

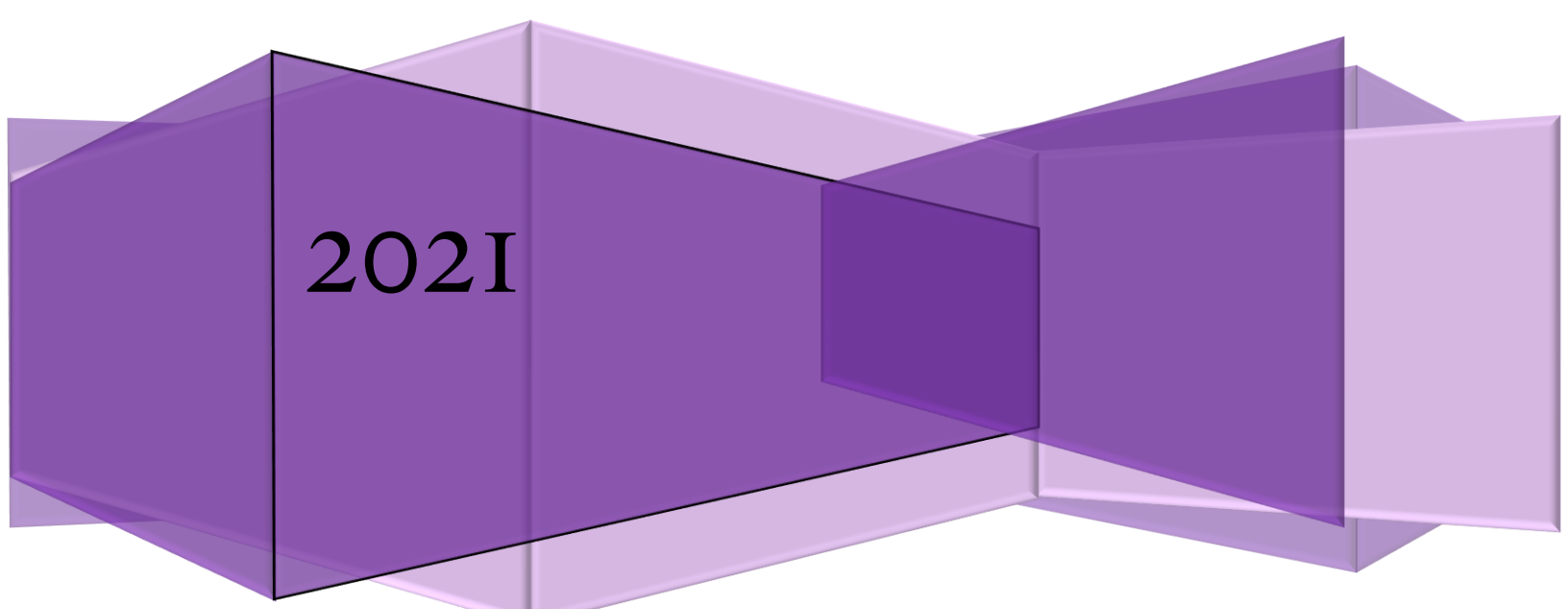


**Department of Law and Public Safety**

**Office of Diversity, Equity, and Inclusion**

# **Diversity, Equity, & Inclusion**

## **Division-Specific Plans for Meaningful and Measurable Progress**



**2021**



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# INTRODUCTION

The Department of Law and Public Safety is unique in the breadth of its scope and in the myriad ways that the divisions, offices, and commissions that comprise the department protect support, and serve the people of New Jersey. To focus on meaningful and measurable ways to advance our goal of promoting diversity, equity, and inclusion (“DEI”) within our workforce and in the work we do, we asked that our senior-most leaders create DEI plans that are specific to the organizations that they lead.

We challenged these leaders to find opportunities for workforce-related initiatives, such as steps that might expand the reach of recruitment to include underrepresented communities, or that might improve the hiring process to reduce the impact of implicit bias. We encouraged them to think about how to make professional development and advancement opportunities more equitable, and to brainstorm about ways to better support employees and promote a welcoming and inclusive culture.

Mindful of the fact that New Jersey is one of the most diverse states in the nation, we also asked the heads of our divisions, offices and commissions to look at our how their organizations might improve their interactions with the diverse communities they serve. For example, in developing their plans, we suggested that they consider the diversity of language, cultural norms and expectations, and the socio-economic status of the people to whom they provide their services.

The LPS Office of Diversity, Equity, and Inclusion (ODEI) provided guidance and consultation in the formulation of these plans. We also asked our senior leaders to be inclusive in their own internal planning process by including the input of their own LPS Diversity Council representatives – those individuals from among their employees who have demonstrated a strong interest in fostering diversity in their workplaces, and who have volunteered to serve our department in promoting a more equitable and inclusive culture.

