

**Office of the Attorney General  
Department of Law and Public Safety**



# Diversity & Inclusion

## DIVISION-SPECIFIC PLANS FOR MEANINGFUL AND MEASURABLE PROGRESS

**2019**

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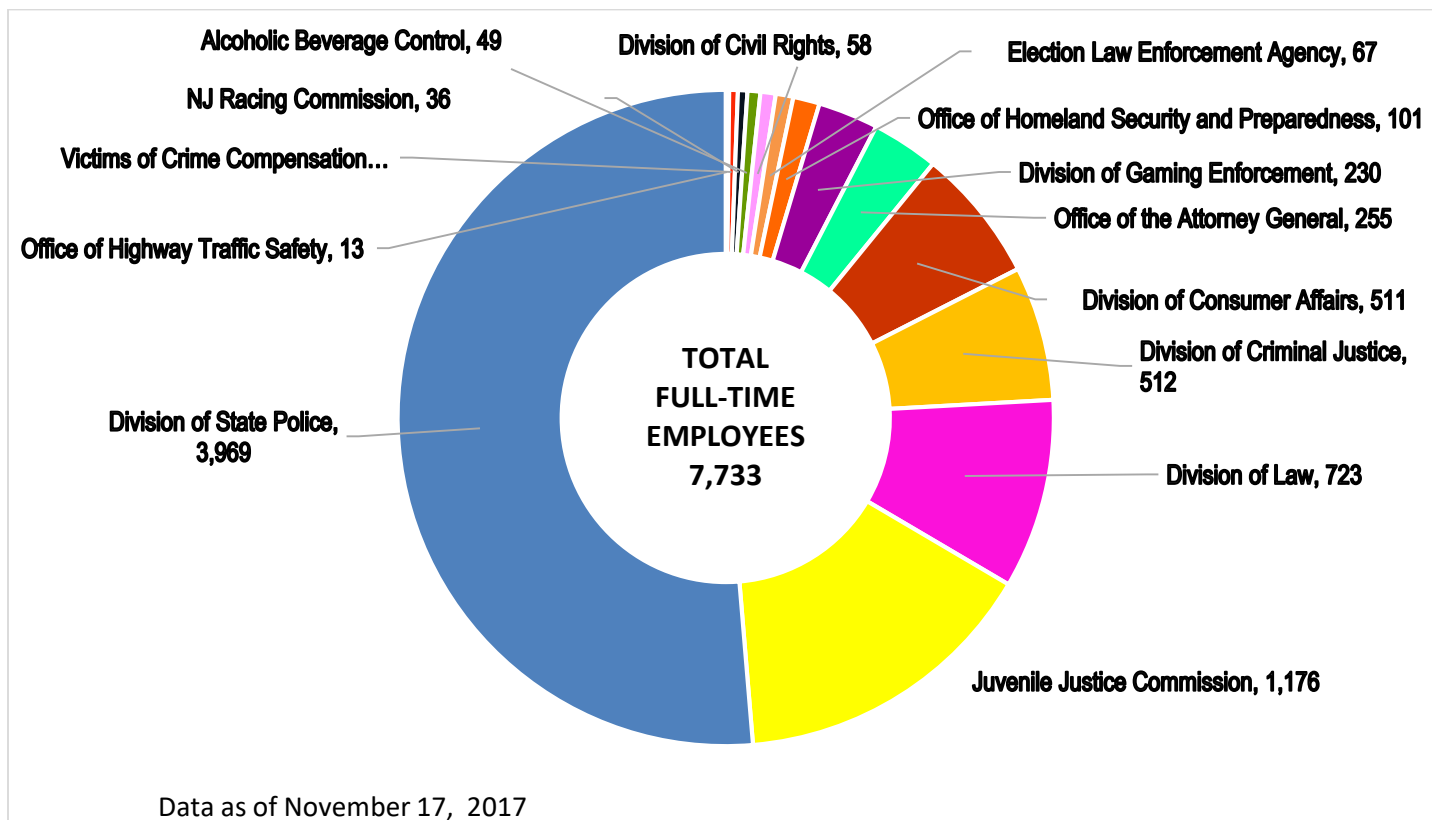
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## INTRODUCTION

Pursuant to the direction of Attorney General Grewal, each of the divisions within the Department of Law and Public Safety prepared and submitted plans specific to their respective divisions to identify goals and targeted milestones to support our shared mission of fostering and supporting a diverse and inclusive organization. With guidance from the LPS Office of Diversity and Inclusion, each director<sup>1</sup> submitted the division's goals, following a "SMART Goal" format (Specific, Measurable, Attainable, Relevant and Time Based), along with project milestones with target completion dates. Given the breadth and scope of the Department, divisions were provided a general framework, outlined below, to follow in developing their plans:

- Workforce: Pipeline/Recruitment; Hiring Process; On-Boarding; Professional Development; Employee Engagement
- Community/Market
- Supplier Diversity

Department of Law and Public Safety full-time workforce by division



<sup>1</sup> The Office of Homeland Security and Preparedness, which is considered "in but not of" the Department and not subject to the Department's administrative control, opted to participate in this planning process.



## **ALCOHOLIC BEVERAGE CONTROL (ABC)**

### **Outcome Statement**

The NJ ABC Diversity & Inclusion (D&I) Plan is designed to reflect and carry forward the mission and goals of both the Department of Law & Public Safety and of the Division of ABC.

NJ ABC plans to increase transparency internally within the Division by incorporating strategies to improve employee engagement. The Division intends to increase community involvement via a statewide collaborative Task Force Loaner Program which will include local law enforcement representation from the Northern, Central and Southern regions of the State. NJ ABC will develop an employee mentorship program that will match mentors and mentees together by common interests or assignments. This program will serve to actively engage permanent employees in the mission of the Division and Department.

The outcome of initiating and supporting the D&I plan will further develop and foster professional rapport with our employees and consumers, and increase the opportunity for key stakeholders to participate and share the mission of providing public safety.

<b>ABC GOAL #1: Employee Engagement. Develop tools to engage staff in an assessment process, gather input on employee engagement and collect innovative ideas and feedback on new initiatives.</b>	
<b>SPECIFIC:</b>	Gather information in collaboration with a third party, Office of Employee & Organizational Development (OEOD) via a team assessment and schedule ongoing Bureau and Division wide staff meetings, develop and collect employee engagement surveys, schedule brown bag lunch opportunities to meet with the Director to share creative ideas, initiate a suggestion box in which employees can offer anonymous input and suggestions.
<b>MEASURABLE:</b>	Track the number of employees who participate in the random team assessment with coordination through OEOD, collect statistics on the amount of Bureau and Division wide staff meetings to include the amount of attendees at each meeting, develop a written/verbal response or an action plan to address/respond to employee suggestions and feedback that are gathered from the assessment process, staff meetings, engagement surveys, group lunch meetings with the Director and via the suggestion box.
<b>ATTAINABLE:</b>	Yes, we can schedule a team assessment with the assistance of the OEOD team, we have internal resources to: develop an engagement survey, schedule group lunch meetings with the Director and ensure that each Bureau schedule quarterly meetings. ABC can schedule bi-annually Division wide meetings as well. The suggestion box can be

	checked weekly by Executive staff for review and response if applicable.
<b>RELEVANT:</b>	This connects to ABC's mission of creating transparency and to the overall Department's mission of increasing staff opportunities for sharing ideas, having a voice and inclusion.
<b>TIME-BASED:</b>	We will start the team assessment in October 2018 and complete by January 2019. We will initiate the other projects in November 2018 and they will be dynamic in nature and ongoing.
<b>SMART GOAL:</b> Between November 2018-September 2019, establish processes and mechanisms at the NJ Alcoholic Beverage Control to gather staff feedback on employee engagement and input on the possibility of new initiatives for the Division in conjunction with Office of Employee & Organizational Development (OEOD) Team.	

#### **Milestone List ABC Goal #1:**

##### Employee Engagement

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Brown Bag Lunch	11/2018		
<b>2.</b>	Staff Meetings	12/2018		
<b>3.</b>	Team Assessment	1/2019		
<b>4.</b>	Suggestion Box	2/2019		
<b>5.</b>	Engagement Survey	4/2019		

#### **ABC GOAL # 2: Community Engagement & Involvement. To increase a statewide collaborative Task Force Loaner Program that will include a representative from the Northern, Central, and Southern regions of New Jersey.**

<b>SPECIFIC:</b>	Provide training to the chosen officers who will be selected for the Task Force Loaner Program. Officers will be trained on how to conduct retail compliance inspections and also how to conduct background investigations. Some of these inspections may take place in communities where problematic bars/liquor stores operate. Currently, an officer from the Newark Police Department and
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	Voorhees Police Department are currently assigned to the Division of Alcoholic Beverage Control.
<b>MEASURABLE:</b>	When the officers return to their respected Departments at the end of Phase 1 of the Task Force Loaner Program they should have a better understanding of how to conduct retail compliance inspections and background investigations. The Division will be able to measure the accomplishments of the officers by future communication and the officers ability to work independently from the Division on certain aspects.
<b>ATTAINABLE:</b>	Yes, Phase 1 of the Task Force Loaner Program will conclude on September 30, 2018. The Division of Alcoholic Beverage Control will continue to communicate with the officers who were previously assigned to the program. If a problem is arising in a particular community, the Division will collaborate with the officer to come up with a plan and solution.
<b>RELEVANT:</b>	The officers who are chosen for the Task Force Loaner Program will be provided with training and a better understanding of the ABC Rules and Regulations. Once the first phase of the program has concluded, the officer will be able to bring the knowledge back to their respected Departments and collaborate with other officers. This will allow the officer to complete their assignments in their communities.
<b>TIME-BASED:</b>	This Task Force Loaner Program will be an ongoing program. Phase 1 of the Task Force Loaner Program started in June 2018 and will conclude on September 30, 2018. Phase 2 of this program will begin in October 2018.
<b>SMART GOAL:</b> To educate officers while they are assigned to the Task Force Loaner Program. Once the program has been completed, the Division of Alcoholic Beverage Control will continue to communicate with the officer and collaborate with their Police Department if needed. Phase 1 of the program will occur from June 2018 through September 2018. Phase 2 will begin October 2018 through January 2019. Phase 3 will begin in February 2019 with ongoing phases of the program. The length of each phase will vary from police department to police department, depending on the availability of the officers to be on loan for anywhere from 2 – 4 months.	

**Milestone List ABC Goal #2:****Community Engagement & Involvement**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Phase 1 Education Program	9/2018		
<b>2.</b>	Phase 2 Selection Process of Police Officers. "A"	1/2019		
<b>3.</b>	Phase 3 Selection Process of Police Officers. "B"	5/2019		
<b>4.</b>	Phase 4 Selection Process of Police Officers "C"	9/2019		
<b>5.</b>	Phase 5 Selection Process of Police Officers "D"	12/2019		

**ABC GOAL #3: Mentorship Program**

Actively engage permanent employees in the mission of the Agency by partnering these employees with senior colleagues who do similar or related work.

<b>SPECIFIC:</b>	Inform employees of availability of mentorship program, and invite those interested to participate, both as mentors and mentees. Match mentors and mentees together by common interests or assignments. Mentors will serve as a resource to their mentees by providing advice on professional growth, career development, time management and navigation through the Agency. Mentees will have the opportunity to receive personal and professional growth from more seasoned and experienced employees.
<b>MEASURABLE:</b>	Identify those who wish to volunteer as mentors and mentees. On an annual or semi-annual basis, create and provide a questionnaire for participants in order to assess whether the mentors and mentees have gained valuable experience(s) as a result of their partnership.
<b>ATTAINABLE:</b>	Yes, the Agency has more senior and junior employees who can be matched up.

<b>RELEVANT:</b>	A mentorship program will allow personal and professional bonds to be created so that mentor and mentee become more engaged with each other and the Agency. A mentorship program will also provide a vehicle through which more senior employees can impart institutional knowledge to junior employees.
<b>TIME-BASED:</b>	This program can be implemented in the first quarter 2019, provided the Division is able to create mentor and mentee applications that will be used to match mentors with mentees based on common interests and assignments.
<b>SMART GOAL:</b> To establish a mentorship program that will serve to actively engage permanent employees -- both senior and junior members of the staff -- in the mission of the Division	

### Milestone List ABC Goal #3:

#### Mentorship Program

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Mentor and Mentee Applications Created	1/2019		
2.	Invitations Sent to Permanent Employees	2/2019		
3.	Interested Employees Application Due Date	3/2019		
4.	Matching of Mentor with Mentee and common interests/assignments identified	5/2019		
5.	Commencement of Mentorship Program	6/2019		
6.	6 month Status/Feedback Questionnaire issued to participants (to continue every 6 months)	12/2019		

## **CIVIL RIGHTS (DCR)**

### **Outcome Statement**

Our plan aims to increase diversity in DCR's staff by improving hiring and retention strategies. This is critical to DCR's mission because increasing diversity and inclusion will better allow DCR to achieve its statutory responsibility to combat discrimination in New Jersey.

<b>DCR GOAL #1: Improve, where necessary, employment retention strategies.</b>	
<b>Specific: what are we actually going to do?</b>	Determine if DCR should implement new practices and policies to retain its already-diverse workforce.
<b>Measurable: how will we know that we accomplished what we want to do?</b>	Of DCR's twenty employee separations since January 1, 2015, seven retired from the State to receive a full pension (after attaining 25 years of service and meeting the age requirement). One person resigned for health reasons. The remaining twelve accepted positions that offered a higher salary and/or promotional opportunities. Thus, DCR management assumed that all the employees left primarily for quality of life reasons or to pursue greater financial reasons/promotional opportunities. A significant portion of those separations were employees who identify as African-American or Hispanic. DCR will examine HR records including notes from exit interviews to determine if there were actions DCR could have taken to prevent them (or persons before them) from leaving.
<b>Attainable: is this task realistic, given our resources and the challenges that exist?</b>	Yes, assuming that the exit interview materials are available and sufficient. If we find that the exit interview questions could be more tailored to our needs, we will suggest revisions to HR.
<b>Relevant: how is this goal connected to the mission?</b>	This connects to our goal of maintaining a diverse and productive workforce.
<b>Time-based: when will this be accomplished?</b>	We will begin immediately by requesting exit interview material from HR. Assuming that the materials are sufficiently detailed, we should be able to make preliminary recommendations/findings shortly after receiving all the material.

**SMART GOAL:** By January 2019, DCR will make a determination as to whether HR exit interview materials suggest that the agency should implement additional practices and policies to retain its already-diverse workforce (and formulate recommended improvements if necessary).

#### **MILESTONE LIST DCR GOAL # 1**

Improve, where necessary, employment retention strategies.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	<b>Request exit interview material from HR</b>	<b>11/19/18</b>		
<b>2.</b>	<b>Receive exit interview material from HR</b>	<b>12/18/18</b>		
<b>3.</b>	<b>Evaluate whether we need additional information from former employees</b>	<b>12/21/18</b>		
<b>4.</b>	<b>Complete review of exit interview material and determine whether we need to make changes in DCR's policies or practices.</b>	<b>1/24/19</b>		
<b>5.</b>	<b>Propose any changes to exit interview questions going forward.</b>	<b>1/30/19</b>		

**DCR GOAL #2: Increase the number of Spanish-speaking investigators to handle the significant number of calls, inquiries, and complaints filed by Spanish-speaking persons.**

**Specific:  
what are we actually going to do?**

DCR already notes on its job postings for investigators that a preference will be given to bi-lingual applicants. DCR will designate a Spanish-speaking investigator to formulate and coordinate strategies for actively recruiting qualified Spanish-speaking applicants including, but not limited to, meeting with Spanish-speaking undergraduate and graduate students to discuss the work we do and the benefits of a career in the public sector.

<b>Measurable:</b> how will we know that we accomplished what we want to do?	Approximately 19% of DCR's staff identifies as Spanish-speaking. DCR has a Spanish-speaking staff member in its Trenton, Atlantic City, and Cherry Hill offices. It has four Spanish-speaking staff members in its Newark office. The agency can measure the effectiveness of this initiative by monitoring an increase in those numbers.
<b>Attainable:</b> is this task realistic, given our resources and the challenges that exist?	Yes. DCR has no shortage of resumes submitted by people interested in working as civil rights investigators. However, the long-standing hiring and promotional freezes were obstacles in the personnel process. Now that those freezes have been modified, DCR is optimistic that it will attract its share of dedicated and qualified Spanish-speaking candidates.
<b>Relevant:</b> how is this goal connected to the mission?	This furthers the agency's goal of maintaining a diverse and productive workforce, and optimizes its ability to efficiently serve members of the public who seek its services.
<b>Time-based:</b> when will this be accomplished?	We will begin in November 2018, by reviewing applicable job specifications and salary ranges.
SMART GOAL: DCR will increase its number of Spanish-speaking staff members within ten months.	



## MILESTONE LIST DCR GOAL #2

Increase the number of Spanish-speaking investigators to handle the significant number of calls, inquiries, and complaints filed by Spanish-speaking persons.

