

# **NEW JERSEY STATE POLICE**

## **Recruiting Unit**



## **2022 RECRUITING STRATEGIC PLAN**

## **Table of Contents**

<b>Introduction</b>	<b>3</b>
<b>Executive Summary</b>	<b>4</b>
<b>Mission</b>	<b>5</b>
<b>Strategic Focus Areas</b>	<b>6</b>
<b>Recruiting Goals and Objectives</b>	<b>8</b>
<b>Summary</b>	<b>12</b>

## INTRODUCTION

The Recruiting Unit will continue to solicit qualified candidates who reflect the diversity of the population of the State of New Jersey. In 2021, the Recruiting Unit maintained continuous engagement with potential applicants, bolstered the Recruiting Unit database, and administered and participated in the mentoring program for the recruits of the 161<sup>st</sup>, 162<sup>nd</sup>, and currently the 163<sup>rd</sup> State Police Classes. Although we continue to fulfill the initiatives set forth in previous strategic plans, we endeavor to enhance our efforts to recruit, mentor, and assist qualified applicants in the successful completion of the New Jersey State Police Academy.

The members of the Recruiting Unit are actively identifying candidates who meet the academic, physical, and background criteria established in the selection process standards. The Recruiting Unit works closely with our partners within the Division, such as the NJSP Division Staff Section, to address any identified underrepresented groups. In order to address any potential underrepresentation as it relates to our hiring practices, the Recruiting Unit has established partnerships with community and civic organizations throughout the state who assist us with attracting candidates from historically underrepresented communities. We work closely with our partners in a myriad of ways such as strategy planning, co-hosting events, and community input regarding our recruiting process.

Recruiters are continuously seeking individuals who are suitable to move forward the Division's various missions such as crime prevention, community engagement, and intelligence-led policing.

In order to adapt to the COVID pandemic, the Recruiting Unit is currently developing innovative ways to attract candidates. One of the most effective methods of attracting candidates during the 2021 recruiting period was the use of virtual meetings, which kept candidates engaged and abreast of the changes in the New Jersey State Police hiring and academy training processes. The Recruiting Unit plans to continue to utilize virtual career nights in addition to our regional in-person events. Additionally, the Recruiting Unit intends to increase live Q&A sessions on Division's social media platforms as well as developing engaging video products to attract candidates.

The Recruiting Unit will continue to provide information and resources that can assist candidates with successfully passing every aspect of the selection process, which includes the physical qualification test, the written examination, the background investigation, the Candidate Review Board (the interview phase of our selection process), and pre-service training at our academy. The Applicant/Recruit Mentor Program, which is administered by the Recruiting Unit, provides guidance and mentorship to candidates from the beginning of our selection process and continuing throughout pre-service training as recruits in our academy. Our mentor program aims to not only enhance our hiring practices, but to provide support and guidance to applicants to maximize retention both during pre-service training and after enlistment.

## EXECUTIVE SUMMARY

The Recruiting Unit is responsible for providing a diverse pool of qualified applicants, reflective of the demographics of the State of New Jersey. In order to fulfill this responsibility, the unit is divided into three regions: North, Central, and South. Additionally, the Recruiting Unit is responsible for the Museum and Learning Center, which includes the maintenance of the facility, exhibits, and Memorial Columbarium grounds, as well as scheduling and set up for meetings, planning and execution of division wide events, oversight of the Jones Farm inmate work detail, and the Division Internship Program. Unit members also assist the Selection Process Unit with processing applicants during all phases of the hiring process also known as the Applicant Selection Process.

The Recruiting Unit intends to highlight the multitude of specialized assignments that the Division offers, which is why we require support from all branches of the Division if our mission is to be successful. The members assigned to the Recruiting Unit and who will be specifically responsible for the implementation of this strategic plan are:

LT Jeffrey Flynn #6402

SFC Alina Spies #7036

SGT Sabrina Sanchez #7684

Tpr. II Tyree Cooper #7379

Tpr. II Gene Hong #7487

Tpr. II Oriana Smith #7695

\*Working hand in hand with the Recruiting Unit is the Outreach Unit which is comprised of another 12 enlisted members.