What follows is the byproduct of these efforts. Each of the plans submitted includes at minimum, three “SMART” goals: Specific, Measurable Attainable, Relevant and Time-based. Additionally, we asked that each SMART goal have a corresponding milestone list with target completions dates. We recognize that even the best-laid plans can encounter unforeseen challenges and circumstances. Undoubtedly, the fact that the COVID19 pandemic has persisted and continued to evolve undoubtedly has impacted these plans. Nonetheless, we recognize that progress requires intention, focus, and action. To that end, we are pleased to share the 2021 DEI plans crafted by our LPS leadership.

## Division of Alcoholic Beverage Control (ABC)

### Outcome Statement

The Division of Alcoholic Beverage Control's (ABC) mission is to protect the public safety, health and welfare of the citizens of the State of New Jersey. The goal is to offer innovative leadership and transparency in a professional manner and to work collaboratively with Department and community stakeholders. The NJ ABC Diversity & Inclusion (D&I) Plan is 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 will continue to incorporate strategies to improve employee engagement via meetings, team building activities and establishing a Division newsletter which will highlight employee accomplishments. In addition, the Division will collaborate with OAG Human Resources and the Office of Employee & Organization Development to secure training opportunities that will foster staff development. The Division will be developing and implementing a virtual training component to the statewide collaborative Task Force Program to support local law enforcement participation during the pandemic. NJ ABC will continue to engage newly hired employees in the mentorship program during the first several months of their onboarding process. This program will serve to actively engage new 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, in addition to; increase the opportunity for key stakeholders to participate and share the mission of providing public safety. The development and implementation of the D&I goals will be a representation of positive leadership for the overall community and alcohol industry.

### ABC GOAL #1: Employee Engagement

Develop engaged employees who feel internally connected, valued and positive about their workplace.

<b><u>ABC GOAL # 1 "SMART" ELEMENTS: Employee Engagement</u></b>	
Develop engaged employees who feel internally connected, valued and positive about their workplace.	
<b>Specific:</b> what are we actually going to do?	Task 1. Coordinate team building and agency-wide social activities to afford employees across the Division's four bureaus an opportunity to meet each other, connect and get to know each other outside of the workplace. Team building/social activities will be held once quarterly, with each of the four bureau's "hosting" one event annually.

	Task 2. Highlight accomplishments of staff in a published (virtual) newsletter, with attribution to staff members. Bureau Chiefs will provide a list of accomplishments and the editor will compile, edit and “publish” the newsletter to the entire Division.
<b><u>M</u> measurable:</b> how will we know that we accomplished what we want to do?	Success is measured by the planning and attendance of quarterly activities and the completion of bi-monthly or quarterly newsletters.
<b><u>A</u> ttainable:</b> is this task realistic, given our resources and the challenges that exist?	<p>Task 1 is attainable by planning quarterly events that can be split between the bureaus with each bureau being responsible for planning one event annually to avoid burdening one individual or bureau with planning responsibilities. Alternating "hosting" responsibility also will encourage bureaus to work together to develop events that reflect their individual interests. Events can be hosted remotely during COVID work from home restrictions via teams or other electronic means.</p> <p>Task 2 is also attainable as Counsel to the Director has volunteered to edit the newsletter.</p>
<b><u>R</u> elevant:</b> how is this goal connected to the mission?	<p>Task 1 – With the recent addition of new staff members and current work from home restrictions, team building and social activities will foster a more connected workplace and sense of community, improve staff morale and communication, and boost employee engagement.</p> <p>Task 2 - The purpose of the newsletter is to inform and educate the entire Division of the issues/matters to be dealt with on a bi-monthly or quarterly basis so everyone is aware of the Division’s work and the accomplishments of his/her colleagues. The newsletter is also a vehicle to recognize the accomplishments of staff.</p>
<b><u>T</u> ime-based:</b> when will this be accomplished?	This is an on-going goal that can begin in February 2021 and continue on an ongoing basis. Staff engagement events will be held quarterly and the newsletter will be published every two months or quarter thereafter. [Fill in dates depending on whether we decide to make it bi-monthly or quarterly.]
<b>SMART GOAL:</b>	To establish and continue regular Division-wide team-building and social activities to foster a sense of agency community and belonging which will help staff build connections across the Division’s individual bureaus and encourage overall employee engagement.

<b>ABC GOAL #1 MILESTONES: Employee Engagement</b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Team Building Phase 1 – allocation and planning	4/1/2021		
<b>2.</b>	Team Building Phase II - Implementation	5/31/2021		.
<b>3.</b>	Newsletter Phase I – planning	3/31/2021		
<b>4.</b>	Newsletter Phase II – initial publishing	5/31/2021		

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## ABC GOAL #2 Community Engagement & Involvement

To expand a statewide collaborative Task Force Program that will include an invitation to all municipal Police Departments. This initiative has evolved and will now include a virtual training component to the program.