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Designate a Spanish-speaking investigator to help with recruiting efforts.	12/14/18		
2.	Hire an additional Spanish-speaking investigator in Trenton Office	1/8/19		
3.	Hire an additional Spanish-speaking investigator in Newark office	1/8/19		
4.	Evaluate promotions for investigators, including Spanish speaking investigators, which will assist with future hiring.	1/15/19		
5.	Evaluate possibility of hiring additional Spanish-speaking staff, including a Spanish-speaking receptionist.	3/19/19		

## DCR GOAL #3: Determine whether there are methods of improving or maintaining diversity in DCR's investigative staff.

<b>Specific:</b> what are we actually going to do?	Explore the possibility of re-structuring or re-classifying DCR's investigator positions to ensure that our positions offer equal opportunities for salary and advancement, as compared with investigator positions in other State agencies.
<b>Measurable:</b> how will we know that we accomplished what we want to do?	In response to postings for entry-level investigator positions, DCR has received a number of applications from employees of other State agencies who are earning higher salaries than DCR employees with similar employment histories. DCR has also

	lost several investigators to other State agencies that have been able to offer higher salaries. DCR will review job specifications for investigator positions and other positions requiring similar education and experience, and will consult with experienced LPS HR staff and possibly with Civil Service Commission staff, to determine whether it is feasible and advantageous to restructure or reclassify the investigator positions.
<b>Attainable: is this task realistic, given our resources and the challenges that exist?</b>	Yes, we can obtain job titles from resumes of applicants from other State agencies, and have information regarding the positions accepted by former DCR employees. We can also consult with management of other LPS divisions regarding differences in job classifications and job duties.
<b>Relevant: how is this goal connected to the mission?</b>	This connects to our goal of maintaining a diverse and productive workforce.
<b>Time-based: when will this be accomplished?</b>	We will begin in November 2018, by reviewing applicable job specifications and salary ranges.
<b>SMART GOAL:</b> DCR will determine whether restructuring and/or reclassification of the investigator positions is feasible and advantageous within one year.	

### **MILESTONE LIST DCR GOAL #3**

Determine whether there are methods of improving or maintaining diversity in DCR's investigative staff.

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1	Review and evaluate investigators' job specifications	12/14/18		
2	Make any necessary changes to investigators' job specifications (in consultation with HR and Civil Service Commission staff).	1/15/19		
3	Evaluate possibility of promotions for existing investigators	3/18/19		

4	Review and evaluate job specifications for other staff	2/18/19		
5	Make any necessary changes to job specifications for other staff (in consultation with HR and Civil Service Commission staff).	3/19/19		

## CONSUMER AFFAIRS (DCA)

<b>DCA GOAL #1: Identify the major languages spoken by consumers who access Division resources in order to more effectively serve these consumer groups.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Create a process by which the Consumer Service Center (CSC) and the Division's contract Call Center vendor begin identifying and tracking the non-English native languages spoken by consumers who contact the Division. In addition, notify all investigators and staff members who interact with the public to do the same. We will also cross-reference this with data about the primary languages spoken in the state. Once the list of languages is complete, the Division will work to retain the services of relevant translators who can provide real-time assistance to consumers, and will make complaint forms and other documents available online in the relevant languages. In the short term, we will work to identify real-time phone translation services that may be available to the State to assist in the office and in the field.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Identification of existing resources; retention of translation services by an outside vendor; and translation of complaint form and other relevant documents in various languages will be posted to the Division's website.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Division has the resources to pay for translation services but will be required to obtain those services through the normal Department of Treasury process, which may require the Division to undertake an RFP (Request for Proposal) if the cost exceeds the Division's Delegated Purchase Authority.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to our overall mission to serve all residents of New Jersey to more effectively communicate with our diverse consumer population.
<b>Time-based:</b> <b>When will this be accomplished?</b>	We will start the process of identifying relevant languages in October 2018 and will retain translation services and have translated documents available on our website by December 2019

**SMART GOAL:**

Between October 2018 and December 2019, the Division will work to identify the languages most commonly used by consumers who are in contact with the Division and the languages most commonly spoken by non-English proficient residents of the state. We will retain translation services that will be available to provide real-time assistance to consumers, and will post translated documents, including complaint forms, in relevant languages, on our website to better assist consumers.

**Milestone List DCA GOAL # 1**

## Translation Services/Translated Documents

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Identify whether any real-time translation services are available to us under existing state contracts			
<b>2.</b>	Review CSC and Call Center Data to identify most common languages spoken by callers; as well as publicly available demographic information	December 2018		
<b>3.</b>	Identify translation services needed; review Division documents to identify most relevant for translation	January 2019		
<b>4.</b>	Retain services of a translation vendor through use of the Division's DPA	April 2019		
<b>5.</b>	If not DPA-appropriate, work with Treasury to post an RFP	June 2019		

6.	Select a vendor through the RFP process and have all identified documents translated by the vendor	December 2019		
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**DCA GOAL #2: Increase outreach efforts to actively recruit among diverse populations for Division employment opportunities.**

<b>Specific:</b> <b>What are we actually going to do?</b>	Expand the Division's participation at university and college job fairs and other employment focused events; increase outreach efforts among faith-based and affinity groups organizations; continue to refine our year-round internship program.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Track the number of applicants who apply for positions with the Division following contact with Division outreach teams at colleges or universities or as a result of Division engagement with an organization, or following a Division internship.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Division's Outreach Team maintains a robust schedule and will continue attending various events each week, including job fairs. We are also in the process of assessing Division-wide employment needs, and foresee posting to fill several positions in calendar year 2019.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to our overall mission to serve all citizens of New Jersey by demonstrating our commitment to diversity by expanding our efforts at ensuring a diverse applicant pool.
<b>Time-based:</b> <b>When will this be accomplished?</b>	Increased outreach efforts, to include attendance at college and university job fairs and outreach to faith-based and affinity organizations, will begin with the next round of job postings the Division pursues in calendar year 2019.

**SMART GOAL:**

Between January 2019 and December 2019, the Division will expand its recruiting efforts among local colleges and universities and among various organizations, including an on-going assessment of the Division's internship program.

## Milestone List DCA GOAL #2

### Expanded Outreach

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Identify list of local college and university job fairs to be held through June 2019	January 2019		
2.	Identify list of organizations for enhanced outreach efforts	January 2019		
3.	Circulate job postings at job fairs and to identified organizations	January – until positions filled; repeat with all new postings		
4.	Reassess Division internship program to determine whether any changes are necessary	January 2019		

### DCA GOAL #3: Purchase and make available sacred texts for use during public hearings before the Acting Director and other units that conduct hearings, or otherwise require participants to swear and/or affirm.

<b>Specific:</b> What are we actually going to do?	Purchase copies of sacred texts of major religions to be kept in the Director's Office for use by the Director or other Division boards and committees during the conduct of public hearings, and advise all Division units that these sacred texts are available for use. We will purchase additional texts as needed.
<b>Measurable:</b>	Track the number of requests for use of these sacred texts to determine whether hearing participants are being advised that

<b>How will we know that we accomplished what we want to do?</b>	they may use these texts. Also track whether other texts are requested.
<b>Attainable: Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Division has the fiscal resources to purchase copies of these sacred texts for use by the Director and other units within the Division.
<b>Relevant: How is this goal connected to the mission?</b>	This goal connects to our mission by recognizing the diversity within the larger New Jersey community the Division serves by making those of different faiths more at ease during the conduct of official matters before the Acting Director or other Division units.
<b>Time-based: When will this be accomplished?</b>	The sacred texts will be purchased and made available for use by January 2019.
<b>SMART GOAL:</b> By January 2019, the Division will purchase copies of various sacred texts for use during public hearings before the Acting Director and other units within the Division.	

### Milestone List DCA GOAL #3

#### Sacred Texts

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Division will identify sacred texts to be purchased and will submit purchase order to our Fiscal Unit	October 2018		
2.	Acting Director will advise boards and committee of the availability of sacred texts for use at public hearings and other official board meetings	January 2019		



<b>DCA GOAL #4: Creation of a separate, quiet space within the physical confines of Division offices at 124 Halsey Street to be designated as a “Quiet Room” for mediation/prayer/reflection that will be open to all employees.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Identify space at 124 Halsey Street that would best serve as a quiet room, and have that space reconfigured to accommodate employees wishing to use that room for prayer, meditation or quiet reflection during lunch or break times throughout the work day.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Room is open to employees and they begin to use it for the designated purposes.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Division will arrange for the reconfiguration of the existing space, and will request any necessary approvals from the building landlord if structural changes to the space are necessary.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to our mission of recognizing the diversity within our existing workforce and fostering a sense of community.
<b>Time-based:</b> <b>When will this be accomplished?</b>	June 2019
<b>SMART GOAL:</b> By June 2019, the Quiet Room will be open for use by Division employees.	

**Milestone List DCA GOAL #4**  
**Quiet Room**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Identify potential locations at Division offices at 124 Halsey	December 2018		
<b>2.</b>	Seek Approval for Reconfiguration from building landlord if necessary	February 2019		

3.	Begin reconfiguration of office space	May 2019		
4.	Opening	June 2019		
<b>DCA GOAL #5: Restructured interview process to include panel-based questions and a revised scoring mechanism</b>				
<b>Specific:</b> <b>What are we actually going to do?</b>		Establish revised interview protocol that provides for two rounds of interviews, with a relevant panel of no more than three interviewers, and the use of a uniform scoring mechanism.		
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>		We will begin to utilize the revised panel-based questions and evaluations to assess incoming applicants for employment, and will assess the candidates selected for movement to the next round of interviews and individuals selected as preferred candidates.		
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>		Yes, the Division will review and edit existing interview evaluations and sample questions, as well as writing sample prompts we currently utilize to ensure use of a more standardized process and scoring mechanism.		
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>		This connects to our overall mission to serve all citizens of New Jersey by demonstrating our commitment to diversity by expanding our efforts at ensuring a diverse applicant pool.		
<b>Time-based:</b> <b>When will this be accomplished?</b>		Restructured interview protocols will be utilized for the next round of job postings the Division pursues in calendar year 2019.		
<b>SMART GOAL:</b> Between January 2019 and December 2019, the Division will restructure its interview process to ensure use of panel-based standardized questions, a uniform scoring system, and no more than two rounds of interviews.				

### **Milestone List DCA GOAL #5**

#### **Restructured Interview Process**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
1.	Review and revise sample questions	January 2019		

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
	utilized by interviewers			
2.	Review and revise writing prompts provided to applicants	January 2019		
3.	Create a uniform scoring mechanism to be utilized by interviewers	January 2019		
4.	Begin using reviewed forms for all interviews conducted in connection with new postings	February 2019		

**DCA GOAL #6: Enhance professional development of managers and employees by making various types of training opportunities available and exploring education cost reimbursement**

<b>Specific:</b> What are we actually going to do?	Identify training opportunities that exist for various levels of staff, including supervisor and manager training, customer service training, and pursue discussions with the Department and the Department of Treasury to determine whether education cost reimbursement may be pursued on behalf of Division staff seeking to further their education.
<b>Measurable:</b> How will we know that we accomplished what we want to do?	The Division will create and post a list of training opportunities that will be open to all managers and employees.
<b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?	Yes, the Division will endeavor to make available both for-cost and cost-free relevant training for staff. To the extent that the Division identifies for-cost training modules or courses that it believes will enhance professional development of its employees, the Division will utilize its resources to secure participation for its employees.

<b>Relevant: How is this goal connected to the mission?</b>	Greater professional development of Division staff is connected to our overall mission to serve New Jersey consumers by helping to ensure our workforce is appropriately trained so they may better serve the needs of those who contact the Division for assistance.
<b>Time-based: When will this be accomplished?</b>	Identification of training courses and posting relevant information on the Division's intranet page will be completed by June 2019; discussions with the Department of Treasury concerning tuition reimbursement will begin in the new year.
<b>SMART GOAL:</b> By June 2019, the Division will identify and make available a list of training opportunities for its employees that are designed to enhance professional development. To the extent that training opportunities are for-cost, the Division will work to identify a funding source, if possible, and will work with the Department of Treasury to determine whether tuition reimbursement for attendance at such trainings is possible.	

### **Milestone List DCA GOAL #6**

#### **Professional Development**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Division to research and identify relevant courses and training opportunities – both for-cost and free offerings	March 2019		
<b>2.</b>	Division to work with Department of Treasury to identify whether tuition reimbursement for such training and for more formal education is possible	June 2019		
<b>3.</b>	Division to make course offerings available on the intranet and circulate information to all employees about the existence of these offerings	June 2019		

<b>DCA GOAL #7: Create a Mentorship Program to assist new employees</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Establish a program to pair new employees with more seasoned Division employees to assist new employees in becoming acclimated to the Division through more formalized mentorship activities
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Track feedback from new employees who have been paired with mentors to determine whether the experience has been positive and has benefited employees' professional development and transition into Division employment.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, mentorship activities will be structured during lunch hours to ensure limited disruption of work flow.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Ensuring the professional development of Division staff is connected to our overall mission to serve New Jersey consumers by helping to ensure our workforce is appropriately trained so they may better serve the needs of those who contact the Division for assistance.
<b>Time-based:</b> <b>When will this be accomplished?</b>	Mentorship program will be launched in the first half of calendar year 2019.
<b>SMART GOAL:</b> Beginning in June 2019, the Division will institute of mentorship program to pair new employees with volunteer mentors from the existing Division staff with a goal of assisting new employee transition into Division employment.	

### Milestone List DCA GOAL #7

#### Mentorship Program

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Division to research mentorship program initiatives to determine what model best suits Division needs, including discussions with Division of Law about its mentorship program	March 2019		
2.	Division to request and vet volunteer mentors from our existing workforce	May 2019		
3.	Division to create and circulate among volunteer mentors list of activities and suggestions to facilitate mentor-mentee relationship	June 2019		
4.	New employees to be paired with Division mentor	June 2019		
5.	Division to track new employee and mentor experience with the program and recommend refinements if necessary	June 2019-December 2019		

## **DIVISION OF CRIMINAL JUSTICE (DCJ)**

### **Introduction**

The Division of Criminal Justice (“the Division”) is charged with the responsibility to detect, enforce, and prosecute the criminal business of the State through the uniform and efficient administration of our criminal laws. In addition to its direct law enforcement operations, the Division provides oversight and coordination within New Jersey's law enforcement community. The activities of the Division are conducted through a staff consisting of deputy attorneys general, detectives, and professional personnel.

### **Diversity & Inclusion Plan**

The Division has proposed a Diversity & Inclusion Plan for calendar year 2019 to better address our mission to better serve the citizens of the State of New Jersey. The Division seeks to improve the composition and dynamics of our workforce, while improving the Division’s visibility and reputation in the State.

### **Outcome Statement**

The Division proposes seven goals, focusing on these key areas: recruitment; enhancing the Division’s footprint in the State; employee engagement; cultivating the Division’s talent and providing equal access to professional development; and mentoring. At the end of the year, by pursuing the proposed goals, the Division hopes to achieve the following:

- (1) increased diversity in candidate pools for all paid and unpaid employment opportunities;
- (2) on boarding of candidates that better represent the diversity in the State;
- (3) increased visibility and understanding of the Division by the law enforcement community and community at large; and
- (4) better engagement of all employees so they feel included and valued.

## DCJ GOAL 1: RECRUITMENT (Interns/Externs – Undergraduate, Graduate and Legal)

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"> <li>• Coordinate with other Divisions within the Department to participate in career fairs to promote the Division and the Department by actively engaging with candidates interested in internships and externships</li> <li>• Partner with faculty and administrative staff at colleges, universities and law schools to create a referral system for opportunities and networking</li> <li>• Perform outreach with diversified student groups at colleges, universities and law schools to host and/or attend events to engage in active recruitment efforts</li> </ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"> <li>• Track the number of events the Division attends/hosts and attendees</li> <li>• Track internship and externship applications and correlate outreach efforts with applicants and placement</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"> <li>• The Division has a committee that is engaged in broadening the internship program, who will be a key resource for our campus efforts</li> </ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"> <li>• The goal is directly tied to our mission to facilitate diverse interns and externs that will be interested in future employment opportunities within the Division</li> </ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"> <li>• Immediate planning for the Spring 2019, Summer 2019, and Fall 2019 programs</li> </ul>

### SMART GOAL:

Between now and February 2019, the Division will put a plan in place to attend career fairs at colleges, universities and law schools, will activate a committee to target student organizations to engage in active recruitment, will coordinate with other divisions within the Department and the Office of Human Resources for recruitment efforts, and will liaison with faculty and staff at various educational institutions in the tri-state area, specifically Rutgers University and Law School, Rowan University, the College of New Jersey, and Seton Hall University and Law School.



### Milestone List DCJ GOAL 1

#### Recruitment (Interns/Externs – Undergraduate, Graduate & Legal)

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Research career fairs and plan attendance and coordinate attendance with other Divisions	1/1/19	Ongoing	<ul style="list-style-type: none"> <li>• The Division coordinates with OIFP and OPIA for recruiting events and placing interns.</li> <li>• As of April 10, 2019, DCJ attended the following fairs in 2019: <ul style="list-style-type: none"> <li>• PIPS Temple Interviews, January 25, 2019</li> <li>• RU Law - Newark - Internship Panel Discussion, February 19, 2019</li> <li>• RU Law - Newark - Crim. Law Soc. Panel, March 7, 2019</li> <li>• Villanova Law School Spring Fair Meet and Greet, March 27, 2019</li> <li>• Monmouth University Criminal Law Fair, March 27, 2019</li> <li>• Rowan Panel Discussion April 2, 2019</li> <li>• Rowan Career Fair, April 9, 2019</li> </ul> </li> </ul>
2.	Create committee to liaison with student organizations	10/31/18	Ongoing	A committee of 10 members was convened in May 2018. A subcommittee is responsible for coordinating with colleges, universities, and law schools.