## **MISSION**

The Recruiting Unit is committed to identifying and mentoring qualified applicants, representative of the demographics of the State of New Jersey, who have the desire, skillset, and mental stamina necessary to successfully complete the rigorous training at the New Jersey State Police Academy.

## STRATEGIC FOCUS AREAS

- Utilize experienced and passionate recruiters.
  - Recruiters are consistently invited back to recruiting events previously attended.
  - Commitment to recruiting qualified applicants.
  - Recruiters meet with applicants to discuss career development.
  - Enlist the support of senior ranking members from diverse backgrounds at recruiting events to share their experiences.
  - Reinforce the diversity recruiting goals through the enlisted member.
  - Solicit members of organizations who can identify candidates and make referrals to the Recruiting Unit.
- Utilize a database to maintain constant contact with applicants.
  - Recruiting Unit maintains internal database that captures applicants' information.
- Highlight the 120 different career paths.
- The NJSP is highly respected throughout the country.
  - Collaborate with outside agencies.
  - Consistently disseminate recruitment information statewide to law enforcement agencies, volunteer emergency medical services (EMS) and fire departments.
- Exciting career with new experiences daily.
- Collaboration with other units and Troopers to get goals accomplished.
- Social Media usage (active Recruiting Facebook page).
- Competitive starting salary (\$64,955.99) and Job Security.
- Applicant/Recruit Mentor Program.
- Recruit salary increased to \$1175 biweekly.
- Ability to reach applicants outside of the state by use of online media, which creates a larger pool of desired candidates.
- Initiate outreach to organizations and groups such as colleges and universities, civic organizations, religious groups, health and fitness centers, police and military organizations, and fraternal groups focusing on diversity to host virtual career fairs for their respective agencies.

- Attend college and university virtual sponsored career fairs.
- Conduct visits by female Troopers with athletic directors, coaches, and female student athletes on intercollegiate sports teams throughout the region.
- Continuously contact Troopers who are alumni or have fraternal affiliation with institutions to assist with soliciting students from their colleges.
- Attend virtual military job fairs and out-processing to attract qualified military applicants by specifically partnering with the New Jersey State Police military liaison for military contacts.
  - Provide information regarding preference for veterans.
- Establish diverse internal focus groups to assist with recruiting strategies.
- Utilize social media to attract candidates, conduct Q&A sessions, provide updates to the selection process, and provide information regarding health and fitness.
  - Use web-based applications to conduct virtual mentoring sessions.
- Hold virtual community events to educate the community leaders on our State Police requirements.
  - Commence field recruitment at targeted locations, identified by use of statistical data as well as through outreach to community leaders and partners.
- Hold a female in law enforcement in-person and virtual event(s) for potential applicants.
  - Request the assistance of the New Jersey Women in Law Enforcement (WLE), the National Center for Women and Policing (NCWP), the National Association of Women Law Enforcement Executives (NAWLEE), and the Mid-Atlantic Association of Women in Law Enforcement (MAAWLE).
- Collaborate with the Selection Process Unit and Training Bureau to identify key information to provide to applicants.

## RECRUITING GOALS AND OBJECTIVES

### **Goal #1 – Identify individuals with characteristics consistent with the NJSP ideal candidate.**

#### Objective #1

*Identify “measurable facts” of qualified candidates*

- Persistent, continual academic achievements.
- Accomplished background in fitness and athletics.
- Continual involvement in volunteer, leadership, and community programs.
- Employment consistent with public and community service.
- Military based service and training.
- Practical and professional expertise from previous career paths and training.

#### Objective # 2

*Update recruitment materials*

Strategy #1 – Create electronic recruitment brochures to post on the New Jersey State Police social media pages and colleges and community websites.

Strategy #2 – Review all material to ensure the information is current and accurate. Update as needed.

Strategy #3– Determine the number and type of recruitment materials, including exhibit promotional “give-aways,” and funds needed to have the necessary materials printed and mailed to organizations, colleges and universities.

- Evaluation Criteria – Obtain employee and candidate feedback on revised recruitment materials.

#### Objective # 3

*Personalize the recruitment process*

Strategy #1 – Utilize the recruiting database to collect and update candidate information.