<b><u>ABC GOAL # 2 “SMART” ELEMENTS: Community Engagement &amp; Involvement</u></b>	
To expand a statewide collaborative Task Force Program that will include an invitation to all municipal Police Departments. This initiative has evolved and will now include a virtual training component to the program.	
<b><u>Specific:</u></b> what are we actually going to do?	Provide specialized ABC virtual and field training to the police officers who have volunteered to participate in the Task Force Program. Officers will be trained to conduct retail compliance inspections and also how to conduct background investigations.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	When the officers return to their respected Departments at the end of their training, they will have a better understanding on how to conduct retail compliance inspections and background investigations. The Division will be able to measure the accomplishments of the officers by future communications and the officers being able to work independently from the

	Division of Alcoholic Beverage Control on their local compliance inspections and investigations.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	The Division of Alcoholic Beverage Control will continue to communicate with the officers who previously participated in the program. The Division will continue to collaborate with local law enforcement to ensure compliance with licensed establishments.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	The officers who participate in the Task Force Program will be provided with virtual training on the ABC Rules and Regulations. Once 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 Alcoholic Beverage Control compliance assignments in their communities.
<b><u>Time-based:</u></b> when will this be accomplished?	This Task Force Program will be an ongoing program. The additional virtual training component will be developed and implemented by May 2021 and invitations for Phase 4 will be distributed to local Law Enforcement by mid-April 2021. Phase 4 of the Task Force Program will begin in May 2021 and will conclude July 2021. Invitations will be sent out for Phase 5 mid-June 2021. Phase 5 of this program will begin in July 2021 pending interest and availability of local Law Enforcement.
<b>SMART GOAL:</b>	To educate local Law Enforcement assigned to the Task Force Program. Once they complete the program, the Division of Alcoholic Beverage Control will continue to communicate and collaborate with the officers and their departments. Phase 4 of the program will occur from May 2021 through July 2021. Phase 5 will begin July 2021 through September 2021. Phase 6 will be determined as the program evolves. The length of each phase will vary depending on the availability of the local police departments.

**ABC GOAL #2 MILESTONES: 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>	Virtual Education Program	5/2021		ABC will develop a two-day virtual training component for officers participating in the Task Force Program.
<b>2.</b>	Phase 4 Program Completion	7/2021		
<b>3.</b>	Phase 5 Program Completion	9/2021		
<b>4.</b>	Phase 6 Program Completion	TBD		.

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**ABC GOAL #3: Mentorship Program****ABC GOAL # 3 “SMART” ELEMENTS: Mentorship Program**

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

The Director and Bureau Chiefs will invite existing employees to volunteer to be mentors for newly hired employees. Prior to onboarding, new employee (mentee) will be matched with more experienced employee (mentor) based on common interests or assignments. Within first two weeks of joining the Division, mentor and mentee will meet to discuss goals and objectives of mentorship relationship, and what each party wishes to accomplish by participating in the mentorship program. 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><u>Measurable</u></b> : how will we know that we accomplished what we want to do?	After the first several months of the mentorship relationship, both mentor and mentee should provide feedback on whether they benefitted from participation in the program, including whether it assisted in promoting professional development and how the program could be improved to enhance the transition to the Division. Mentors and mentees will advise whether they wish to continue in the mentor/mentee relationship.
<b><u>Attainable</u></b> : is this task realistic, given our resources and the challenges that exist?	Yes, the Agency will have newly hired employees who can be matched up with more experienced employees.
<b><u>Relevant</u></b> : how is this goal connected to the mission?	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 newly hired employees can learn from more experienced employees.
<b><u>Time-based</u></b> : when will this be accomplished?	This program can be implemented in the first quarter 2021 and will be introduced for all new employees who join the Division.
<b>SMART GOAL:</b>	To establish a mentorship program, matching more experienced employees with newly hired employees for the purpose of assisting with their transition and helping them become engaged in the work of the Division.

<b><u>ABC GOAL #3 MILESTONES: Mentorship Program</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Director, Bureau Chiefs and managers to invite existing employees to be mentors.	3/2021		Director to send introductory e-mail to all staff inviting them to volunteer to be mentor for newly hired employees.

				Bureau Chiefs and managers to follow up Director's e-mail at Bureau meetings and at 1:1 supervision with staff.
2.	Identify dates new hires will commence employment.	ongoing		
3.	Bureau Chief and managers to match newly hired employees with more experienced employees, based on common interests and/or assignments.	ongoing		
4.	Commencement of Mentorship Program – program to continue for 3 months after new employees begin employment at ABC, unless mentor and mentee voluntarily agree to continue relationship.	ongoing		
5.	Newly hired employee to meet with mentor within 2 weeks of onboarding to discuss goals and objectives of	ongoing		

	mentoring relationship.			
6.	3-month Status/Feedback to be provided to determine if the mentorship program assisted in promoting professional development and transition to ABC; mentor and mentee also to advise whether they wish to continue in mentoring relationship.	ongoing		

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#### ABC GOAL #4: Employment Professional Development

To establish an Employee Professional Development plan that will provide employees with the resources and self-confidence to complete job tasks.