3.	Identify staff to liaison with school faculty	10/31/18	ongoing	See above.  The committee is constantly researching and registering for recruitment events.
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<b>DCJ GOAL 2: Recruitment (Detectives) improve recruitment efforts in order to diversify our candidate pool</b> The Division of Criminal Justice is committed to recruiting diverse candidates for our sworn law enforcement opportunities, specifically detective positions. Our goal is to improve recruitment efforts in order to diversify our candidate pool to better mirror the composition of the State.	
<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"> <li>• Participate in law enforcement career fairs to promote the Division and actively engage with interested candidates</li> <li>• Engage our faith-based and community leaders to help us host and/or attend events to educate about the Division and present employment opportunities</li> <li>• Coordinate with other Divisions within the Department to foster relationships with diversified law enforcement groups/associations to perform outreach and to educate on employment opportunities</li> </ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"> <li>• Track the number of events the Division attends/hosts and attendees</li> <li>• Track job applications and correlate outreach efforts with applicants and placement</li> <li>• Track referrals from partnering law enforcement groups/associations</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"> <li>• The Division maintains active outreach efforts with our faith-based and community leaders that can facilitate partnerships, the Internship Committee can assist with job fairs, and there are detectives in the Division interested in participating with recruitment efforts</li> </ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"> <li>• The goal is directly tied to our mission to employ diverse candidates to better serve the citizens of the State</li> </ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"> <li>• Spring 2019 and Fall 2019</li> </ul>

**SMART GOAL:**

Between now and February 2019, the Division will research career fairs geared towards careers in law enforcement and make plans to attend, discussions will occur with our faith-based and community leaders on how to host or attend community events to promote the Division, and the Division will engage with diversified law enforcement groups and associations to facilitate outreach on employment opportunities.

**Milestone List DCJ GOAL #2****Recruitment (Detectives)**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Research law enforcement career fairs and plan attendance	1/1/19	Ongoing	
<b>2.</b>	Coordinate outreach with faith-based and community leaders	11/30/18	Ongoing	• Internship committee meeting is scheduled for April 23, 2019. Expanding the committee to detectives to better recruit for law enforcement is the primary agenda. The detectives will form a subcommittee to focus on outreach.
<b>3.</b>	Coordinate outreach with diversified law enforcement groups/associations	11/30/18	Ongoing	See above.

### **DCJ GOAL 3: RECRUITMENT (Deputy Attorneys General) improve recruitment efforts of established attorneys**

The Division of Criminal Justice is committed to recruiting diverse candidates for all of our attorney positions. Our goal is to improve recruitment efforts of established attorneys, thereby reaching out to Alumni and Bar Associations that have diversified memberships.

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"> <li>• Coordinate with Specialty Bar Associations to educate members on the Division and to assist with recruitment</li> <li>• Coordinate with Law School Alumni Associations to educate on the Division and to assist with recruitment</li> <li>• Attend/host events with these Associations</li> <li>• Work with the other Divisions within the Department to provide a unified presence at recruiting events</li> </ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"> <li>• Track correspondence and outreach efforts with Bar Associations and Alumni Associations</li> <li>• Track the number of events the Division attends/hosts and attendees</li> <li>• Track job applications and correlate outreach efforts with applicants and placement</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"> <li>• Yes, there are employees in the Division actively engaged in these Associations who can facilitate outreach</li> </ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"> <li>• The goal is directly tied to our mission to employ diverse candidates to better serve the citizens of the State</li> </ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"> <li>• Spring 2019 and Fall 2019</li> </ul>

#### **SMART GOAL:**

Between now and February 2019, the Division will contact Specialty Bar Associations and Law School Alumni Associations to educate them on the Division and to determine events the Division can attend/host. The Division will also coordinate with other Divisions, such as OPIA, OIFP, DOL, and the Office of Human Resources to unify our recruitment efforts and visibility at such events.

### Milestone List DCJ Goal #3

#### Recruitment (Deputy Attorneys General)

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Research career fairs and plan attendance	1/1/19	Ongoing	Please see milestone comment 1 from Goal 1. The Division is consistently recruiting for internships and employment at all recruiting events.
<b>2.</b>	Coordinate outreach to Specialty Bar Associations	11/30/18		
<b>3.</b>	Coordinate outreach with Alumni Associations	11/30/18	Ongoing	<ul style="list-style-type: none"> <li>On March 1, 2019, a survey went out to the Division to gather information on where the DAsG and detectives attended undergraduate, graduate, and/or law school. The responses will help the Division's outreach for recruiting.</li> </ul>

**DCJ GOAL 4: Enhanced Footprint**

The Division of Criminal Justice seeks to expand the knowledge and perception of the Division, in the law enforcement community and community at large, thus enhancing recruitment efforts and the perception of the Division as part of the Office of the Attorney General.

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"><li>• Create a quarterly newsletter, through Communications and following the Attorney General's approval, to be distributed to the law enforcement community, our faith-based and community partners, and other interested entities</li><li>• Actively engage in community outreach/policing events</li></ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"><li>• Collect feedback from Newsletter recipients</li><li>• Track attendance at community outreach/policing events</li></ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"><li>• Creating and distributing a newsletter will be challenging, however the idea stemmed from a current employee and there are others who have expressed interest in serving on a committee to effectuate this initiative</li><li>• Many of the Division's staff members are excited and interested in the opportunity to engage in community outreach</li><li>• To this end, Communications will be used to ensure consistency and quality for all literature</li></ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"><li>• These goals are directly tied to our mission to enhance the Division's footprint in the State</li></ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"><li>• Quarterly distribution of the Newsletter beginning February 2019</li><li>• Immediate coordination and participation in community events as opportunities become available</li></ul>

**SMART GOAL:**

Between now and December 2018, the Division will form a Newsletter Committee to plan the content, creation and distribution plans for the Newsletter. The first edition of the Newsletter will be distributed in February 2019. Effective immediately, the Division will look for community outreach/policing events the Division can attend, thus increasing the Division's presence and reputation in the State.

### Milestone List DCJ Goal #4

Enhanced Footprint

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Seek volunteers and create Newsletter Committee	10/31/18	Ongoing	On March 7, 2019, the Division sought volunteers to write the Division's Annual Report. We hope that this group will form the Newsletter Committee.
<b>2.</b>	Plan Committee	11/30/18		
<b>3.</b>	Distribution of 1 <sup>st</sup>	2/15/19		
<b>4.</b>	Research community events the Division can attend	11/30/18	Ongoing	On September 8, 2018, many DAsG and detectives from the Division attended the Millville Midget Football League's Opening Ceremony at the Lakeside Middle School. This event took place following the August 9, 2018, tragedy where a youth football coach was gunned down after football practice as children, parents and coaches were dispersing. Many from the Division attended the September 8th event to show support for the Millville community.
<b>5.</b>	Distribute listing of events to solicit volunteers (use SOAP platform, if available)	Ongoing	Ongoing	Division-wide emails are routinely sent to gather interested volunteers for special projects and to attend recruiting events/panels.

### **DCJ GOAL 5: Employee Engagement**

The Division of Criminal Justice seeks to build a community wherein the employees feel valued and engaged in the mission of the Division. The Division seeks to expand employee engagement by hosting events and furthering employee recognition at award and swearing-in ceremonies. The Division also seeks to foster a more inclusive environment by neutralizing implicit bias, including in our promotional processes.

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"><li>• Plan events and outings outside of the workplace to foster team building and better employee relationships</li><li>• Host formal swearing-in ceremonies for detectives and those receiving promotions, expanding on the tradition of ceremonies for new attorneys</li><li>• Host award ceremonies to recognize committed service to the Division (5 years, 10 years, etc.)</li><li>• Return of the “Director’s Awards” to recognize outstanding achievements and contributions by the Division staff</li><li>• Neutralize implicit bias by training employees and through changes in promotional process</li></ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"><li>• Engage in conversations with employees to obtain feedback</li><li>• Track attendance and participation and number of events held</li></ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"><li>• The Division has a committee established to assist in events and outings to build morale and team building that can facilitate the planning of events</li><li>• The Executive Staff will take the lead on planning swearing-in and award ceremonies</li><li>• All awards programs will be detailed for the Attorney General’s approval to ensure fairness</li></ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"><li>• This goal is directly tied to our mission to enhance employee engagement and to foster an inclusive environment</li></ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"><li>• Immediate planning is in progress and ongoing</li></ul>



**SMART GOAL:**

The Division has already hosted a night at the ballpark and has another family-friendly event scheduled for October. On an ongoing basis, the Division is planning swearing-in ceremonies for all new hires and those promoted. The Division is planning to host a Director's Award Ceremony to recognize achievements and contribution to the Division in the Spring of 2019. The Division is also training employees on implicit bias and looking closer at our promotional processes.

**Milestone List DCJ GOAL #5**

## Employee Engagement

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Plan swearing-in ceremonies	Ongoing	10/23/18	The Division planned and held a swearing in of 9 new DAsG.
<b>2.</b>	Secure date for Director's Award Ceremony in Spring 2019	12/31/18	Holding	This has been postponed. The Division is awaiting the Attorney General's Award Ceremony this Spring.
<b>3.</b>	Host family friendly event for DCJ staff	11/30/18	Ongoing	<ul style="list-style-type: none"> <li>• On October 5, 2018, DCJ staff and their families attended "Fall Fun Night" at Snipes Farm.</li> <li>• On April 25, 2019, DCJ is hosting a bowling tournament for DCJ staff and their families.</li> <li>• The Division is in the process of planning future events, such as Top Golf, for DCJ staff and their families.</li> </ul>
<b>4.</b>	Host team building event	12/31/18	04/25/19	On April 25, 2019, the Division is hosting a bowling tournament for DCJ staff and their families.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>5.</b>	Train on Implicit Bias	Ongoing	Ongoing	Implicit Bias training has been offered on multiple occasions, including at the In-service for DCJ detectives and through partnerships with OAG and AGAI.
<b>6.</b>	Redefine Sergeant Promotional Process	May 2019	Ongoing	Writing Samples submitted by Sergeant candidates were graded anonymously to neutralize implicit bias. Also, writing sample scores and oral interview scores were shared with unsuccessful candidates to provide transparency and to inform candidates where they may need improvement to better position themselves for future opportunities.

### **DCJ GOAL 6: Stretch the Opportunity Assignment Pool (SOAP)**

**The Division of Criminal Justice seeks to follow in Division of Law's footsteps and implement the SOAP application to Division employees to create a fair and equal platform for employees to volunteer for special projects and assignments.**

<b>Specific:</b>  <b>What are we actually going to do?</b>	<ul style="list-style-type: none"><li>• Work with DOL and IT to create and implement the SOAP application for the Division</li><li>• Customize the SOAP application to apply to the Division's needs</li><li>• Promote the application to the Division's staff and modify the</li></ul>
<b>Measurable:</b>  <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"><li>• Track the projects run through the application and number of volunteers for each posted project</li></ul>
<b>Attainable:</b>  <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"><li>• The Division would need the help of IT to get the application up and running. At the moment, the Division does not have the technology to complete this goal.</li></ul>
<b>Relevant:</b>  <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"><li>• This goal is directly tied to our mission to enhance inclusion within the Division. By using SOAP, all employees will have equal opportunity to volunteer for important assignments and projects.</li></ul>
<b>Time-based:</b>  <b>When will this be accomplished?</b>	<ul style="list-style-type: none"><li>• By the end of 2019, the Division should have the SOAP application up and running, provided IT is available to customize and design the application to the Division's unique needs.</li></ul>
<b>SMART GOAL:</b> The Division has already worked to promote inclusion by consistently emailing all employees (either detectives or DAsG, depending on the assignment) to request volunteers for various projects. For example, the Division recently sought volunteers for participation in the Annual Report, as well as for volunteers to attend recruiting events and conferences. The Division hopes by the end of 2019, the SOAP application will be up and running.	

### **Milestone List DCJ GOAL #6**

Stretch the Opportunity Assignment Pool (SOAP)

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Gather information on SOAP from DOL and IT	06/30/19		
<b>2.</b>	Work with IT to create and customize the SOAP application	09/30/19		
<b>3.</b>	Launch the SOAP application to all Division employees	11/01/19		

### **DCJ GOAL 7: Division of Criminal Justice Mentorship Program**

The Division of Criminal Justice seeks to resurrect the Department of Law & Public Safety's Mentorship Program within the Division. This program will be a great way for more experienced DAsG to share their knowledge with newer colleagues.

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"><li>• Partner DAsG with 3 or more years of experience with newer attorneys.</li><li>• Host panel discussions, meet &amp; greets, and presentations for mentors and mentees.</li></ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"><li>• Track mentors and mentees</li><li>• Keep a list of programs and events</li><li>• Routinely check-in for feedback, comments, and advice</li></ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<ul style="list-style-type: none"><li>• This goal is realistic. DAsG are constantly informally mentoring one another and this will be a way to formalize that process, as well as expand it with structured programing.</li></ul>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<ul style="list-style-type: none"><li>• This goal is directly tied to our mission to enhance inclusion within the Division. By partnering newer DAsG with those with more experience, lasting relationships will be fostered and newer DAsG will have a safe space to speak candidly.</li></ul>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<ul style="list-style-type: none"><li>• By Summer 2019, the Division will have paired mentors and mentees interested in being a part of the Division's Mentorship Program.</li></ul>
<b>SMART GOAL:</b>  The Division already informally creates mentor relationships between DAsG. By Summer 2019, those informal mentorships, and many more, will be formalized. The Division will send an email to all DAsG inquiring whether they are interested in being a mentor or mentee. From those responses, mentors will be placed with mentees. By Fall 2019, a structured program will be convened consisting of meetings, discussions, classes, and other events to help guide the mentors and mentees.	

### **Milestone List DCJ Goal #7**

#### **Mentorship Program**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Email the Division for volunteers to create a small committee to run the mentorship program	04/30/19		
<b>2.</b>	Email the Division for volunteers to serve as mentors/mentees	05/30/19		
<b>3.</b>	Partner mentors/mentees based on bureau and specialty	06/28/19		
<b>4.</b>	Create a structured program with events for	07/31/19		

## **GAMING ENFORCEMENT (DGE)**

### **Outcome Statement**

The Division of Gaming Enforcement's (DGE) inaugural Diversity and Inclusion Plan focuses on developing organizational change through the implementation of four goals. These goals focus on communication, management, recruitment and workforce development. The broad outcome hoped to achieve during the first year is to educate all staff about the benefits of diversity and inclusion. Further, the DGE intends to instill confidence that its leadership is committed to supporting this worthy and important initiative.

Specific outcomes for the DGE's 2019 Diversity and Inclusion Plan are listed below:

1. Employees recognize that DGE leadership supports and is committed to the success of its diversity and inclusion program.
2. The DGE achieves greater diversity in the number of qualified candidates that respond to employment postings.
3. The DGE has created an on-boarding process to ensure new hires are properly acclimated to the mission of the DGE and LPS.
4. The DGE has created a pool of trained peer volunteers and mentors that are assigned to, and meet with new hires a minimum of four times during the employee's first year of employment.
5. Managers are trained in core management competencies such as policy, HR practices, encouraging diversity and inclusion, giving constructive feedback to employees, having difficult
6. The Division has developed internal stretch opportunities and is participating in the Department's SOAP program.

<b>DGE GOAL #1: Demonstrate DGE Leadership's commitment to diversity and inclusion through a variety of communication channels and educational outreach.</b>	
<b>Specific:</b> What are we actually going to do?	<b>Develop and implement an ongoing communication strategy for D&amp;I including messaging from DGE leadership and for sharing progress toward goals. Strategy to include publishing D&amp;I information and current events through intranet and employee e-mails.</b>
<b>Measurable:</b>	A minimum of one communication will be issued per month. The DGE website will be

<b>How will we know that we accomplished what we want to do?</b>	updated to include D&I information, <b>communication and statistics on goals management a minimum of once per quarter.</b>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<b>Yes, we currently have a Web-master and procedures for the issuance of employee communications.</b>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<b>This connects to the mission of increasing diversity by communicating and demonstrating organizational commitment to diversity and inclusion.</b>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<b>We will start once the plan is approved and our D&amp;I website is created. We will begin no later than June 1, 2019.</b>
<b>SMART GOAL:</b> <b>Beginning no later than June 1, 2019, develop a DGE website landing page dedicated to the Department/DGE's D&amp;I plan and progress toward goals. Develop content to communicate to staff and issue information a minimum of once per month.</b>	

### **Milestone List DGE Goal #1**

Demonstrate DGE Leadership's commitment to diversity and inclusion through a variety of communication channels and educational outreach.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Web-site Development	5/1/19		
<b>2.</b>	Kickoff Communication	6/1/19		
<b>3.</b>	Quarterly Review of Progress	6/1/19		
<b>4.</b>	Quarterly Review of Progress	10/1/19		
<b>5.</b>	Quarterly Review of Progress	10/1/19		
<b>6.</b>	Quarterly Review of Progress	12/31/19		
<b>7.</b>	Year End Wrap Up	12/31/19		



**DGE GOAL #2: Enhance the recruiting process to attract highly qualified and diverse candidates seeking employment in the Atlantic City area.**

<b>Specific:</b> <b>What are we actually going to do?</b>	Identify regional job and college career fairs that are likely to produce qualified candidates seeking employment in the Atlantic City area. Where possible, participate in job fairs specialized for minority applicants and recruit from colleges that have significant diversity among its students.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	The DGE will participate in a minimum of two outreach efforts in targeted locations and identify a minimum of three targeted posting channels. The DGE will also see an increasing number of qualified/diverse candidates selected for interviews.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, we will use the Department's Chief Diversity Officer and OAG Employee Relations Groups as resources to identify targeted areas for recruitment.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to the mission of increasing diversity through the workforce, publicizing vacancies and creating a pipeline for recruitment.
<b>Time-based:</b> <b>When will this be accomplished?</b>	We will start once the plan is approved. We will begin no later than June 1, 2019.
<b>SMART GOAL:</b> Beginning no later than June 1, 2019, identify and register for recruitment opportunities which will encourage diversity in responses to employment postings. During the same time period, work with the Department Diversity Officer and EGRs to target channels for <b>posting for diversity</b> .	