Strategy #2 – Send out monthly emails to candidates providing them with general information about the recruitment and selection processes.

Strategy #3 – Schedule open houses for candidates and their families to attend a recruitment presentation and tour the museum.



Strategy #4 – Schedule bi-monthly career nights for candidates to attend a recruitment presentation and tour the museum.

Strategy #5 – Schedule virtual career development sessions for candidates and in person sessions at the New Jersey State Police Museum and learning center to keep potential candidates engaged in the process.

- Evaluation Criteria – Obtain feedback from candidates about how well the emails, personal contact, and open houses met their needs.

**Goal #2 – Recruit a pool of diverse candidates reflective of the demographics of the State of New Jersey.**

- Work with the Diversity & Inclusion Unit (DIU) to identify underrepresented groups within the enlisted ranks. Under represented groups for the NJSP can be found at [www.njoag.gov/policerrecruiting](http://www.njoag.gov/policerrecruiting).
- The DIU analyzes enlisted demographics monthly.
- The Recruiting Unit will strategically target efforts towards identified underrepresented groups via community partnerships, colleges, social media, etc. through ongoing year-round recruitment efforts.
- The recruiting program will be evaluated by recruit class demographic comparisons.
- The Recruiting Unit will determine if program goals are met based on recruit class comparisons and employ additional contingent measures to address deficiencies such as paid targeted social media ads, enlisting the help of the NJSP Citizens Academy, and enlisting the help of community and civic organizations.

Objective #1

*Identify specific approaches and organizations with whom to collaborate in order to target candidates from diverse communities*

Strategy #1 – Compile a list of diverse community groups, including faith-based organizations, and invite them to informational meetings.

Strategy #2 – Meet with leaders from the various communities to identify recruitment ideas throughout the state.

Strategy #3 – Create awareness of career opportunities within diverse communities, via social media.

Objective #2

*Identify specific approaches and organizations with whom to collaborate in order to attract female candidates*

Strategy #1 – Conduct meetings with female Troopers to identify recruitment ideas to attract female candidates and organizations/groups within the community where prospective female candidates are located.

Strategy #2 – Compile a list of community groups frequented by women, including faith-based organizations, and invite them to informational meetings.

Strategy # 3 – Create awareness of career opportunities for women, via in person and through social media.

- Evaluation Criteria – Track the number of women who apply for Division positions and are subsequently hired.

**Goal #3 – Maximize the retention of applicants from diverse backgrounds. (What can we do to keep them interested in a career as a Trooper?)**

Objective #1

*Identify best practices to keep candidates engaged*

Strategy #1 – Provide ongoing mentoring to candidates/applicants, recruits, and junior Troopers.

- Provide informational videos written materials regarding nutrition and physical fitness on our website.
- Provide information to applicants regarding the status of the selection process.

Strategy #2 – Evaluation of data from prior recruiting cycles.

- Analyze statistics from initial application period through academy completion.
- Review recruit exit interviews.

**Goal #4 – Develop and implement best practices for the successful marketing of applicants for future employment with the New Jersey State Police.**

Objective #1

*Identify highly visible marketing and social media platforms*

Strategy #1 – The Recruiting Unit will collaborate with academic, athletic, cultural, and

civic representatives along with community and church leaders to promote the Division's recruitment campaign.

- Utilize Division resources to assist with recruiting strategies.
- Attend and conduct community activities in state police jurisdictions.
- Raise public awareness about Division activities such as the Internship Program, Trooper Youth Week, and the Explorer Program

Strategy #2 – Social media and the Division's relationship with media personalities will be utilized to maximize outreach efforts throughout the state and in surrounding states.

- An advertising campaign will be developed and implemented to reach qualified applicants of diverse backgrounds.
- Evaluation Criteria – Track the number of applicants who attend events or view social media platforms.

## **SUMMARY**

The Recruiting Unit will implement a proactive community-based approach in pursuit of diverse qualified candidates. Our objective will encompass, but not be limited to, a high visibility and saturation in institutions of higher education, community and church events, veteran events, as well as athletic and fitness events. Our outreach efforts will be executed both in-person virtually to maintain face-to-face contact, while utilizing social media and other forms of advertisement to reach communities.