The Division of ABC has encountered significant staff transitions in a short period of time. There are a number of employees new to the Division. To add, current employees have been assigned new leadership/management roles. As such, providing an opportunity for staff to engage in professional development and continuing education is meaningful and will provide employees with the opportunity to be confident in their new role and increase productivity.

<b><u>ABC GOAL # 4 “SMART” ELEMENTS: Employee Professional Development</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	ABC will provide innovative skill building training tools (internal) to engage staff in professional development and continuing education in an effort to build optimal confidence in completing necessary job tasks during the year 2021.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	ABC will track and monitor the number of employees that have completed trainings.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, the Division has already identified pertinent training topics and recommended such request to both the Training Unit and OEOD. ABC will establish discussions regarding meeting the employee professional development needs and will collaborate with the Training Unit and OEOD to schedule virtual training opportunities during the year 2021. ABC will offer 2 management trainings and 2 staff development trainings and encourage staff to voluntarily participate.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	An Employee Professional Development program will allow for personal and professional growth and help staff carry out the mission of the Division confidently and efficiently
<b><u>Time-based:</u></b> when will this be accomplished?	There will be professional development opportunities made available to both managers and staff on a quarterly basis during the 2021 year.
<b>SMART GOAL:</b>	To establish an Employee Professional Development plan that will provide employees with the resources and self-confidence to complete job tasks.

<b><u>ABC GOAL #1 MILESTONES: Staff Development</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Explore available training resources through ELearning/CLIP online courses	4/20/21		
<b>2.</b>	Schedule meeting with OAG Training Unit	6/20/21		
<b>3.</b>	Schedule meeting with OEOD	8/20/21		
<b>4.</b>	Schedule 2 Management trainings	10/20/21		
<b>5.</b>	Schedule 2 trainings for all staff	12/20/21		

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## Division of Consumer Affairs (DCA)

### DCA GOAL #1: Identify Major Languages

Identify the major languages spoken by consumers who access Division resources in order to more effectively serve these consumer groups.

<b><u>DCA GOAL # 1 “SMART” ELEMENTS: Identify Major Languages</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	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 and request to interact with Division representatives in a language other than English. 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 make complaint forms and other documents available online in the relevant languages. The Division will continue to make real-time translation services available to assist in the office and in the field.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Identification of existing resources to retain written 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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, the Division has the resources to pay for written 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 services cannot be provided by a vendor already on State-contract and/or if the cost exceeds the Division’s Delegated Purchase Authority.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to our overall mission to serve all residents of New Jersey to more effectively communicate with our diverse consumer population.
<b><u>Time-based:</u></b> when will this be accomplished?	We will start the process of identifying relevant languages in March 2021 through the use of a Division-created survey to be used by CSC and Call Center employees when contacted by consumers who ask about communicating with the Division in

	a language other than English, and will make arrangements to have translated documents available on our website by December 2022.
<b>SMART GOAL:</b>	Between March 2021 and December 2022, the Division will work to identify the languages most commonly used by consumers who are in contact with the Division and request to communicate with Division staff in a language other than English, and the languages most commonly spoken by non-English proficient residents of the state. We will continue to make translation services 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.

**DCA GOAL #1 MILESTONES: Identify Major Languages**

<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 CSC and Call Center Data to identify most common languages spoken by callers; as well as publicly available demographic information	December 2021		
<b>2.</b>	Identify translation services needed; review Division documents to identify most relevant for translation	January 2022		
<b>3.</b>	Retain services of a translation vendor for written translations through use of the Division's DPA using a vendor on State contract	April 2022		
<b>4.</b>	If not DPA-appropriate, work with Treasury to post an RFP and select a vendor	April 2022		



5.	Have all identified documents translated by the vendor	December 2022		
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## DCA GOAL # 2: Enhance Outreach for Recruiting

Increase outreach efforts to actively recruit among diverse populations for Division employment

<b><u>DCA GOAL # 2 “SMART” ELEMENTS: Enhance outreach for recruiting</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Continue to 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 and use of social media to reflect our diverse workforce.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Ask those conducting resume reviews for job postings (whether OAG HR staff or Division HR staff) to track, if possible, the number of applicants who apply for positions with the Division following contact with Division representatives at colleges or universities or as a result of Division engagement with an organization, or following a Division internship.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, the Division’s Outreach Team maintains a robust schedule and will continue attending various events each week, as they pick back up, or remotely, in 2021. We are also in the process of assessing Division-wide employment needs, and foresee posting to fill several positions in calendar year 2021, and will work with the Department’s Recruitment team to identify job or careers fairs for Division participation.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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><u>Time-based:</u></b> when will this be accomplished?	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 outside job postings the Division pursues in calendar year 2021.