**Milestone List DGE Goal #2**

Enhance the recruiting process to attract highly qualified and diverse candidates seeking employment in the Atlantic City area.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Evaluate and update recruiting process.	6/1/19		

2.	Increase the pool of recruiters to include diversity.	6/1/19		
3	Train recruiters including implicit bias and recruitment techniques.	6/1/19		
4.	Target Colleges/Fairs for participation.	6/1/19		
5.	Quarterly Review of Progress	10/1/19		
6.	Attend one targeted College/Fair	10/1/19		
7.	Quarterly Review of Progress	10/1/19		
8.	Quarterly Review of Progress	12/31/19		
9.	Attend second targeted College/Fair	12/31/19		

**DGE GOAL #3: Institute an effective on boarding process for new hires which includes the use of trained peer volunteers to assist in the welcome and training process as well as mentors to bolster employee engagement.**

<b>Specific:</b> <b>What are we actually going to do?</b>	Develop and implement a process for introducing new employees to the DGE. The introduction will include information on the Division's mission, its D&I program, communication of the types of work the different bureaus of the Division do, casino site visits, and an introduction to the Department of L&PS. Institute a mentor and peer assistance program to encourage the new employee to ask questions and to be engaged in their new job.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	All new hires will undergo an on boarding process. Mentors and peer level staff will engage new hires a minimum of four times during the new employee's first year of employment.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, we will use our HR staff and volunteers within the Division.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to the workforce mission of professional development and on boarding.

<b>Time-based: When will this be accomplished</b>	We will start once the plan is approved. This will begin no later than June 1, 2019.
<b>SMART GOAL:</b> Beginning no later than June 1, 2019, identify mentor and peer volunteers to on-board new employees. Encourage participation by all employees, encouraging a diverse response and opportunity for on boarding volunteer staff to learn leadership skills.	

### **Milestone List DGE Goal #3**

Institute an effective on boarding process for new hires which includes the use of trained peer volunteers to assist in the welcome and training process as well as mentors to bolster

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Candidate Selection	6/1/19		Identify pool of candidates to become peer volunteers and mentors.
<b>2.</b>	Process Development	10/1/19		Work with OAG to develop a documented onboarding program which includes expectations of peer volunteers and mentors.
<b>3.</b>	Quarterly Review of Progress	10/1/19		
<b>4.</b>	Begin On-Boarding	12/31/19		
<b>5.</b>	Quarterly Review of Progress	12/31/19		

<b>DGE GOAL #4: Create an organization that encourages all employees to reach their full potential through training and performance management.</b>	
<b>Specific:</b> What are we actually going to do?	Require managers to be trained in core management competencies such as policy, HR practices, encouraging diversity and inclusion, giving constructive feedback to employees, having difficult conversations, importance of PARS, coaching, etc. Provide implicit bias training to all managers and DAsG.
<b>Measurable:</b> How will we know that we accomplished what we want to do?	All managers will receive the required training and implement what they learned. A

	minimum of ten employees will participate in stretch opportunities within the DGE.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, we will use our HR staff and the Department's Chief Diversity Officer as a resource to identify training opportunities for management.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to our mission of increasing diversity through professional development.
<b>Time-based:</b> <b>When will this be accomplished</b>	We will start once the plan is approved. We will begin no later than June 1, 2019.
<b>SMART GOAL:</b> Beginning no later than June 1, 2019, identify training opportunities for management and have training completed by December 31, 2019.	

#### **Milestone List DGE Goal #4**

Create an organization that encourages all employees to reach their full potential through training and performance management.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Select Management Training Program	6/1/19		
<b>2.</b>	Quarterly Review of Progress	10/1/19		
<b>3.</b>	Management Training	10/1/19		Expectation to have 50% of managers trained.
<b>4.</b>	Quarterly Review of Progress	10/1/19		
<b>5.</b>	Quarterly Review of Progress	12/31/19		
<b>6.</b>	Management Training	12/31/19		Expectation to have 100% of managers trained.
<b>7.</b>	Quarterly Review of Progress	12/31/19		

3

<b>DGE GOAL #5: Develop in house stretch opportunities, participate in the Department's SOAP pilot program for DAsG, and explore extending SOAP to other titles within the Department.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Establish a program which permits the temporary reassignment of staff to allow them to try new things within the DGE. Partner

	with OAG to permit the DGE to access the SOAP computer platform in order to post special assignments. Initially participate for DAG assignments and expand to include investigative and other stretch opportunities for Department employees.
<b>Measurable: How will we know that we accomplished what we want to do?</b>	A minimum of ten employees will participate in stretch opportunities within the DGE.
<b>Attainable: Is this task realistic, given our resources and the challenges that exist?</b>	Yes, we will use our executive management, HR staff and the Department's Chief Diversity Officer as a resource to develop stretch opportunities and for participation in the SOAP program.
<b>Relevant: How is this goal connected to the mission?</b>	This connects to our mission of increasing diversity through professional development.
<b>Time-based: When will this be accomplished</b>	We will start once the plan is approved. We will begin no later than June 1, 2019.
<b>SMART GOAL:</b> Beginning no later than June 1, 2019, identify stretch opportunities and resolve technical issues in order to access the OAG SOAP computer system. Encourage participation in stretch opportunities and provide equal access to all DGE staff.	

#### **Milestone List DGE Goal #5**

Develop in house stretch opportunities, participate in the Department's SOAP pilot program for DAsG, and explore extending SOAP to other titles within the Department.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Stretch Opportunity Planning	6/1/19		DGE Executive Management to develop a process for identifying internal stretch opportunities.
<b>2.</b>	Computer access to OAG SOAP System	10/1/19		
<b>3.</b>	Quarterly Review of Progress	10/1/19		Begin marketing plan to encourage diverse participation.
<b>4.</b>	Stretch Plan and SOAP Implementation	10/1/19		
<b>5.</b>	Quarterly Review of Progress	12/31/19		Employees are participating in SOAP and internal DGE stretch opportunities.

## **HIGHWAY TRAFFIC SAFETY (HTS)**

### **Outcome Statement**

One of the Division's primary goals is to move the state forward toward zero fatalities on our roadways and a significant traffic safety goal of our office is child passenger safety. The Division is focused on strengthening outreach and building relationships Statewide with the hopes of reaching and educating all communities. Given our State's diversity, it is important that we make every effort to reach citizens of all cultures regardless of their ability to read and/or speak English. Our main goals for 2019 are focused on providing multi-language resources and on-site events in communities with the hopes of educating a larger population on the benefits and the necessity of child passenger safety. We will distribute educational resources in print and on social media in multiple languages as well as host on-site child safety seat checks in diverse communities

<b>HTS Goal #1: Conduct Child Passenger Safety Events in predominately non-English speaking communities</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Schedule child safety seat check-up events in a predominantly Polish speaking community in Trenton and a predominantly Spanish speaking community in Camden.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Complete event and track outreach and number of seats checked in these communities.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, we have numerous child passenger safety technicians in each respective community and the resources to complete the task.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Child Passenger Safety is a top priority for the Division. The State has over a thousand certified technicians Statewide and affording non-English speaking communities/persons with the opportunity to be educated on passenger safety is of great value to those individuals and the community.
<b>Time-based:</b> <b>When will this be accomplished?</b>	Beginning October 2018, ongoing

### Milestone List HTS Goal #1

Conduct Child Passenger Safety Events in predominately non-English speaking communities

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1	Identify communities to host event	10/15/2018		
2	Organize event (with community partners)	12/15/2018		
3	Host events Statewide	5/1/2019		
4	Track and compile data	9/1/2019		

### HTS Goal #2: Increase our multi-lingual outreach through brochure/marketing materials

<b>Specific:</b> What are we actually going to do?	Create an informational video detailing the fundamentals of child passenger safety which we will then have translated in various languages
<b>Measurable:</b> How will we know that we accomplished what we want to do?	Post the completed video on our website and via social media and together with our safety partners, distribute the video Statewide. Track each partner (school, hospital, child-care center) that the video is distributed to.
<b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?	Yes, we have the resources within the Department and together with our partners to film and translate the video. We will use current social media accounts to reach a large population.
<b>Relevant:</b> How is this goal connected to the mission?	Child Passenger Safety is a top priority for the Division. The State has over a thousand certified technicians Statewide and affording non-English speaking communities/persons with the opportunity to be educated on passenger safety is of great value to those individuals and the community.
<b>Time-based:</b> When will this be accomplished?	Video will be filmed and translated by summer of 2019.

## Milestone List HTS Goal #2

Increase our multi-lingual outreach through brochure/marketing materials

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1	Create working group of experts in child passenger safety	11/1/2018		
2	Film video utilizing technicians and children from varied racial and ethnic backgrounds	2/1/2019		
3	Translate video in various languages (transcription service)	4/1/2019		
4	Organize and outreach plan for distribution	4/1/2019		
5	Distribute videos and video link Statewide	5/15/2019		

HTS Goal #3: Plan team building events (bi-annual)	
<b>Specific:</b> What are we actually going to do?	Plan a bi-annual team building event/outing for staff with the hopes of fostering and building more effective and cohesive working relationships among staff.
<b>Measurable:</b> How will we know that we accomplished what we want to do?	Leadership can meet with staff members to gain feedback and individual opinions and experiences after events, as well as a general observation of the ongoing communication and morale of the staff.
<b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?	Yes, these are optional events that can be easily coordinated with interested staff members.
<b>Relevant:</b> How is this goal connected to the mission?	Team-building and well maintained working relationships will assist in creating an effective and productive working environment which will enhance the Division's overall productivity.
<b>Time-based:</b>	In 2019 and ongoing.



<b>When will this be accomplished?</b>	
<b>Smart Goal:</b> In 2019 and beyond we will work toward building office relationships and staff morale through team-building events to encourage communication and a cohesive working environment.	

### **Milestone List HTS Goal #3**

Plan team building events (bi-annual)

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1</b>	Convene and meet with internal planning group	12/1/2018		
<b>2</b>	Schedule Events	2/1/2019		
<b>3</b>	Event 1 (TBD)	4/15/2019		
<b>4</b>	Event 2 (TBD)	9/15/2019		
<b>5</b>	Meet with staff for feedback on events	5/15/2019		

## **HOMELAND SECURITY AND PREPAREDNESS (OHSP)**

### **OHSP Mission and Values**

The New Jersey Office of Homeland Security and Preparedness (OHSP) leads and coordinates New Jersey's counterterrorism, cybersecurity, and emergency preparedness efforts while building resiliency throughout the State. We fulfill this mission by committing ourselves to a professional ethos that is the sum of four core values:

**SERVICE.** We put our State and its citizens first, and we put Mission before self. We take pride in being timely, agile, and relevant.

**TEAMWORK.** We stand with and behind each other. We recognize that partnerships, both internal and external, are critical to achieving success. We cannot fulfill our Mission alone.

**EXCELLENCE.** We take great pride in the quality of our work. We do every task, every project, and every initiative, to the best of our ability.

**DIVERSITY.** We strive to build a workforce that is as diverse as New Jersey's citizenry. We pride ourselves on encouraging diversity of thought, perspective, and problem solving.

### **Outcome Statement**

Over the course of 2019, we intend to train all OHSP staff on valuing diversity and all staff in a decision-making capacity on hiring diversely. We also intend to expand our reach of diverse audiences to recruit candidates for our Full Time Equivalent (FTE) positions to increase our representation of the same. Lastly, we intend to increase our communications to create an inclusive work culture and strengthen relationships with our community partners.

Diversity is a core value of our organization and deemed to be a responsibility of all OHSP employees. This plan supports our mission of leading and coordinating New Jersey's counterterrorism, cybersecurity, and emergency preparedness efforts.

<b>OHSP Goal 1: Train all those participating in the hiring and selection process on hiring diversely and train all OHSP staff in valuing diversity.</b>	
<b>Specific:</b> What are we going to do?	Provide “Diversity and Implicit Bias Training” to all Human Resources (HR) staff members, Supervisors, Managers and Senior Staff. Provide all OHSP staff training on valuing diversity.
<b>Measurable:</b> How we will know that we accomplished what we want to do?	Create a list identifying all staff members and sign off sheet for attendance or other proof of attendance. Document this training in their LMS history.
<b>Attainable:</b> Is this task realistic given our resources and the challenges that exist?	Yes. The Office of the Attorney General provides training on valuing diversity to LPS employees as well as training on the topic of Implicit Bias.
<b>Relevant:</b> How is this goal connected to the mission?	This goal is fundamental to OHSP’s stated core values which is building a workforce that is as diverse as New Jersey’s citizenry. We pride ourselves on encouraging diversity of thought, perspective, and problem solving.
<b>Time-based:</b> When will this be accomplished?	Implicit Bias training will be completed by June 2019 and LPS’s employee training on valuing diversity will be completed by December 2019.
<b>SMART GOAL:</b> By October 31, 2019, all HR staff members and those in supervisory/management positions will have completed the LPS valuing diversity and Implicit Bias Training. By December 2019, all OHSP staff will be trained in valuing diversity.	

### Milestone List OHSP Goal #1

#### Training on Diversity & Implicit Bias

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1	Prepare a report identifying all relevant staff members who take Implicit Bias Training and Valuing Diversity training	January 2, 2019		

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>2</b>	Obtain dates and schedule training for supervisory/managerial staff	March 2019		
<b>3</b>	Review and schedule any make up training for staff members unable to attend Implicit Bias training	October 31, 2019		
<b>4</b>	Schedule Valuing Diversity Training for OHSP Staff	December 31, 2019		
<b>5</b>	Prepare a status report showing the completion rate for both trainings			

**OHSP Goal 2: Increase the diversity of our Full Time Equivalent (FTE) positions at OHSP by expanding our recruitment activities to reach more diverse populations.**

<b>Specific:</b> What are we going to do?	We are going to update our postings and webpage to explicitly refer to our commitment to diversity. We are going to identify organizations that reflect and/or foster diversity when conducting outreach in filling vacant positions.
<b>Measurable:</b> How we will know that we accomplished what we want to do?	Currently we have 90 FTE positions filled, of which 37% are women and 19% minorities. We have 15 vacant positions. We will work to achieve diversity in the pool of candidates considered in filling these vacant FTE positions and upon hiring will be able to determine the demographic characteristics of the new employees subject to the availability of such data.
<b>Attainable:</b> Is this task realistic given our resources and the challenges that exist?	Yes, our existing Human Resources Bureau can implement the outreach and information gathering steps contemplated in this goal.

<b>Relevant:</b> How is this goal connected to the mission?	This goal is fundamental to OHSP's stated core values, which is building a workforce that is as diverse as New Jersey's citizenry. We pride ourselves on encouraging diversity of thought, perspective, and problem solving.
<b>Time-based:</b> When will this be accomplished?	By December 2019.
<b>SMART GOAL:</b> By December 2019, we are going to expand our recruitment activities to reach diverse audiences and aim to increase the diversity of the job candidate pool, which will in turn facilitate diversity among those who are hired to fill the job vacancies that currently exist as well as any additional vacancies that may arise.	

### Milestone List OHSP Goal #2

Increasing diversity of our FTEs

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date
1	All OHSP Postings will be updated with language stating: <i>The NJ Office of Homeland Security and Preparedness is an Equal Opportunity Employer and is committed to inclusive hiring and dedicated to diversity in our staff. We strongly encourage people from all groups and communities to apply.</i>	January 7, 2019,	
2	OHSP's careers webpage will be updated to prominently publish this statement.	January 7, 2019	
3	Identify regional colleges/universities with diverse student populations and attend career fairs to expand our recruitment platform for entry-level positions.	April 30, 2019	
4	With the assistance of Division Directors and Bureau Chiefs, create a list of diverse professional organizations supporting women and minorities in professions for titles used at OHSP to expand our recruitment platform for higher-level titles.	June 30, 2019	
5	The HR Bureau and the Communications Office will work jointly to update OHSP's careers website to visibly support our statement of commitment to diversity.		

6	The HR Bureau will evaluate the demographic characteristics of new hires at 6-month intervals and advise Senior Staff.		
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<b>OHSP Goal 3: Increase internal communication so our staff have more awareness of the diversity of the citizens of NJ.</b>	
<b>Specific:</b> What are we going to do?	Create and post information on our intranet on diverse holidays/observances on a monthly basis.
<b>Measurable:</b> How we will know that we accomplished what we want to do?	Conduct a survey to determine if staff read the postings and if it was informative and increased their awareness of the holidays/observances.
<b>Attainable:</b> Is this task realistic given our resources and the challenges that exist?	Yes. This work can be allocated to a communications intern each semester.
<b>Relevant:</b> How is this goal connected to the mission?	Diversity is a core value of OHSP. By providing staff with information about holidays/observances we will educate them and thereby increase the diversity of thought, perspective, and problem solving.
<b>Time-based:</b> When will this be accomplished?	This will begin March 2019, and will be continuous throughout the year.
<b>SMART GOAL:</b> By March 2019, OHSP will create and post information on our intranet on diverse holidays/observances on a monthly basis.	

