimination through its many agencies, including the Civil Rights Division, but fails to report discrimination and injustices in its own federal prisons. The United States Sentencing Commission reports that Black suspects receive sentences 19.1% times longer than white suspects for the same crime and drug; as well as Black citizens receiving longer sentences for marijuana compared to Whites that receive

shorter sentences for Cocaine and Methamphetamine. Under the Department of Justice investigations of race-based sentencing could be investigated to determine if two citizens of two different racial groups are sentenced differently for committing the same crime. Upon confirming the discriminations an immediate effort must follow to credit those receiving inequitable sentences for the time and wages they have lost. (United States Sentencing Commission, 2017).

### Applicable Public Administration Theories

The Administrators of BOP are asked to remove all discriminatory acts against Black inmates in the process of arrests, during incarcerations, and when surveillancing them after they are released. George Floyd was a man previously incarcerated and because his past included prison he was assumed worthless and killed. He was of great value.

People make mistakes, are misled as children and youth, and lack alternatives for survival. If we criminalize our systems of law to not protect the lives of Black suspects, but first murder, abuse, and strip the power due to former arrests he officers trained to uphold the law and set examples will become the scourge of the nation and become worse than those they arrest.

I ask the organizations of the BOP agency to seek the legalization of marijuana in the United States. The chart shows that when the criminality is removed from marijuana there is a significant decrease in violence and incarcerations.

### Taylorism and Johnsonism Theory

Frederick Taylor's theory focuses on organizational operations; its profits and losses, staff injuries, and the leadership could not piece the pieces of a project together to deliver timely and with excellent quality, there were problems in the infrastructure, tools, or staff procedures.

Johnson's interpretations of how BOP could apply Taylor's theories to help managers successfully reverse the discriminatory incidents that Black suspects and inmates suffer.

1. **BILL/POLICY SUBMISSIONS:** Prison managers and staff are given access to the policymaking, whereby they are encouraged and reinforced for submitting bills (ideas) to enhance their work environment, activity, and duties, as citizens of the United States are permitted. BOP is an agency for justice and staff should have the freedom to engage in an internal system of ensuring justice.
2. **PATIENCE IS FIVE MINUTES:** Give every prisoner five minutes to explain why something is going wrong. It may be embarrassing, or there may be a death in his family.
3. **EDUCATIONAL ATTAINMENT:** A prison manager, especially those that work with youth, should pursue or have completed college level coursework in Education, Counseling, and/or Public Administration. Skills are learned through these types of courses that provide strategies for getting the results needed.
4. **JOHNSON'S SCHOOL PLAN:** Johnson's School Plan is a series of classes that teach students how to succeed in their school work. The youth and adults that pursue diplomas and degrees while incarcerated attend mandatory classes that commonly parents teach their children as they progress through their grades and college years. Prison Managers are in many cases parents to prisoners.
5. **DRUG JUSTICE:** The federal prisons are to treat all prisoners with justice, and avoid all instances of prejudgements, and generalizing by race. All drugs are not the same, but avoid adding extreme penalties to drugs that allow you to target Black people. Marijuana has never killed anyone, and is medicinal. Don't add ten years to this drug because Black people smoke it, and give methamphetamine three years that kills often because White people consume it.
6. **LIFT PEOPLE THAT SELF-DESTRUCT:** People are not lazy, people want to grow, but their fears, economics, self-doubt, and their leaders' treatment of them impact their drive for success. These prejudgements can be replaced with esteem building self-characterizations through reinforcements and awards.
7. **CORRECTIONAL INTERNAL:** When the prisoner is right, agree. When the managers are wrong, disagree. Correctional Internal is to correct internal wrongs. Do not promote criminality, injustice, lawlessness, improper procedures, theft (not even petty theft). Do not ignore those needing urgent help or lack the social graces of sharing and listening. Any slight act of disobedience to your own rules costs lives. What you are asking to maintain the lawfulness of prisoners, you must do also.

8. BE WHAT YOU WANT YOUR STAFF AND INMATES TO BE: Do not falsely accuse without full knowledge of the truth. Alter your laws and activities to determine if there is racism against a segment of your population. Do not target Black people for the purpose of deeming yourself superior to abuse the power of your job.

The BOP is a well tuned machine that protects society from the criminals arrested. The BOP also protects and prepares a person to pay the price for the crimes committed to return to society with a new understanding of justice, having taught the incarcerated self-empowering strategies. It is an agency that belongs to the Justice Department that seeks “just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.” This mission applies to everyday citizens, the incarcerated, the federal officers, the Administration, and the immigrant and the mission cannot be achieved by omitting Black, Hispanic, and Females from justice.

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