<b>SMART GOAL:</b>	Between April 2021 and December 2021, 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
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<b><u>DCA GOAL #2 MILESTONES: Enhance Outreach for Recruiting</u></b>				
<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 list of local college and university job fairs to be held through June 2021	April 2021		
<b>2.</b>	Identify list of organizations for enhanced outreach efforts	May 2021		
<b>3.</b>	Circulate relevant job postings at job fairs and to identified organizations	until positions filled; repeat with all new postings		
<b>4.</b>	Reassess Division internship program to determine whether any changes are necessary	May 2021		

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### DCA GOAL # 3: Purchase and Make Available Sacred Texts

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><u>DCA GOAL # 3 “SMART” ELEMENTS: Purchase and Make Available Sacred Texts</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Purchase copies of the Hebrew Bible (Tenach), the King James Bible, the Vedas, and the Sutras to keep, along with the recently purchased copy of the Quran, 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. Train staff in the Director’s Office on the proper storage requirements of the texts.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Track the number of requests for use of these sacred texts to determine whether hearing participants are being advised that they may use these texts and participants wish to use them. Also track whether other texts are requested.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	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><u>Relevant:</u></b> how is this goal connected to the mission?	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><u>Time-based:</u></b> when will this be accomplished?	The sacred texts will be purchased and made available for use by December 2021.
<b>SMART GOAL:</b>	By December 2021, the Division will purchase copies of various sacred texts for use during public hearings before the Director and other units within the Division and will research and provide instruction on appropriate storage to select Director’s Office staff.

<b><u>DCA GOAL #3 MILESTONES: Purchase and Make Available Sacred Texts</u></b>				
<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 will identity sacred texts to be purchased and will submit purchase order to our Fiscal Unit	March 2021		
<b>2.</b>	Director will advise boards and committees of the availability of sacred texts for use at in person public hearings and other official board meetings	December 2021		

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#### DCA GOAL # 4: Diversity Coalition

Creation of a Diversity Coalition with initial stakeholders consisting of volunteers drawn from management and employee groups to be led by DCA representatives to the Department's Diversity Council.

<b><u>DCA GOAL # 4 “SMART” ELEMENTS: Diversity Coalition</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Meet to assess, analyze and recommend standards for broader diversity goals within DCA for approval by the Acting Director and OAG.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Generation of annual documents consisting of diversity goals for review by management, and once approved, dissemination of these goals to the broader DCA workforce through posting and sharing of the goals.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, volunteers may meet before and after work, and also during lunch periods, so as not to disrupt normal work efforts.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to our overall mission to serve all citizens of New Jersey because it will foster among Division employees greater understanding of diversity and inclusion, which will in turn allow them to better serve a diverse consumer population.
<b><u>Time-based:</u></b> when will this be accomplished?	The first meeting of the Coalition will take place in June 2021, with quarterly meetings taking place thereafter as necessary.
<b>SMART GOAL:</b>	Between June 2021 – December 2021, establish a Diversity Coalition, hold quarterly meetings, and generate Diversity Goals approved by the Director and OAG, to be widely disseminated to Division employees.

<b><u>DCA GOAL #4 MILESTONES: Diversity Coalition</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Initial Meeting – DCA Volunteer Diversity Coalition	June 2021		
<b>2.</b>	First Draft of Diversity Goals	Sept 2021		
<b>3.</b>	Finalization of Goals for review by the Director and OAG	December 2021		
<b>4.</b>	Dissemination of Goals throughout the Division	February 2022		
<b>5.</b>	Refinement of Goals following input from broader DCA audience at quarterly meetings	Ongoing beginning Q2 2021		

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## DCA GOAL # 5: Restructured Interview Process

Restructured interview process to include revised scoring mechanism.

<b><u>DCA GOAL # 5 “SMART” ELEMENTS: Restructured Interview Process</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Update interview protocol to create a uniform scoring mechanism, and continue to refine, as necessary, interview protocol that now provides for no more than two rounds of interviews, with a relevant panel of no more than three interviewers.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	We will continue to utilize the revised panel-based questions and begin use of revised 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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, the Division will review and edit existing scoring evaluations, as well as writing sample prompts we currently utilize (when in person interviews resume) and policies related to the acceptance of pre-written writing samples to ensure use of a more standardized process and scoring mechanism.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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><u>Time-based:</u></b> when will this be accomplished?	Updated scoring mechanism will be utilized for the next round of job postings the Division pursues in calendar year 2021, interviews for which will likely begin in April 2021.
<b>SMART GOAL:</b>	Between March 2021 and December 2021, the Division will develop and use a uniform scoring system to augment changes already made to its interview process.