### Milestone List OHSP Goal 3

Increase diversity awareness among our staff

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date
	(a) assign an intern to this project to research and (b) develop a calendar for review and approval by Senior Staff.	(a) February 1, 2019, (b) February 28, 2019	
	Post information on the intranet on a monthly basis on relevant holidays/observances.	March 30, 2019 (ongoing)	
	Create a survey and distribute to evaluate whether this communication has been informative and if it has increased their awareness of the diversity of our citizenry.	December 31, 2019	

## JUVENILE JUSTICE COMMISSION (JJC)

### **Outcome Statement**

The Juvenile Justice Commission intends to create a Diversity and Inclusion Plan to increase our pool of talented and engaged employees by developing a pipeline of employees with expertise in Juvenile Justice, by targeting recruitment and hiring practices that discourage and disqualify applicants of diverse backgrounds and by implementing a Diversity and Inclusion specific training protocol for all new custody, civilian and third party contracted employees. Creating a more diverse and inclusive workforce furthers the JJC's mission of providing rehabilitative services to the culturally and economically diverse youth of NJ that are assigned to the JJC by promoting empathetic and insightful staff and creating an atmosphere of trust and encouragement among all employees and residents of the Juvenile Justice Commission.

### **JJC GOAL #1: CREATE ACADEMIC MINOR/MAJOR IN JUVENILE JUSTICE & YOUTH DEVELOPMENT**

Work collaboratively with Rutgers University, which is among the most diverse universities in the nation, to develop and implement a minor and a major in Juvenile Justice and Youth Development (JJYD) to proactively develop interest among the next generation of workers seeking employment with youth serving organizations in New Jersey.

<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"><li>• Fund Rutgers University to develop a minor and ultimately a major in JJYD at Rutgers University's Newark and Camden campuses. The program will also require students to complete at least one fieldwork/practicum course in a setting that serves justice-involved youth.</li><li>• Participate on the Advisory Council that is overseeing the development and implementation of the JJYD program to help shape the curriculum and to ensure agencies, including the JJC, create fieldwork opportunities for students and career paths for graduates.</li></ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"><li>• Track the number of students who enroll in the JJYD minor or major program.</li><li>• Track the number of students who participate in fieldwork with the JJC as part of the JJYD program requirements.</li><li>• Track the number of students hired by the JJC who majored or minored in JJYD at Rutgers.</li></ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Juvenile Justice and Delinquency Prevention Committee has set aside funding for this purpose. Administering funds, interagency collaboration, and developing innovative programming are all defined responsibilities of the JJC. The Office of Policy, Research, and Planning will lead this effort, with multi-disciplinary representation on the Advisory Council and its subcommittees to increase organizational investment.



<b>Relevant: How is this goal connected to the mission?</b>	We are developing employment interest among a pool of diverse, well-qualified potential new hires, thereby increasing the likelihood that our workforce will grow even more diverse in the future.
<b>Time-based: When will this be accomplished</b>	<ul style="list-style-type: none"> <li>• By the end of academic year 2019, the minor in JJYD will be implemented at both Rutgers-Newark and Rutgers-Camden.</li> <li>• By the end of academic year 2021, the major in JJYD will be implemented at both Rutgers-Newark and Rutgers-Camden.</li> </ul>
<b>SMART GOAL:</b> By the end of academic year 2021, implement a major and minor in Juvenile Justice and Youth Development at Rutgers University, which is among the most diverse universities in the nation, to proactively develop interest among the next generation of workers seeking employment with youth serving organizations in New Jersey, and to in turn increase the likelihood that the JJC workforce will grow even more diverse in the future.	

### **Milestone List JJC Goal #1**

#### **CREATE ACADEMIC MINOR/MAJOR IN JUVENILE JUSTICE & YOUTH DEVELOPMENT**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Implement minor at Newark Campus.	Fall 2018		
<b>2.</b>	Implement minor at Camden Campus.	Spring 2019		<a href="http://juvenilejustice.rutgers.edu/">http://juvenilejustice.rutgers.edu/</a>
<b>3.</b>	Develop curriculum for major requirements	Spring 2020		
<b>4.</b>	Obtain all necessary	Fall 2020		

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
	approvals for implementing major.			
5.	Implement major at Newark and Camden Campuses.	Spring 2021		

<b>JJC Goal # 2: Develop a system that ensures that every new employee with the Juvenile Justice Commission receives training on diversity and inclusion, as well as implicit bias.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	<ul style="list-style-type: none"> <li>• Train law enforcement recruits, during the Basic Course for Correctional Police Officers.</li> <li>• Train civilian staff during new employee orientation.</li> <li>• Offer refresher training to all JJC staff on a routine basis.</li> </ul>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<ul style="list-style-type: none"> <li>• Assess the amount of learning and awareness that staff has acquired, by way of pre and post testing.</li> <li>• Institute biennial climate surveys, which will measure staff attitudes around diversity, inclusion and implicit bias.</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the JJC can modify existing training calendars, and train a cadre of agency staff in support of this initiative.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	A diverse and culturally competent workforce will support relationship building, and ultimately service delivery, with the youth in the charge of the JJC.
<b>Time-based:</b> <b>When will this be accomplished</b>	<ul style="list-style-type: none"> <li>• A training system, with the necessary staff, will be developed by February 2019.</li> </ul>
<b>SMART GOAL:</b> Develop and staff a diversity and inclusion training program that includes Correctional Police Officers, civilian JJC staff and refresher training by February 2019	

### JJC Goal #3 : Diversity & Inclusion among State Correctional Police Officer (SCPO) Candidates

Implement Data collection procedures to determine if current JJC recruiting and Disqualification practices pose obstacles that disproportionately discourage and/or disqualify Minority candidates.

<p><b>Specific:</b> What are we actually going to do?</p>	<ul style="list-style-type: none"> <li>• Determine through data collection and analysis the race and ethnicity of those disqualified as well as the criteria resulting in disqualification to assess potential disproportionate impact on minority candidates. To use the data analysis to drive modifications to current JJC disqualification practices to minimize where appropriate, disparate impact on minority candidates.</li> <li>• Determine through data collection and analysis what obstacles produced a 50% reduction in candidate pool of those who expressed interest in the position. Of those that dropped out, was there a disparate impact on minority candidates. Use data analysis to drive modifications to JJC recruiting practices to minimize, where appropriate, any disparate impact on minority candidates.</li> </ul>
<p><b>Measurable:</b> How will we know that we accomplished what we want to do?</p>	<ul style="list-style-type: none"> <li>• Track the number of candidates that express interest</li> <li>• Track the number of candidates that actually attend Orientation</li> <li>• Track the number and demographics of candidates that are disqualified</li> <li>• Track the disqualification types</li> </ul>
<p><b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?</p>	<p>This is attainable through a collaboration between the IT department collecting Data and the HR department surveying interested candidates and the Research Department analyzing the data. These responsibilities are all routine responsibilities of the respective departments.</p>
<p><b>Relevant:</b> How is this goal connected to the mission?</p>	<p>We are attempting to examine our recruitment, selection and hiring practices to increase Minority candidates for SCPO positions within the JJC. This is in direct line with the Diversity and Inclusion objectives.</p>
<p><b>SMART GOAL:</b> By October 2019, implement appropriate changes to SCPO Candidate recruiting and screening practices to maximize the likelihood of diversity in the JJC work force.</p>	

### Milestone List JJC Goal #3

#### Data Collection – No Show to Phase 1 Interview

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Development of Survey Instrument	10-26-18		
2.	Send Survey to No Show	10-29-18		
3.	Collect Responses from Survey	11-29-18		
4.	Analyze Data from Responses	12-29-18		
5.	Recommendations to change HR process	2-28-19		

#### Data Collection for 32<sup>nd</sup> Recruit Class

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Capturing Race/Eth	9-21-18		
2.	Data Clean-Up	10-12-18		
3.	Fingerprinting	9-28-18		
4.	NCIC Background (first 220 Candidates)	10-4-18		
5.	Field Investigations Data Entry	12-28-18		
6.	Custody Interviews	1-11-18		
7.	Medical Examinations	1-31-18		
8.	Psychological Evaluations	2-15-19		
9.	Offer of Employment	3-3-19		
10.	Academy Orientation	3-14-19		
11.	Academy Dismals	March through July 2019		

\*Reports to be generated at conclusion of each milestone and submitted to DED Mickens and Chief of Investigations Crespo

#### **JJC Goal #4: Supplier Diversity**

The goal of the Juvenile Justice Commission (JJC) is to increase the awareness of diversity and inclusion (D&I) among the third-party contractors with a minimum contract value of \$40,000 and workforce of five or more employees that provide services to our residents. Contractors will be encouraged to implement their own D&I practices once they see the benefits of its application.

**Specific:**  
**What are we actually going to do?**

JJC Request for Proposal (RFP) will include language to third-party contracts which meet the annual contract value and a workforce minimum requiring to have one or more manager level staff attend a three-hour training at the Mercer County Community College at a cost to the state of \$89/person.

#### **Course Overview**

More than ever, a workplace is a diverse collection of individuals proud of who they are: their gender, their sexual orientation, their religion, their ethnic background and all the other components that make an individual unique. One of the challenges for workplace leaders is how to help these diverse individuals work as a team.

We all know what happens to organizations that do not have effective teamwork: they fail. And failing to embrace diversity can also have serious legal costs. This three-hour workshop will give you ways to celebrate diversity in the workplace while bringing individuals together.

#### **Learning Objectives**

- Define diversity and its related terms
- Explain how changes in the world have affected you and your perspectives
- Identify your stereotypes
- Use appropriate actions if you, or one of your employees feels discriminated against
- Develop a management style to encourage diversity

**Measurable:**  
**How will we know that we accomplished what we want to do?**

- Track the number of awarded contractors who fit the required category
- Awarded contractors will complete a survey once the training is finished to judge the merits of training

	<ul style="list-style-type: none"> <li>Follow-up survey one year after the training to see if any D&amp;I plans if been initiated by the contractor.</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the project is attainable. The challenge remains as to whether contractors are more concerned with bottom line of company solvency versus team building for future benefits.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	The goal connects to our mission of growing diversity by encouraging third-party contractors who are performing task that could be performed by state employees.
<b>Time-based:</b> <b>When will this be accomplished</b>	Program will start once the new D&I language within the RFP is approved and a post training survey is constructed. The program should be operational for any RFP going after January 1, 2019. The one-year follow-up survey need not be constructed; however, it should be actively worked on.
<b>SMART GOAL:</b> By January 1, 2019 JJC will implement diversity and inclusion training to third-party contractors to encourage diversity and inclusion within their organization.	

## LAW (DOL)

### Outcome Statement

The Division of Law's (DOL) Diversity and Inclusion Plan is comprised of four goals meant to increase diversity in all facets of DOL operations. The goals seek to develop greater diversity for both current and would-be employees of the DOL, and those law firms who seek to contract with the DOL. Over the remainder of this current fiscal year the DOL's attorney application will become a largely blind process whereby DASG who have undergone the OAG's diversity trainings will work in teams to either review writing samples from which all identifiers have been removed or interview job applicants whose identities are unknown until the time of interview. Upon being hired all DASG have the chance to volunteer to take on extra or special projects in order to further their career goals through the SOAP platform. Finally, the DOL has undertaken the process of gathering diversity data from outside counsel seeking to contract with DOL. This data will be used for a disparity study to further develop a tool by which the diversity data provided by outside counsel will be used as one of the elements by which firms are judged for selection. These goals demonstrate the DOL's commitment to diversity and inclusion in ways that are both public facing and internal and morale building.

<b>DOL GOAL #1: Amend DOL DAG Hiring Process to Eliminate Bias.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Revise applicant review and interview process to remove personal identifiers on application materials to the extent possible to make the process leading up to interview a blind process.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Hiring process up to point of interview will be blind.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes. We have already done some initial exploration of our current intake system in order to determine feasibility.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	The goal will demonstrate our commitment to diversity to both applicants and those involved in interview panels and beyond. They will see that by taking many steps to make the interview process as blind as practicable we are eliminating opportunities for false impressions to be created by things like name and address on application materials.

<b>Time-based: When will this be accomplished?</b>	Beginning in September 2018 we will start with review of all process then work through various steps that must be implemented to achieve the final goal at the end of the fiscal year or sooner.
<b>SMART GOAL:</b> Between August 1, 2018 and December 15, 2018 the DOL will have a new complement of diverse, well-trained interview panels to undertake the process of interviewing a large number of DAG candidates.	

### **Milestone List DOL Goal #1**

Amend DOL DAG hiring process to eliminate bias.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Review current procedures.	None	mid-Sept	Worked through full intake process with support staff
<b>2.</b>	Test possible edits to system to allow removal of identifiers while maintaining tracking continuity.	None	mid-Sept	Current intake system Applicant Tracking System (ATS) assigns number to all new applicants can use this number to identify applicant. When converting app materials to pdf we can add a Bates Stamp that is custom and uses ATS number to ID all docs.
<b>3.</b>	Separate duties of review panels into interview panel and brief panel.	First posting for increased hiring.		
<b>4.</b>	Training	11/2/2018		Require all interview panelists attend Implicit Bias and Valuing Differences diversity & inclusion trainings
<b>5.</b>	All applicant materials anonymized and sent to bi-monthly review panel.	12/1/2018		
<b>6.</b>	Applicants recommended for interview returned. All writing samples			



Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
	will be sent to relevant section under separate cover from resume and other applicant materials.			
7.	Interview panels will receive all applicant materials except for writing samples.			
8.	Interview panels will develop a set of questions to be asked all applicants including one or two fact patterns to be using in question development. All applicants to a given opening will thus be asked largely the same questions.			

## **DOL GOAL #2: Improve the diversity of hiring panels**

**Specific:**  
**What are we actually going to do?**

Create new hiring panels made up of volunteers who have received training in interview skills and implicit bias.

<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Well trained hiring panels will be made up of a mixture of genders and races whenever possible.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects with our goals of demonstrating our commitment to diversity and inclusion by offering equal access to opportunities to participate in the hiring process. Any DAG can be involved in a panel provided they have been with the DOL long enough to have an annual review score which must be a 5 or above.
<b>Time-based:</b> <b>When will this be accomplished?</b>	By November 15, 2018, we should have some new diverse, well-trained panels in place. By December 15, 2018 we should have a full complement of panels in all sections.
<b>SMART GOAL:</b> Between August 1, 2018 and December 15, 2018 the DOL will have a new complement of diverse, well-trained interview panels to undertake the process of interviewing a large number of DAG candidates.	

#### **Milestone List DOL Goal #2:**

Improve the diversity of hiring panels

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Post request for new volunteers	8/30/18	8/30/18	E-mail to all potential panelists
<b>2.</b>	Ensure all panelists receive both Implicit Bias and Valuing Differences Training. Notify section leadership that in seeking volunteers for panels they should focus on panel diversity.	11/1/18		
<b>3.</b>	Director Review			Section leadership to submit proposed panel combinations to Director for review.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>4.</b>	Separate panels for interviews and Writing sample review.			See also Blind Process Goal

<b>DOL GOAL #3: Create on-line platform for advertisement of special projects to provide opportunities for growth and exploration for all employees</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Develop and implement Stretch Opportunity Assignment Pool (SOAP) with Chief Diversity Officer and IT development team.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Opportunities for a wide variety of projects will be posted by all sections of the DOL and respondents will select and perform projects.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes. The SOAP idea and rough outline of the project had already been developed at the end of 2017.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects most significantly with our goal of demonstrating our commitment to diversity by offering equal access to opportunities to undertake unique or challenging projects by which an employee can distinguish themselves to their supervisors and other DOL leadership.
<b>Time-based:</b> <b>When will this be accomplished?</b>	This question has both a long and short-term answer. In the short-term the SOAP platform will be operable by August 30, 2018. In the long-term, the SOAP platform will continue to need refining and should be entirely operable and ready for expansion to another OAG Division by December 1, 2018.
<b>SMART GOAL:</b> Between June 1, 2018 and June 1, 2019, SOAP platform will be implemented, fully functioning and be actively used by majority of DOL sections and all DAG employees interested in stretch opportunities.	

### Milestone List DOL Goal #3

Create on-line platform for advertisement of special projects to provide opportunities for growth and exploration for all employees.

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Develop all steps of platform	8/30/18	8/30/18	Launched platform with majority functioning.
2.	Post first SOAP opportunities	8/30/18	8/30-9/6	First postings had some IT hiccups.
3.	Complete instructions.	10/15/18		
4.	Increase users	12/1/18		
5.	Expand to DOL non-DAG	12/1/18		
6.	Review data of applicants	12/1/18		Review initial response rates and usage. Consider changes to SOAP to encourage diversity and applicants.

### DOL GOAL #4: Create / encourage supplier diversity in outside counsel contracting

<b>Specific:</b> What are we actually going to do?	Develop a system of polling law-firms that are bidding for outside counsel work and eventually use data from polling to create a system of measurement by which more diverse counsel will be sought for contract work.
<b>Measurable:</b> How will we know that we accomplished what we want to do?	First, when the measuring tool with scorecard is in place. Second, if we can see (through ongoing polling) law-firms making an effort to increase diversity in order to make themselves good choices for contracting.
<b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?	Yes. The polling tool is already in place. Next steps will be implemented in the coming months.
<b>Relevant:</b> How is this goal connected to the mission?	This connects most significantly with our goal of demonstrating our commitment to diversity by rewarding outside counsel firms who embrace this commitment.
<b>Time-based:</b>	This question has both a long and short-term answer. The first RFP with a diversity polling form was posted on 8/1/18. The

<b>When will this be accomplished?</b>	full process should be completed and a new tool in place for measuring and rewarding diversity in spring of 2020.
<b>SMART GOAL:</b> Through research and a disparity study, begin to include diversity as a measurement of the qualifications of a law-firm when awarding outside counsel work through RFP/RFQ process.	