<b><u>DCA GOAL #5 MILESTONES: Restructured Interview Process</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Create a uniform scoring mechanism to be utilized by interviewers	March 2021		
<b>2.</b>	Review and revise writing prompts provided to applicants for in person interviews	April 2021		

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### **DCA GOAL # 6: Professional Development**

Enhance professional development of managers and employees by making various types of internal and external training opportunities available and exploring education cost reimbursement. Create and post a list of training opportunities open to all employees.

<b><u>DCA GOAL # 6 “SMART” ELEMENTS: Professional Development</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<p>Create a survey to be provided to employees asking them to identify training opportunities they would like to be offered, including supervisor, manager and customer service training.</p> <p>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. Pursue discussions with the Department about the feasibility of adding training completion to ePAR to record professional development.</p>
<b><u>Measurable:</u></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><u>A</u>ttainable:</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 to the extent feasible.
<b><u>R</u>elavant:</b> how is this goal connected to the mission?	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><u>T</u>ime-based:</b> when will this be accomplished?	Identification of training courses and posting relevant information on the Division's intranet page will be completed by December 2021. The Division will ask the OAG to begin discussions with the Department of Treasury concerning tuition reimbursement in early 2021.
<b>SMART GOAL:</b>	By December 2021, 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.

**DCA GOAL #6 MILESTONES: 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	May 2021		
<b>2.</b>	Division to work with Department of Treasury to identify whether tuition reimbursement for for-cost training and for more formal education is possible	June 2021		
<b>3.</b>	Division to make course offerings available on the intranet and circulate information to all employees about the existence of these offerings	December 2021		

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## DCA GOAL # 7: Mentorship Program

Create a Mentorship Program to assist new employees.

<b><u>DCA GOAL # 7 “SMART” ELEMENTS: Mentorship Program</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Establish a program to pair new employees with more seasoned Division employees to assist the new employee to become acclimated to the Division through more formalized mentorship activities
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, mentorship activities should be part of the job description if such activities are not inconsistent with CSC job specifications. Employees who are asked to mentor other employees should be able to do this during the workday.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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><u>Time-based:</u></b> when will this be accomplished?	Mentorship program will be launched in the first half of calendar year 2021.
<b>SMART GOAL:</b>	Beginning in June 2021, the Division will institute of mentorship program to pair new employees with volunteer mentors from the existing Division staff, identified by the Director’s office, with a goal of assisting new employee transition into Division employment.

**DCA GOAL #7 MILESTONES: 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>	Division to research mentorship program initiatives to determine what model best suits Division needs, including discussions with Division of Law about its mentorship program, OAG HR about whether non-supervising employees may serve as mentors.	March 2021		
<b>2.</b>	Division to request and vet volunteer mentors from our existing workforce	May 2021		
<b>3.</b>	Division to create and circulate among volunteer mentors list of activities and suggestions to facilitate mentor-mentee relationship	July 2021		

4.	New employees to be paired with Division mentor	July 2021		
5.	Division to track new employee and mentor experience with the program and recommend refinements if necessary	July 2021 - ongoing		

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### DCA GOAL # 8: Add Pronouns to Division Staff Signature Lines

Division staff, who choose to do so, will add their pronouns to their email signatures.

<b><u>DCA GOAL # 8 “SMART” ELEMENTS: Add Pronouns to Division Staff Signature Lines</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Formal invitation from the Director and/or the Chief of Staff to Division staff to voluntarily add pronouns to their email signatures. This invitation will include communicating about why adding pronouns enhance inclusion in the workplace and how this action better serves our diverse public. By adding pronouns to their email signature, the Director and/or Chief of Staff will set the example in how to properly display pronouns in the Division email signature line and will be leading the Division in the inclusion portion of the Division’s Diversity and Inclusion plan for 2021.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	This can be measured qualitatively by looking for the addition of pronouns in the email signature lines of Division staff.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, this effort is of no cost to the Division and requires only the Director and/or Chief of Staff to send a communication to Division staff to inform of the voluntary option to include pronouns to their signature lines and an explanation how this small act increases inclusion of all genders within our Division

	while helping to avoid misgendering, which furthers our goal of serving a diverse public.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal connects to our mission by recognizing the diversity within our Division and the larger New Jersey community the Division serves by creating an inclusive environment for every gender through digital communications from and to the Division.
<b><u>Time-based:</u></b> when will this be accomplished?	We will start the process of formally inviting Division staff to add pronouns to signature lines in March 2021 and by December 2021 the addition of pronouns on signature lines will have become commonplace within the Division.
<b>SMART GOAL:</b>	Between March 2021 and December 2021, the Division will communicate how adding pronouns to email signature affects the inclusion of all genders in our Division and how it helps to serve our diverse public.