#### Milestone List DOL Goal #4

##### Supplier Diversity

Milestone No.		Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.		Announce OAG goals for supplier diversity.	6/18/18		Letter from AG
2.		Post first RFP or RFQ with supplier diversity survey attached.	8/1/18		Gather data for 6 months to cover all possible outside RFPs or RFQs. thus draws from number and full possible bids in subject matter a firm.
3.		Post final RFP or RFQ to be considered in initial data gathering with supplier diversity survey attached.	8/15/19		See above.
4.		Seek and retain outside expert to perform a disparity study			Based on the current procurement law concluded that a prudent approach to first use the current enough information to perform a disparity study and utilize the results of the study to set diversity goals
5.		Complete data gathering for disparity study	11/1/19		
6.		Study to be performed	11/1/19	2/1/20	
7.		Completion of tool for measuring and scoring supplier diversity	1/1/20	2/15/20	

## OFFICE OF THE ATTORNEY GENERAL (OAG)

<b>OAG GOAL #1: Establish professional development/training and recruitment tasks in OAG HR.</b>	
<b>SPECIFIC:</b> What are we going to do?	We will establish two new units within OAG HR.
<b>MEASURABLE:</b>	We will know we have accomplished the goal when we have positions in the new units posted and filled.
<b>ATTAINABLE:</b> Is this goal realistic?	The goal is realistic because we have the FTE to staff the necessary positions.
<b>RELEVANT:</b> How is the goal connected to the mission?	This goal is connected to our mission to hire the best candidates for open positions as well as our mission to maintain training for current employees to better retain staff.
<b>TIME-BASED:</b> When will this goal be accomplished?	The goal will be accomplished by the end of the first quarter of CY19.
<b>SMART GOAL:</b> In CY19 advertise for, choose and on board staff in two new OAG HR Units to focus on recruitment of new LPS staff as well as the professional development of current staff.	

### Milestone List: OAG Goal #1

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Post open positions	11/2018	10/2018	
2.	Complete Interviews	07/2019		Search and selection process completed and approval has been sought to hire the selected candidates for 4 out of 8 planned positions
3.	Onboard new staff	09/2019		Part of the approval process is external to the Department in that it is beyond our control, and affects our ability to fill these positions

### OAG GOAL #2: Make OAG 3<sup>rd</sup> floor staff aware of implicit bias in the workplace.

<b>SPECIFIC:</b> What are we going to do?	We will offer implicit bias training to OAG 3 <sup>rd</sup> floor staff.
<b>MEASURABLE:</b> How will we know we accomplished what we want to do?	We will know we have accomplished our goal after we present the implicit bias training sessions to OAG 3 <sup>rd</sup> floor staff.
<b>ATTAINABLE:</b> Is this goal realistic?	The goal is realistic because LPS has developed and presented the training to other groups.
<b>RELEVANT:</b> How is the goal connected to the mission?	The goal is connected to our mission to treat everyone fairly and with respect regardless of gender, race, religion, sexuality, creed etc.

<b>TIME-BASED:</b> When will the goal be accomplished?	The goal will be accomplished in CY19.
<b>SMART GOAL:</b> In CY19 schedule several implicit bias trainings for OAG 3 <sup>rd</sup> floor staff	

### Milestone List: OAG Goal #2

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Schedule several training dates	06/2019		
2.	Make trainings mandatory	06/2019		OAG Admin. would propose making the training mandatory rather than voluntary.
3.	Attend trainings	07/2019-09/2019		Trainings would be scheduled between 7/1 and 9/30.

<b>OAG GOAL #3: Improve workplace engagement amongst OAG 3<sup>rd</sup> floor staff</b>	
<b>SPECIFIC:</b> What are we going to do?	We are going to plan at least one team building event during work hours.
<b>MEASURABLE:</b> How will we know we have accomplished what we want to do?	We will know we have accomplished what we want to do when the event takes place.
<b>ATTAINABLE:</b> Is this goal realistic?	The goal is realistic because it will be scheduled during work hours and will be on a voluntary basis.



<b>RELEVANT:</b>	The goal is connected to the mission to have an engaged workforce.
<b>TIME-BASED:</b>  When will this goal be accomplished?	The goal will be accomplished during CY19.
<b>SMART GOAL:</b> During CY19 we will plan at least one team building event during workhours so as to improve employee engagement and morale.	

### **Milestone List: OAG Goal #3**

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Identify a team building project	06/2019		HR has a recommendation for a project.
2.	Schedule the project	7/2019		Would hope to schedule the project in July.
3.	Encourage staff participation in project	09/2019-11/2019		Participation would be on a voluntary basis.

## **OFFICE OF THE INSURANCE FRAUD PROSECUTOR (OIFP)**

### **Outcome Statement**

Within the next 12 months, the Office of the Insurance Fraud Prosecutor (OIFP) will accomplish the following through the implementation of its Diversity and Inclusion Plan:

- Increase our recruitment of job applicants from diverse backgrounds;
- Streamline the job application process in order to facilitate the recruiting and hiring of diverse applicants;
- Improve the retention of all OIFP employees, including employees of diverse backgrounds; and
- Promote awareness of OIFP's mission and enhance our visibility by engaging in community outreach programs and activities, which will also support our recruiting efforts.

<b>OIFP GOAL #1: Host OIFP Job Fair(s) at various Community Colleges and/or Justice Complex.</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Hold Job Fair(s) in the Spring at Community College(s) with diverse student bodies and/or at the Justice Complex.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	We hold Job Fair(s) and track the number of attendees and the number of applications we receive after the Job Fair(s). We will also track how each job applicant learned of employment opportunities at OIFP.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	This goal is realistic and attainable. Those Community Colleges with diverse student bodies are easily identifiable. After each job fair, we can determine the number and names of the attendees and track whether they applied for OIFP positions.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This goal is relevant because OIFP will be able to attract candidates with diverse backgrounds.
<b>Time-based:</b> <b>When will this be accomplished?</b>	These Job Fair(s) will be held within the next 12 months.
<b>SMART GOAL:</b>  Between September 2018 and September 2019, schedule and advertise Job Fair(s) to be held at various Community Colleges with diverse student bodies to attract job applicants with diverse backgrounds.	

## Milestone List OIFP GOAL #1

Host Job Fair(s)

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Identify and contact Community College(s) Placement Offices re hosting a job fair and schedule dates for job fair(s)	<b>1/31/19</b>		
<b>2.</b>	Determine whether a job fair at the Justice Complex is feasible	<b>12/31/18</b>		
<b>3.</b>	Advertise these Job Fair(s) on OIFP, DCJ, OAG, and Department of Labor websites and social media websites, such as Indeed, Glassdoor, Monster, Linkedin, ZipRecruiter, Facebook, Instagram, and other such websites.	<b>1/31/19</b>		
<b>4.</b>	Determine who at OIFP will make a presentation at Job Fair(s) and answer questions from attendees	<b>1/31/19</b>		
<b>5.</b>	Invite specialty bars to attend Job Fair(s)	<b>1/31/19</b>		
<b>6.</b>	Design OIFP table setup (banner, brochures, giveaways, etc.)	<b>11/30/18</b>		
<b>7.</b>	Create Job Fair oral presentation	<b>1/31/19</b>		
<b>8.</b>	Determine whether to play various videos re OIFP at Job Fair	<b>1/31/19</b>		
<b>9.</b>	Send Job Fair Notice to all Municipal and Superior Court judges	<b>2/28/19</b>		
<b>10.</b>	Send Job Fair Notice to the Department of Veteran's Affairs	<b>2/28/19</b>		
<b>11.</b>	Send Job Fair notice to the State Bar	<b>2/28/19</b>		
<b>12.</b>	Add 2018 staff photo to OIFP's website	<b>10/31/18</b>		

## OIFP GOAL #2: Increase Awareness and Visibility of OIFP

<b>Specific:</b> <b>What are we actually going to do?</b>	We will engage in community outreach programs and participate in such other activities which will increase awareness of OIFP and enhance the Office's visibility.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	OIFP Staff will participate in Y5K Run/Walk at the TCNJ Campus, in Meals on Wheels Programs (North, Central and South Jersey), and such other community outreach programs and events.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	This goal is realistic and attainable with minimal fiscal impact.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	By increasing awareness of and the visibility of OIFP through participation in community outreach programs, diverse groups will learn of the job opportunities at OIFP. When we participate in community outreach programs, we will advertise OIFP's Job Fair(s).
<b>Time-based:</b> <b>When will this be accomplished?</b>	We will participate in these community outreach programs and such other events within the next 12 months.
<b>SMART GOAL:</b>  Between September 2018 and September 2019, schedule and participate in community outreach programs, such as Y5k Run/Walk event held at TCNJ campus and participate in Meals on Wheels Programs in North, Central and South Jersey. We will advertise OIFP's Job Fair(s) at these events to attract job applicants from diverse backgrounds.	

### Milestone List OIFP Goal #2

Increase Awareness and Visibility of OIFP

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Register for and participate in Y5k Run/Walk event at TCNJ	<b>6/30/19</b>		
<b>2.</b>	Register for and participate in Meals on Wheels Programs	<b>4/30/19</b>		

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
	in North, Central and South Jersey			
<b>3.</b>	Staff an OIFP table at these events	<b>6/30/19</b>		
<b>4.</b>	Advertise OIFP Job Fairs at these events	<b>6/30/19</b>		
<b>5.</b>	Create an OIFP flyer re OIFP recruitment. Flyer should have 2018 staff photo thereon	<b>6/30/19</b>		

### **OIFP GOAL #3: Staff an OIFP Table at the 2019 Annual New Jersey State Bar Meeting and Convention**

<b>Specific:</b> <b>What are we actually going to do?</b>	Staff an OIFP table at the 2019 Annual New Jersey State Bar Association Meeting and Convention and promote OIFP recruitment.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	We will staff an OIFP table at the Annual State Bar Meeting and Convention in Atlantic City, in May 2019.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	This goal is realistic, given that the Bar Meeting is held every year in May. For some, there is no cost to attend the Meeting. The cost to NJSBA members attending only for the day of the presentation is less than \$100.00 per person.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Hundreds of judges, attorneys, law clerks, law students, paralegals, and legal administrators, who attend the State Bar Meeting, will have access to OIFP's table.
<b>Time-based:</b> <b>When will this be accomplished?</b>	This goal will be accomplished at the May 15 - 17, 2019 Bar Meeting
<b>SMART GOAL:</b> Between September 2018 and May 2019, prepare to staff an OIFP table at the May 15 - 17, 2019 Annual State Bar Meeting and Convention in Atlantic City, NJ. OIFP personnel will staff an OIFP table to answer questions about job opportunities at OIFP and OIFP's dedication to diversity and inclusion.	

### **Milestone List OIFP GOAL #3**

Staff an OIFP Table at State Bar's Annual Meeting and Convention

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Register to host a table at the State Bar Meeting	<b>3/31/19</b>		
<b>2.</b>	Setup an OIFP table with brochures and giveaways. Brochure should include the 2018 staff photo thereon to demonstrate OIFP's diversity	<b>5/17/19</b>		

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>3.</b>	Diverse members of OIFP staff speak to attendees who visit our table	<b>5/17/19</b>		
<b>4.</b>	Make an OIFP recruitment pitch at the Minority Judge's Luncheon on the last day of the Bar Meeting	<b>5/17/19</b>		
<b>5.</b>	Create one page flyers advertising OIFP Table and OIFP's commitment to diversity by including 2018 staff photo on flyer. These flyers could be strategically placed throughout the Convention or in the Convention giveaway bag	<b>4/30/19</b>		



<b>OIFP GOAL #4: Increase accessibility of OIFP's employment application</b> on the internet and on social media websites such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites	
<b>Specific:</b> <b>What are we actually going to do?</b>	Make the job application process more user friendly by the creation of a job app and advertisement of OIFP job vacancies on social media platforms, such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	We will have achieved this goal when the job app is created and applications are received through the app and/or applicants advise us that they saw our notices of job vacancy on the social media platforms, such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	This task is realistic because the creation of an OIFP job app and the placement of OIFP job notices on social media have minimal fiscal impact.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This goal is relevant to our mission because it will encourage Millennials, who as a group are more diverse than other worker generations, and others who tend to look for and use web-based apps to easily apply for OIFP employment
<b>Time-based:</b> <b>When will this be accomplished?</b>	The creation of an OIFP job app and advertisement of OIFP job vacancies will be completed within 3 - 6 months
<b>SMART GOAL:</b> etween September and March 2019, create a web-based OIFP job app and advertise OIFP job vacancies on social media, which will attract Millennials and other groups who tend to use technology to apply for jobs.	

#### Milestone List OIFP Goal #4

Increase accessibility of OIFP's employment application

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Obtain approval to create the OIFP job app and to advertise OIFP job vacancies on social media	1/31/19		
2.	Creation of the OIFP job app	2/28/19		The Administrative Office of the Courts ("AOC") utilizes <a href="http://neogov.com">neogov.com</a> as its job application, and for its hiring and onboarding processes
3.	Exploit social media platforms, such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites, used by Millennials and the tech savvy to advertise OIFP job vacancies thereon	7/31/19		
4.	The above websites should link to OIFP job app	7/31/19		
5.	Track how applicants learned of OIFP job vacancies by adding question to job application	12/31/18		

## **OIFP GOAL #5: Create an OIFP Enhanced Recruitment and Employee Retention Program**

<b>Specific:</b> <b>What are we actually going to do?</b>	<p>Acknowledge and celebrate significant length of service milestones (e.g., 1, 5, 15, 20 year anniversaries) with a certificate</p> <p>Encourage team building with regular celebratory get-togethers, such as the annual “OIFP Tailgate,” and December Holiday, Vernal Equinox and Summer Solstice Parties</p> <p>Encourage employee participation in training to develop relevant new skills and enhance existing skills</p> <p>Encourage and support the formation and participation of employees in Employee Resource Groups (“ERGs”)</p> <p>Issue annual awards to various employees for significant achievements or contributions to OIFP</p> <p>Ensure that interviewing panels are as diverse as possible and fine tune standardized interview questions</p>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<p>We will know that we achieved this goal by the</p> <ul style="list-style-type: none"> <li>• Adoption of a policy to recognize length of service milestones and encourage participation in training</li> <li>• Scheduling and hosting the OIFP Tailgate and other celebrations</li> <li>• Increase employee participation in ERG Meetings</li> <li>• Assurance that interviewing panels are as diverse as possible and standardized interview questions are fine tuned for all positions (DAsG, Detectives, and Support Staff)</li> </ul>
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	<p>The above tasks are realistic and readily attainable with minimal fiscal impact.</p>
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	<p>This goal encourages the retention of all current OIFP employees, including those of a diverse background, and enhances OIFP’s attractiveness to potential candidates.</p>
<b>Time-based:</b> <b>When will this be accomplished?</b>	<p>This goal will be accomplished within one year</p>
<b>SMART GOAL:</b>  <p>Between September 2018 and September 2019, create an OIFP Enhanced Recruitment and Retention Program, which will encourage OIFP employees, including those of a diverse group, to remain employed with the Office and will enhance OIFP as an outstanding place to work.</p>	

### Milestone List OIFP Goal #5

Create a Retention Strategy Program

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Schedule an OIFP Tailgate, and December Holiday , Vernal Equinox (in March), and Summer Solstice (in June) parties with substantial lead time	<b>12/31/18</b>		
<b>2.</b>	Determine various employees' anniversaries for length of service recognition	<b>12/31/18</b>		
<b>3.</b>	Create and issue Certificate to employees who have reached a significant length of service milestone	<b>8/1/19</b>		
<b>4.</b>	Determine and issue annual awards to employees who have made significant contributions to OIFP	<b>6/30/19</b>		
<b>5.</b>	Offer, encourage, and track employee participation in training to develop new skills and enhance existing skills	<b>6/30/19</b>		
<b>6.</b>	Ensure interviewing panels are diverse as possible	<b>12/31/18</b>		
<b>7.</b>	Fine tune standardized interview questions for all positions (DAsG, Detectives, and Support Staff).	<b>12/31/18</b>		

## **RACING (NJRC)**

### **Outcome Statement**

The Diversity and Inclusion Plan for the New Jersey Racing Commission focuses on the community it serves. Within the thoroughbred racing industry, there are numerous persons who primarily speak Spanish and have difficulty with the English language. A large percentage of these persons must submit an application with the NJRC to obtain licensure, primarily as stable employees. To date, the NJRC's application for licensure is only available in English. This challenge for persons whose primary language is Spanish is compounded by the fact that none of the NJRC's current licensing Inspectors have an indicated ability to communicate in Spanish.

For these reasons, the NJRC's Diversity and Inclusion Plan includes three proposed goals intended to address this challenge by translating the NJRC's license application into Spanish, seeking approval to compile a list of bilingual licensing Inspectors who can be employed on an hourly basis during the Monmouth Park thoroughbred meet and exploring the availability of Departmental resources to make the NJRC's website available in Spanish.

Thoroughbred racing routinely takes place at Monmouth Park from May through early September. Immediately thereafter, thoroughbred racing moves briefly to the Meadowlands Racetrack for a few weeks. During this period of time, most of the thoroughbred horses who race in New Jersey and the stable employees who attend to them are housed in the backstretch at Monmouth Park. When Monmouth Park closes its backstretch in October, most trainers move their stables, horses and employees to other States. This is the reason why the timeframes for the NJRC's proposed goals center around the Monmouth Park meet. NJRC staff is not aware of a corresponding need within the standardbred racing industry. However, translation of the license application and website into Spanish would also be of benefit to any such persons in that industry.

The proposed goals further the NJRC's mission of ensuring that all persons who care for race horses have the ability to understand the license application and have the ability to communicate with NJRC staff.

NJRC staff attempted to identify SMART Goals for the NJRC's workforce. This attempt was materially hampered by the Commission's relatively small number of full-time employees (currently 31), the infrequency of vacancies and the limited availability of entry level positions.

<b>NJRC GOAL #1: Have the NJRC license application translated into Spanish</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Access departmental resources to locate a qualified translator who will be retained to translate the NJRC license application into Spanish.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	The NJRC will receive the license application that has been translated into Spanish and make it available in NJRC licensing offices and online.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the NJRC has the resources to attain this goal.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Attaining this goal will benefit numerous thoroughbred licensees who speak Spanish and have difficulty with the English language. This will assist these licensees in complying with the NJRC's regulations.
<b>Time-based:</b> <b>When will this be accomplished?</b>	The translation of the application should be completed by March 15, 2019 (in accordance with the steps listed in the Milestone List immediately below) to ensure that it is available before the Monmouth Park meet begins in May 2019.
<b>SMART GOAL :</b>  Have the NJRC license application translated into Spanish (in accordance with the steps listed in the Milestone List immediately below) so that it is posted on the NJRC's website and available at the NJRC's licensing offices by March 15, 2019.	

**Milestone List NJRC Goal #1:**

Have the NJRC license application translated into Spanish.

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Obtain the names of translators approved or previously used by the Department or OAG.	December 31, 2018		Obtain information about translators the Department has used.
2.	Contact the translators and obtain estimates.	January 31, 2019		
3.	Select a translator and provide him or her with the NJRC license application.	February 15, 2019		
4.	Post the translated application on the NJRC's website and send copies to the NJRC licensing offices at the racetracks.	March 15, 2019		

<b>NJRC GOAL #2: Obtain Departmental approval to hire an hourly licensing Inspector who is bilingual (English and Spanish) for employment in the NJRC's licensing office at Monmouth Park during the thoroughbred meet</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Obtain Departmental approval to post a position for one or more hourly Inspectors with a preference for persons who are bilingual in English and Spanish and add one or more persons with such bilingual capabilities to the NJRC's hourly special services list.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Approval has been obtained to post the position of hourly Inspector and the NJRC has received Departmental/CSC approval to add bilingual persons to an hourly special services Inspector list for employment in the NJRC's Monmouth Park licensing office from May through September during the thoroughbred meet.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	The NJRC believes this task is realistic. The NJRC is funded by the racing industry. Although the employment of an hourly licensing Inspector would place an additional financial burden on the racing industry, it would, at the same time, benefit numerous licensees within the thoroughbred racing industry who speak Spanish and have difficulty with the English language.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Attaining this goal will benefit numerous thoroughbred licensees who speak Spanish and have difficulty with the English language. This will assist these licensees in complying with the NJRC's regulations.
<b>Time-based:</b> <b>When will this be accomplished?</b>	The creation of the hourly Inspectors list should be completed by April 1, 2019 (in accordance with the steps listed in the Milestone List immediately below) so that an hourly bilingual Inspector can be hired prior to the beginning of the Monmouth Park meet in May 2019.
<b>SMART GOAL:</b>  Obtain Departmental approval (in accordance with the steps listed in the Milestone List immediately below) to hire an hourly licensing Inspector who is bilingual (English and Spanish) for employment in the NJRC's licensing office at Monmouth Park by May 1, 2019.	



### **Milestone List NJRC Goal #2**

Obtain Departmental approval to hire an hourly licensing Inspector who is bilingual (English and Spanish) for employment in the NJRC's licensing office at Monmouth Park during the thoroughbred meet.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Obtain the approval of the Attorney General to proceed with the posting of hourly Inspectors who are bilingual.	December 31, 2018		
<b>2.</b>	Post the position for hourly Inspectors who are bilingual.	January 31, 2019		
<b>3.</b>	Interview persons who are qualified.	March 1, 2019		
<b>4.</b>	Select candidates and seek departmental/CSC approval to hire them.	March 15, 2019		
<b>5.</b>	Hire an hourly Inspector who is bilingual prior to the beginning of the Monmouth Park meet.	May 1, 2019		Expedited approval by the Department and CSC would likely have to be obtained to accomplish this milestone within the time allotted.

### **NJRC GOAL #3: Obtain Departmental approval to make the NJRC's website available in Spanish**

<b>Specific:</b> <b>What are we actually going to do?</b>	Access Departmental resources to learn what technological and other steps must be taken to make the NJRC's website available in Spanish.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	The NJRC's website is available in Spanish.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	NJRC staff does not know whether this task is realistic or not as the NJRC must access the Department's technological resources to determine its feasibility.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	Attaining this goal will benefit numerous thoroughbred licensees who speak Spanish and have difficulty with the English language. The availability of the NJRC's website in Spanish will assist these licensees in complying with the NJRC's regulations.
<b>Time-based:</b> <b>When will this be accomplished?</b>	The website will be available in Spanish by December 31, 2019 (in accordance with the steps listed in the Milestone List immediately below).
<b>SMART GOAL:</b>  Between January 1, 2019 and May 1, 2019, obtain Departmental approval to make the NJRC's website available in Spanish and cooperate with the Department's IT staff to accomplish this goal.	

#### **Milestone List NJRC Goal #3**

Obtain Departmental approval to make the NJRC's website available in Spanish.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Obtain the name of a contact IT person within the Department who can provide information about translating the NJRC's website into Spanish.	February 1, 2019		Contact OAG to obtain input regarding how to proceed with this task.

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>2.</b>	Meet with the Department's IT contact person.	March 1, 2019		
<b>3.</b>	Provide information or funding resources to the Department's IT contact person that are necessary for the completion of this task.	May 1, 2019		

## STATE POLICE (NJSP)

### **Outcome Statement**

The Diversity and Inclusion Plan established by the New Jersey State Police is intended to enhance the Division in which talented people can come to build and enjoy successful careers, both enlisted and civilian. By offering trainings, engaging the employees and educating the community, it is our goal to foster an inclusive culture and support communication and events that promote diversity. The 2019 Diversity and Inclusion Plan complements the Division's mission statement as it will allow the State Police to better serve and protect the diverse communities within our state and enable the Division to draw upon the breadth of skills and talents of our diverse workforce.

### *NJSP MISSION STATEMENT*

*“The New Jersey State Police is committed to protect, preserve, and safeguard the constitutional and civil rights of all citizens through impartial and courteous law enforcement with integrity and professionalism. We shall ensure public safety and provide quality service in partnership with our communities.”*

<b>NJSP GOAL #1a: Increase community relations by educating and engaging the communities we serve which will allow the NJSP to have more ambassadors throughout NJ either for recruitment or assistance</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Implement a Citizens Academy for community leaders to serve as ambassadors for the NJSP by educating them on various aspects of the Division of State Police to include recruitment and each phase of the selection process
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Track the number of applicants who were actively recruited by the community leaders who attended the Citizen’s Academy and or assisted the NJSP with community relations

<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Citizen Academy has been approved and will commence in October 2018
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to the mission of the NJSP to better serving and protecting the diverse communities within our state
<b>Time-based:</b> <b>When will this be accomplished?</b>	The first Citizen's Academy will commence in October 17, 2018, with an additional academy commencing in February 2019

#### **Milestone List NJSP Goal #1a**

##### **Increase Community Relations**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Creation and approval	7/18	8/18	Citizens Academy initiated by Colonel and approved at all levels
<b>2.</b>	Commencement	10/18	TBD	8 sessions to begin 10/18
<b>3.</b>	Recruiting & Selection materials	10/24/18	TBD	A block of instruction and recruiting/selection process materials to be provided to each community leader
<b>4.</b>	Applicant tracking	1/19	TBD	Track the number of applicants who were "recruited" by a community leader through software

**NJSP GOAL #1b: Increase community relations by educating and engaging the communities we serve which will allow the NJSP to have more ambassadors throughout NJ either for recruitment or assistance on matters impacting our communities.**

<b>Specific:</b> <b>What are we actually going to do?</b>	Attend events throughout the state in a marked State Police van outfitted with sport equipment and other assets to engage directly with community members to increase the public's awareness of the careers available to Troopers, decrease barriers between the police and the public, and increase public trust of the police that serve them.
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<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Events will be tracked and specific data will be collected and forwarded for additional interaction such as potential new recruit contact information which will be forwarded to the Recruiting Unit. Additionally, community leaders will be identified for future follow up and engagement.
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<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	The goal is attainable because the Office of Community Outreach & Public Affairs will be attending more community events. The community engagement van will allow unit members to perform their job better and the measurement aspect will promote follow-up with potential recruits and community members.
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<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This plan is in alignment with the Division's goals to recruit and hire a diverse workforce, improve the bonds between the police and the public, and identify and work alongside key community leaders.
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<b>Time-based:</b> <b>When will this be accomplished?</b>	The vehicle will be outfitted by November 1, 2018, and the measurement period will run until November 2019, which will take the plan through a recruiting cycle and one summer of outdoor events and activities.
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<b>Smart Goal:</b> From November 2018 to November 2019, the Office of Community Outreach & Public Affairs will use the community outreach outfitted vehicle to increase effective and targeted community engagement. Follow-up with contacts will enhance engagement with community leaders.
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### Milestone List NJSP Goal #1b

#### Increase Community Relations

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Approval of outfitted Van	8/18	TBD	Approved by Colonel
2.	Fiscal Approval	8/18	8/18	Approved
3.	Outfitting Van	1/19	TBD	
4.	Community Engagement	1/19	TBD	Target Outreach with Van
5.	ROI of Targeted Outreach with Van	2/20	TBD	

### NJSP GOAL #2a: Employee Engagement – Clearly articulate and convey the importance of the contributions that our members make toward the mission of the State Police in order to promote a positive feeling about the jobs they do.

<b>Specific:</b> What are we actually going to do?	As we have done since 1968 for our enlisted members, we will establish The Civilian Employee of The Year Award. Nominations will be solicited from the entire Division and members of any assignment, rank or title will be free to submit the name(s) of a civilian employee they deem worthy.
<b>Measurable:</b> How will we know that we accomplished what we want to do?	Track the nominations and provide same to the Awards Board for their review and recommendation to the Superintendent.
<b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?	Yes. The award itself is of minimal fiscal impact and it will likely be issued during an awards ceremony in the Log Cabin at Division Headquarters.
<b>Relevant:</b> How is this goal connected to the mission?	The Civilian of the Year Award would promote positive feelings by conveying to our civilian staff that they are valued and that their contributions and outstanding performance does not go unnoticed. Recognition builds a sense of attachment to the values and ethics the State Police embodies.

<b>Time-based: When will this be accomplished?</b>	We will solicit nominations in late October through early November of 2018 and select a recipient soon thereafter. The award ceremony will take place in early 2019.
<b>SMART GOAL:</b> In November of 2018, solicit nominations for The Civilian Employee of The Year Award and select a recipient who will be recognized during an awards ceremony at Division Headquarters in early 2019.	

### **Milestone List NJSP Goal: #2a**

#### **Employee Engagement**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Establish Criteria	10/12/18	<b>TBD</b>	By Awards Board
<b>2.</b>	Request Approval	10/19/18	<b>TBD</b>	To Superintendent
<b>3.</b>	Solicit Nominations	10/26/18	<b>TBD</b>	Full Distribution IOC and AIC Posting
<b>4.</b>	Receive & Track Nominations	11/30/18	<b>TBD</b>	At Office of DSA
<b>5.</b>	Submit Nominations to Awards Board	12/07/18	<b>TBD</b>	By Awards Board Secretary
<b>6.</b>	Select Recipient	12/14/18	<b>TBD</b>	Awards Board makes recommendation to Superintendent
<b>7.</b>	Issue Award at Awards Ceremony	02/01/19	<b>TBD</b>	At the Log Cabin
<b>8.</b>	Amend S.O.P C16 to account for The Civilian of The Year Award	07/01/19	<b>TBD</b>	Via Planning Bureau



<b>NJSP GOAL #2b: Employee Engagement – Clearly articulate and convey the importance of the contributions that our members make toward the mission of the State Police in order to promote a positive feeling about the jobs they do.</b>	
<b>Specific: What are we actually going to do?</b>	Starting in 2017 the Colonel has had direct communication with all enlisted members of the Division either at the mandatory Annual In-Service or during his new initiative, “talk to the Colonel”
<b>Measurable: How will we know that we accomplished what we want to do?</b>	A survey was conducted at the end of the 2017 In-Service which revealed that the interactions with the Colonel was received highly by the troopers. Track the members that the Colonel has interactions with during “talk to the Colonel” and provide them with a survey to track their scoring of the interaction
<b>Attainable: Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the Colonel attended every session of the 2017 mandatory In-Service and will continue to conduct the “talk to the Colonel” session while operationally feasible.
<b>Time-based: When will this be accomplished?</b>	The Colonel will continue to conduct “talk to the Colonel” sessions, and the mandatory 2018 In-Service begins in November in which the Colonel or Commander is scheduled to attend each day.
<b>SMART GOAL:</b>  In November of 2018, the Colonel will attend the mandatory In-Service and continue to conduct “talk to the Colonel” events.	

### **Milestone List NJSP Goal #2b**

#### **Employee Engagement**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	2017 In-Service	12/17	12/17	Positive feedback from Trooper about the Colonel opening every

				In-Service and allowing an open forum of communication
2.	2017 –TBD	2017	TBD	Talk to the Colonel sessions
3.	Follow-up survey TTC sessions	12/19		Track members who attended TTC session and have them complete survey

**NJSP GOAL #3: To provide Implicit Bias Training to all enlisted members of the New Jersey State Police and to offer this Training to our Civilian members**

<p><b>Specific:</b> <b>What are we actually going to do?</b></p>	<p><b><u>Civilian Training:</u></b> The Training Bureau Staff, more specifically the Managerial Development Unit, will offer regional, quarterly training to all New Jersey State Police civilian support staff.</p> <p><b><u>Enlisted Training:</u></b> The Training Bureau, more specifically the In-Service Training Unit, will provide training as part of the 2019 Integrated In-Service to all New Jersey State Police enlisted members.</p>
<p><b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b></p>	<p>Prior to the start of training, a pre-survey will be completed as to the student's expectations, as well as their current knowledge as it pertains to Implicit Bias Training. Upon completion of training, a post survey will be completed by all members to obtain all new information/knowledge that was gained while participating in this specific training.</p> <p>An After Action Report will be submitted by the In-Service Training Unit (enlisted training), as well as the Managerial Development Unit (civilian training) providing the following information:</p> <ol style="list-style-type: none"> <li>1. Number of members trained</li> <li>2. Dates &amp; locations of training</li> <li>3. Pre &amp; post survey responses</li> <li>4. Summary of the training</li> <li>5. Comments / recommendations</li> </ol>

<p><b>Attainable:</b> Is this task realistic, given our resources and the challenges that exist?</p>	<p>Yes, the Training Bureau will have access to and utilize the following locations for regional civilian training:</p> <ol style="list-style-type: none"> <li>1. Troop B Headquarters - Totowa Headquarters (North)</li> <li>2. Division Headquarters / Hamilton Headquarters (Central)</li> <li>3. Troop A Headquarters / Buena Headquarters (South)</li> </ol> <p>The Training Bureau is able to provide annual training to enlisted members as part of the Integrated In-Service at the New Jersey State Police Training Academy, Sea Girt, NJ.</p> <p>All members that attend trainings will be tracked utilizing daily sign-in sheets as well as within the Academy Computerized Training System (ACTS) program, which places the attendance directly on the professional resume of the member.</p>
<p><b>Relevant:</b> How is this goal connected to the mission?</p>	<p>The overall mission of the New Jersey State Police (NJSP) is to incorporate a Diversity and Inclusion Plan into the NJSP training model, therefore, showing a positive shift within the state police culture.</p> <p>By providing Implicit Bias Training as well as Diversity and Inclusion Training (Goal #2) to all of the New Jersey State Police civilian and enlisted members, this will support and complement the overall mission of the New Jersey State Police.</p>
<p><b>Time-based:</b> When will this be accomplished?</p>	<p><b><u>Civilian Training:</u></b> All training will commence January 2019. The training will take place on a quarterly basis, with one training day being offered once every three (3) months. There will be two (2) training sessions per day, a morning session as well as an afternoon session.</p> <p><b><u>Enlisted Training:</u></b> All enlisted training will commence with the 2019 Integrated In-Service and will be held at the New Jersey State Police Training Academy, Sea Girt, NJ.</p>

**SMART GOAL:**

**Civilian Training:** The individual training sessions for NJSP civilian membership will consist of one (1) hour of Implicit Bias Training and three (3) hours of Diversity and Inclusion Training (Goal #2), providing a four (4) hour training session. The projected goal is to have a total of eight (8) training sessions per calendar year. The number of civilian members within each training session is yet to be determined.

**Enlisted Training:** The 2019 Integrated In-Service for New Jersey State Police enlisted members will include one (1) hour of Implicit Bias Training and three (3) hours of Diversity and Inclusion Training (Goal #2), providing a four (4) hour training session.