**DCA GOAL #8 MILESTONES: Add Pronouns to Division Staff Signature Lines**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Director and/or Chief of staff to send formal invite to Division staff to add pronouns to signature lines with an explanation of how this benefits the Division as well as the public while making it clear that this is a voluntary option.	March 2021		
<b>2.</b>	Using Pride month as an opportunity to remind staff about the opportunity to add pronouns to signature lines, an additional communication to be sent from Director and/or Chief of Staff to all staff about the Division's opportunity to voluntarily include pronouns to signature lines.	June 2021		

3.	While this will be an ongoing initiative with no end date, if successful, there will be a visible increase in the addition of pronouns in Division staff signature lines by December 2021.	December 2021		
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### DCA GOAL # 9: All Gendered Restrooms with Changing Station

Replace the existing 2 single gendered restrooms on the 1<sup>st</sup> floor of 124 Halsey Street, Newark NJ State office building with 2 single occupancy all gender restrooms, each with changing station to accommodate Division employees as well as the visiting public.

<b><u>DCA GOAL # 9 “SMART” ELEMENTS: All Gendered Restrooms with Changing Station</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Replace the 2 gendered restrooms on the first floor of 124 Halsey Street, Newark State Office building with 2 single occupancy all gender restrooms to be equipped with changing stations. This will accommodate Division employees as well as the visiting public who frequently visit this State office building with small children and are provided only one location to use the bathroom which is currently not equipped to allow space for stroller or a space to change diapers creating a situation for our visiting public that is inhospitable.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The benefits of providing a space for all genders to use a restroom and for the public to change a baby are immeasurable. However, the Division may see an increase in diverse staff accepting employment within the Division, knowing they have a safe and hospitable restroom option available during the workday.
<b><u>Attainable:</u></b> is this task realistic, given our resources	This State office building is leased. Therefore, these structural changes will have to be undertaken through the Treasury Department with the Lessor on behalf of DCA. It is unknown whether the State has the funds to make the structural changes



and the challenges that exist?	to the existing gendered restrooms from 2 existing gendered restrooms to 2 single occupancy all gender restrooms equipped with changing stations. This task may or may not be attainable but is worthy of investigation.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal connects to our mission by recognizing the diversity within our Division and the larger New Jersey community the Division serves by creating an inclusive environment for every gender as well as meeting basic humanitarian needs to employees of our Division and the public that visits this State office building.
<b><u>Time-based:</u></b> when will this be accomplished?	This can be accomplished within a reasonable period, if the funds are available and the holder of the lease allows changes to the property.
<b>SMART GOAL:</b>	Between March 2021 and December 2021, the Division will begin the process to see if it is feasible to change the existing 2 gendered restrooms on the 1st floor of the State office building at 124 Halsey Street in Newark by creating 2 single occupancy all gender restrooms equipped with changing stations.

**DCA GOAL #9 MILESTONES: All Gendered Restrooms with Changing Station**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Director's office to investigate if the Treasury Department will begin to negotiate with the Lessor in order to determine if these changes can be made, and the funds are available to make these changes. If there are adequate funds available, begin the approval process.	March 2021		
<b>2.</b>	If the funds are available, and negotiations with the leaseholder are successful, complete renovations while access to the building continues to be limited by the pandemic.	December 2021		

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## Division of Criminal Justice (DCJ)

### Outcome Statement

Over the past two years, the Division has made great strides in meeting the five goals previously set forth in our 2019-2020 Diversity and Inclusion Plan, which focused on three key areas: recruitment; enhancing the Division's footprint in the State; and employee engagement. For the upcoming year, the Division proposes new and creative ways to continue meeting the five goals set forth in our initial plan. At the end of the year, by pursuing the proposed goals, the Division hopes to continue our progress in the following areas:

- (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, specifically by focusing on increased professional development opportunities and by creating a newsletter to highlight the great work of our Division members

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

The Division of Criminal Justice remains committed to recruiting diverse candidates for all of our unpaid employment opportunities, consisting of internships and externships in both undergraduate programs and law schools. Our goal is to continue improving upon our existing recruitment efforts at colleges, universities and law schools, but with a greater focus on diverse student groups and associations representing diverse student populations.

<b><u>DCJ GOAL # 1 “SMART” ELEMENTS: Recruitment (Interns/Externs – Undergraduate and Legal)</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><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><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>• Track the number of events the Division attends/hosts and attendees</li><li>• Assess the diversity makeup of our internship applicant pool at the end of the year</li></ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources	<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 recruitment efforts</li></ul>

and the challenges that exist?	
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<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><u>Time-based:</u></b> when will this be accomplished?	<ul style="list-style-type: none"> <li>• Immediate planning for Summer 2021 and Fall 2021 semesters</li> </ul>
<b>SMART GOAL:</b>	Between now and February 2022, the Division will collaborate with regional colleges and law schools to identify diverse student groups, and schedule virtual presentations with those groups to highlight the work of our Division, as well as to promote our robust internship program.