This goal and outline has been provided in an effort to assist the New Jersey State Police with the overall mission.

**Milestone List NJSP Goal #3**

The goal of the Training Bureau is to provide Implicit Bias Training to civilian and enlisted members of the New Jersey State Police

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Present to OLEPS for discussion	7/1/19	<b>TBD</b>	Enlisted Training
<b>2.</b>	Submit Lesson Plans & PowerPoints for approval through the appropriate channels.	7/20/19	<b>TBD</b>	Enlisted Training
<b>3.</b>	Train the Trainer – 2019 Integrated In-Service.	9/1/19	<b>TBD</b>	Enlisted Training
<b>4.</b>	After Action Report (In-Service Unit)	1/15/20	<b>TBD</b>	Enlisted Training
<b>5.</b>	Submit Lesson Plans & PowerPoints for approval through the appropriate channels.	10/15/18	<b>TBD</b>	Civilian Training
<b>6.</b>	AIC Posting for course	Quarterly	<b>TBD</b>	Civilian Training
<b>7.</b>	After Action Report (Managerial Development Unit)	Quarterly	<b>TBD</b>	Civilian Training

<b>NJSP GOAL 4: To provide Diversity and Inclusion Training to all enlisted members of the New Jersey State Police and offer this training to our Civilian members</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	<p><b><u>Civilian Training:</u></b> The Training Bureau Staff, more specifically the Managerial Development Unit, will offer regional, quarterly training to all New Jersey State Police civilian support staff.</p> <p><b><u>Enlisted Training:</u></b> The Training Bureau, more specifically the In-Service Training Unit, will provide annual training as part of the 2019 Integrated In-Service to all New Jersey State Police enlisted members.</p>
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	<p>Prior to the start of training, a pre-survey will be completed as to the student's expectations, as well as their current knowledge as it pertains to Diversity and Inclusion Training. Upon completion of training, a post survey will be completed by all members to obtain all new information/knowledge that was gained while participating in this specific training.</p> <p>An After Action Report will be submitted by the In-Service Training Unit (enlisted training), as well as the Managerial Development Unit (civilian training) providing the following information:</p> <ol style="list-style-type: none"> <li>1. Number of members trained</li> <li>2. Dates &amp; locations of training</li> <li>3. Pre &amp; post survey responses</li> <li>4. Summary of the training</li> <li>5. Comments / recommendations</li> </ol>

<p><b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b></p>	<p>Yes, the Training Bureau will have access to and utilize the following locations for regional civilian training:</p> <ol style="list-style-type: none"> <li>1. Troop B Headquarters - Totowa Headquarters (North)</li> <li>2. Division Headquarters / Hamilton Headquarters (Central)</li> <li>3. Troop A Headquarters / Buena Headquarters (South)</li> </ol> <p>The Training Bureau is able to provide annual training to enlisted members as part of the Integrated In-Service at the New Jersey State Police Training Academy, Sea Girt, NJ.</p> <p>All members that attend trainings will be tracked utilizing daily sign-in sheets as well as within the Academy Computerized Training System (ACTS) program, which places the attendance directly on the professional resume of the member.</p>
<p><b>Relevant:</b> <b>How is this goal connected to the mission?</b></p>	<p>The overall mission of the New Jersey State Police (NJSP) is to incorporate a Diversity and Inclusion Plan into the NJSP training model, therefore, showing a positive shift within the state police culture.</p> <p>By providing Diversity and Inclusion Training as well as Implicit Bias Training (Goal #3) to all of the New Jersey State Police civilian and enlisted members, this will support and complement the overall mission of the New Jersey State Police.</p>
<p><b>Time-based:</b> <b>When will this be accomplished?</b></p>	<p><b><u>Civilian Training:</u></b> All training will commence January 2019. The training will take place on a quarterly basis, with one training day being offered once every three (3) months. There will be two (2) training sessions per day, a morning session as well as an afternoon session.</p> <p><b><u>Enlisted Training:</u></b> All enlisted training will commence with the 2019 Integrated In-Service and will be held at the New Jersey State Police Training Academy, Sea Girt, NJ.</p>
<p><b>SMART GOAL:</b> <b><u>Civilian Training:</u></b> The individual training sessions for NJSP civilian membership will consist of one (1) hour of Implicit Bias Training (Goal #3) and three (3) hours of Diversity and Inclusion Training, providing a four (4) hour training session. The projected goal is to have a total of eight (8) training sessions per calendar year. The number of civilian members within each training session is yet to be determined.</p>	

**Enlisted Training:** The 2019 Integrated In-Service for New Jersey State Police enlisted members will include one (1) hour of Implicit Bias Training (Goal #3) and three (3) hours of Diversity and Inclusion Training, providing a four (4) hour training session.

This goal and outline has been provided in an effort to assist the New Jersey State Police with the overall mission.

#### **Milestone List NJSP Goal #4**

##### **Training (Diversity & Inclusion)**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Present to OLEPS for discussion	7/1/19	<b>TBD</b>	Enlisted Training
<b>2.</b>	Submit Lesson Plans & PowerPoints for approval through the appropriate channels	7/20/19	<b>TBD</b>	Enlisted Training
<b>3.</b>	Train the Trainer – 2019 Integrated In-Service.	9/1/19	<b>TBD</b>	Enlisted Training
<b>4.</b>	After Action Report (In-Service Unit)	1/15/20	<b>TBD</b>	Enlisted Training
<b>5.</b>	Submit Lesson Plans & PowerPoints for approval through the appropriate channels.	10/15/18	<b>TBD</b>	Civilian Training
<b>6.</b>	AIC Posting for course	Quarterly	<b>TBD</b>	Civilian Training
<b>7.</b>	After Action Report (Managerial Development Unit)	Quarterly	<b>TBD</b>	Civilian Training

#### **NJSP GOAL #5: To develop a preferred criteria booklet to be utilized for future vacancies that enlisted members can review to assist in the development of their personalized career paths**

<b>Specific:</b> <b>What are we actually going to do?</b>	Develop a preferred criteria booklet so that enlisted members can see what will be needed to achieve the promotion they may seek during their career
<b>Measurable:</b>	During a promotional process, members will be asked if the book assisted the member with the process.

<b>How will we know that we accomplished what we want to do?</b>	
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the book has been started and is expected to be completed by 1/2019
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	The creation of the book will be another source, along with the Professional Development Unit, to help achieve the mission of creating a program that will allow members to develop personalized career paths
<b>Time-based:</b> <b>When will this be accomplished?</b>	The book will be completed and updated as needed by 1/2019
<b>SMART GOAL:</b> Between January 1, 2018 and December 2019, establish a preferred criteria book that can be updated as necessary to be utilized to assist members to develop personalize career paths.	

#### **Milestone List NJSP Goal #5**

##### Career Development

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Approval of Book	1/18	1/18	Colonel approved
<b>2.</b>	Creation of Book	12/18	TBD	Updated will be included with new vacancies and new preferred criteria
<b>3.</b>	Feedback of usefulness of book	12/19	TBD	Did it assist a member in developing their personalized career path



## VICTIMS OF CRIME COMPENSATION OFFICE (VCCO)

### Introduction

As demonstrated by the demographic information provided in the Office of the Attorney General's 2017 Diversity and Inclusion Annual Report (the Report), the Victims of Crime Compensation Office (VCCO) exemplifies diversity. According to the report's demographics on race/ethnicity and gender, the VCCO work force is 30.3% African American, 3% Asian, 39.4% Caucasian, 27.3% Latino, 72.7% female and 27.3% male.<sup>2</sup> These demographics make VCCO one of the most diverse agencies in the State.

Additionally, "inclusiveness" is the linchpin to VCCO's success as a State agency. VCCO's staff is a small and cohesive group consisting of 33 employees that are dedicated to public service and VCCO's mission of providing victim services. As indicated in the Report, the average VCCO employee has been with the agency in excess of 19 years.<sup>3</sup> This longevity has served to create and foster an inclusive work environment essential to providing victim services to the State's diverse population.

"Longevity," however, is a double edged sword. On the one hand, it has created a VCCO work force that is well trained and possesses valuable institutional knowledge. On the other hand, the longevity of VCCO's staff has created a senior work force. It is anticipated that more than 30% of VCCO's current employees will retire from State service within the next five years. As such, succession planning is an essential part of VCCO's Diversity and Inclusion Plan (D&I Plan). VCCO's succession plan will focus on diversity in its recruitment efforts and, more importantly, retention of current and future employees. To that end, VCCO's has two main goals for its diversity and inclusion succession plan:

- (1) To replace the current VCCO title of "Investigator" with the Civil Service title of "Program Specialist." This title change is central to VCCO's efforts to recruit and retain a diverse and inclusive work force. As discussed more fully below, the title change will allow VCCO to create in-house professional development and economic advancement opportunities for its current and future employees; and
- (2) To actively recruit new hires from New Jersey colleges and universities, historically Black colleges and universities (HBCUs), Hispanic serving institutions (HSIs), women's colleges and educational institutions with significant diversity. Recruiting at these institutions will increase and diversify VCCO's applicant pool and will allow VCCO to maintain its diverse staff composition. In effect, maintain a diverse VCCO work force will allow it to better serve the State's diverse population.

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<sup>2</sup> This information is located on page 28 of the Report.

<sup>3</sup> This information is located on page 51 of the Report.

## **RECRUITMENT AND RETENTION OF A DIVERSE WORK FORCE**

### **A. Title change from “Investigator” to “Program Specialist”**

In the past few years, recruitment has not been an issue for VCCO. For example, in May, 2017, VCCO made a public posting of two investigator positions and received over 250 applications representing a diverse applicant pool. The qualified applicants who were interviewed for the positions demonstrated a commitment to public service and an interest in VCCO’s mission. However, when some of the applicants learned that VCCO investigators have little opportunity for economic advancement and that promotional opportunities were limited, they lost interest in a position with VCCO. Of the two applicants who were offered positions as investigators in late September, 2018, one accepted the position, the other is leaning toward declining the position since VCCO investigators do not receive cost of living increases and have not received a pay raise in over 10 years. The applicant stated that her current State position provides both.

Similarly, two of VCCO’s most recent hires are seeking positions in other State agencies. These VCCO employees have indicated that one of the main reasons for wanting to leave VCCO is because the VCCO title of Investigator offers no promotional or salary advancement opportunity. Because of this, VCCO will be losing two excellent employees.

The VCCO title of Investigator is a non-civil service title created in 1971 when the VCCO was known as the Victims of Crime Compensation Board (the Board). The Board consisted of five board members and operated independently as a State agency. The primary job responsibility of an employee working as an investigator for the Board was to request and verify information submitted by crime victims/claimants before compensation awards were approved by individual board members. Board employees in the Investigator title were at-will employees and had no union representation. Under its authority, the Board would award discretionary salary increases annually to its investigators.

The Board operated independently as a State entity until 2007, when it was transferred to the Department of the Treasury and renamed the Victims of Crime Compensation Agency (the Agency). At the time of the transfer, the title of Investigator followed the employees. While within the Department of the Treasury, Agency investigators received annual salary increases.

In 2008, Governor Jon S. Corzine issued Reorganization Plan No. 001-2008, which transferred the Agency out of the Department of the Treasury and into the Department of Law and Public Safety (DLPS). In accordance with the reorganization plan, the Agency was renamed the

Victims of Crime Compensation Office as it remains today. Again, the title of Investigator followed the employees to the DLPS.

The VCCO Investigator title was created for a State entity (the Board) that is now defunct. Consequently, many VCCO investigators have reached the top of their salary range and have no opportunity for a salary increase. Additionally, because the title is not a recognized DLPS title, and because VCCO employees with the Investigator title are not members of a State union, they do not receive cost of living increases. This has created a situation where VCCO supervisors make substantially less money than the employees whom they supervise.<sup>4</sup>

To successfully recruit and maintain a diverse VCCO work force, the title of Investigator must be replaced with a Civil Service title that will allow for financial and promotional advancement. Without such a title, VCCO will not be able to recruit and maintain a diverse work force as exemplified by VCCO's recent employee losses.

A desk audit requested by several VCCO staff members concluded that the Civil Service title of "Program Specialist" best reflects the work performed by those currently in the VCCO Investigator title. Therefore, VCCO's diversity and inclusion succession plan will focus on having the VCCO Investigator title changed to the Civil Service title of "Program Specialist." This title will help VCCO recruit new hires interested in long term employment at VCCO.

- B. Actively recruiting from colleges and universities to develop a diverse applicant pool of potential VCCO hires.

As stated above, the first step in implementing VCCO's D&I succession plan is to ensure that current and future employees have an opportunity for professional development and economic advancement. Once VCCO can offer these basics, it can focus on maintaining its diverse work force by actively recruiting individuals from various ethnic, cultural, and sexual orientation backgrounds interested in public service and VCCO's mission. This will allow VCCO to better serve its victims/claimants who are from various ethnic, cultural and sexual orientations.

During calendar year 2019, VCCO will actively participate in college and university job fairs throughout New Jersey and other states to recruit new hires. VCCO's recruitment focus will be on students majoring in Sociology and Criminology who have an interest in public service.

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<sup>4</sup> Some VCCO investigators transferred from other State agencies and were able to keep their union membership and their Civil Service titles. As such, these employees have received cost of living increases and may make substantially more money than their VCCO supervisors.

## Outcome Statement

In an effort to attain its title change and recruitment and retention goals outlined above, the VCCO will be: (1) meeting with human resource and civil service personnel to learn what steps are required to accomplish a title change; (2) reaching out to various colleges and universities to participate in job fairs to increase VCCO's applicant pool and make VCCO known as a potential employer; and (3) reaching out to various cultural, ethnic, and sexual orientation organizations on college campuses and providing those organizations with VCCO employment announcements as they become available. By taking these steps, VCCO will be able to create a diverse applicant pool, and in effect, maintain and retain its diverse work force. As a result, VCCO will be able to better serve its victims/claimants who come from various backgrounds.

By the end of calendar year 2019, VCCO anticipates being a recognizable employer on targeted college campuses. Additionally, VCCO anticipates having the title change implemented allowing it to demonstrate to potential hires that VCCO is a State agency with career and economic growth opportunities.

<b>VCCO GOAL #1: To replace the current VCCO title of "Investigator" with the Civil Service title of "Program Specialist"</b>	
<b>Specific:</b> <b>What are we actually going to do?</b>	Meet with Department of Law and Public Safety human resource personnel as well as Civil Service Commission personnel to learn what steps are required to accomplish a title change for VCCO investigators.
<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	The task will be accomplished once VCCO investigators are placed in their new job title. Thereafter, VCCO will be able to work towards implementing its succession plan of recruiting and maintaining new hires from diverse backgrounds. The title change will demonstrate to potential new hires that VCCO offer career growth opportunities.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, this task is realistic and attainable if a title change is permitted.

<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	The mission of VCCO is to provide compensation to victims of violent crimes. Victims come from various backgrounds. Having a diverse and committed workforce allows VCCO to better serve its claimants. Implementing this title change will allow VCCO to recruit and maintain employees dedicated to public service and the mission of VCCO.
<b>Time-based:</b> <b>When will this be accomplished?</b>	It is difficult to determine when the title change will be implemented. It will depend on VCCO's ability to work with human resources and the Civil Service Commission to make the change.
<b>SMART GOAL:</b> Between November, 2018 and December, 2018, meet with human resources and the Civil Service Commission to outline a plan to initiate the title change. Have the title change implemented by December, 2019.	

#### **Milestone List VCCO Goal #1**

##### **Institute Title Change**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Meet with necessary people.	Dec., 2018		
<b>2.</b>	Cont. discussions and implement title change	Dec., 2019		

#### **VCCO GOAL #2: Actively recruit new hires from New Jersey colleges and universities, historically Black colleges and universities, Hispanic serving institutions, women's colleges, educational institutions committed to diversity, as well as organizations on these campuses that address cultural, ethnic and sexual orientation issues**

<b>Specific:</b> <b>What are we actually going to do?</b>	Attend college job fairs and inform potential hires about the work performed by VCCO. Send VCCO job announcements to various cultural, ethnic and sexual orientation groups on target college campuses.
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<b>Measurable:</b> <b>How will we know that we accomplished what we want to do?</b>	Keep a list detailing the dates and number of job fairs attended; keep a list of all VCCO job announcements sent to specific campus organizations; track the number of students who have an interest in VCCO and maintain their resumes.
<b>Attainable:</b> <b>Is this task realistic, given our resources and the challenges that exist?</b>	Yes, the colleges and universities are readily identifiable and a list of student names and resumes can be maintained to invite applicants to apply when positions become available.
<b>Relevant:</b> <b>How is this goal connected to the mission?</b>	This connects to VCCO's goal of recruiting and maintaining a diverse work force by increasing its applicant pool of candidates from diverse backgrounds.
<b>Time-based:</b> <b>When will this be accomplished?</b>	VCCO will begin recruiting at colleges and universities at the beginning of the Fall semester of 2019 and ending in June, 2020.
<b>SMART GOAL:</b> Between June, 2019 and Dec., 2019, participate in job fairs at the above colleges and universities and provide job announcements to various cultural, ethnic and sexual orientation organizations on the identified college campuses.	

### **Milestone List VCCO Goal #2**

Recruit at specified college campuses

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Gather information about job fairs from the various college campuses	Feb., 2019		
<b>2.</b>	Gather information about on-campus groups dealing with ethnic, cultural and sexual orientation issues	Feb., 2019		
<b>3.</b>	Register and attend job fairs between June, 2019 and December, 2019	Dec., 2019		