<b><u>DCJ GOAL #1 MILESTONES: Recruitment (Interns/Externs – Undergraduate and Legal)</u></b>				
<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 3-5 regional colleges and law schools to focus on for this year	3/31/21		
<b>2.</b>	Within the schools identified, reach out to our liaisons to identify diverse student groups to focus our outreach efforts on	4/30/21		
<b>3.</b>	Schedule virtual presentations for these groups on the work of our Division and to promote our robust internship program	5/31/21		

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## **DCJ GOAL # 2: Recruitment (Detectives)**

The Division of Criminal Justice’s commitment to recruiting diverse candidates for our sworn law enforcement opportunities, specifically detective positions, remains a top priority and goal. Our goal is to continue improving upon our existing recruitment efforts in order to diversify our candidate pool to better mirror the composition of the State.

**DCJ GOAL # 2 “SMART” ELEMENTS: Recruitment (Detectives)**

<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"> <li>• Participate in more 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 diversified law enforcement groups/associations to perform outreach and to educate on employment opportunities</li> </ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"> <li>• Track the number of events the Division attends/hosts and attendees</li> <li>• Compare the diversity makeup of our detective staff at the beginning of the year with the diversity makeup at the end of the year</li> </ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<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><u>Relevant:</u></b> how is this goal connected to the mission?	<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><u>Time-based:</u></b> when will this be accomplished?	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>
<b>SMART GOAL:</b>	Between now and February 2022, 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 virtual outreach on employment opportunities.

<b><u>DCJ GOAL #2 MILESTONES: Recruitment (Detectives)</u></b>				
<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	Ongoing		
<b>2.</b>	Coordinate outreach with faith-based and community leaders	Ongoing		
<b>3.</b>	Coordinate outreach with diversified law enforcement groups/associations; Reach out to all selected associations and schedule virtual presentations for these groups on the work of our Division and to highlight our employment opportunities.	5/31/21		

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### **DCJ GOAL # 3: Recruitment (Deputy Attorneys General)**

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

**DCJ GOAL # 3 “SMART” ELEMENTS: Recruitment (Deputy Attorneys General)**

<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><li>• Coordinate with Diverse 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></ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>• Track the number of events the Division attends/hosts and attendees</li><li>• Compare the diversity makeup of our attorney staff at the beginning of the year with the diversity makeup at the end of the year</li></ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<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><u>Relevant:</u></b> how is this goal connected to the mission?	<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><u>Time-based:</u></b> when will this be accomplished?	<ul style="list-style-type: none"><li>• Throughout the year</li></ul>
<b>SMART GOAL:</b>	Between now and February 2022, the Division will contact Diverse Bar Associations and Law School Alumni Associations to educate them on the Division and to schedule virtual presentations for these groups on the work of our Division and to highlight our employment opportunities.



<b><u>DCJ GOAL #3 MILESTONES: Recruitment (Deputy Attorneys General)</u></b>				
<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 3-5 Diverse Bar Associations to focus on this year	4/15/21		
<b>2.</b>	Identify 3-5 Alumni Associations to focus on this year.	4/15/21		
<b>3.</b>	Reach out to all selected associations and schedule virtual presentations for these groups on the work of our Division and to highlight our employment opportunities.	5/31/21		

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#### **DCJ GOAL # 4: Enhanced Footprint**

The Division of Criminal Justice seeks to continue expanding 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.

**DCJ GOAL # 4 “SMART” ELEMENTS: Enhanced Footprint**

<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><li>• Work with our Communications Department on a media campaign to advise of the great work of our Division, highlighting wins and notable events.</li><li>• Create video series on the work of each of our units to publicize on social media</li><li>• <u>Actively engage in community outreach/policing events</u></li></ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>• Track attendance at community outreach/policing events</li></ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"><li>• Many of the Division’s staff members are excited and interested in the opportunity to engage in community outreach</li></ul>
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<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><u>Time-based:</u></b> when will this be accomplished?	<ul style="list-style-type: none"><li>• Immediate coordination and participation in community events as opportunities become available</li></ul>
<b>SMART GOAL:</b>	Between now and February 2022, the Division will work with our Communications Department to create a social media campaign to highlight the work of our Division through a series of videos and other means. The Division will also continue to seek out opportunities for community outreach/policing events the Division can attend and/or present at (even if only virtually), thus increasing the Division’s presence and reputation in the State.

<b><u>DCJ GOAL #4 MILESTONES: Enhanced Footprint</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
1.	Incorporate our D&I efforts in our bi-weekly Comms meetings	Ongoing		
2.	Continue working on DCJ video series	12/31/2021		
3.	Reach out to our Community Outreach Liaisons throughout the state to get a list of events we can attend or assist in hosting	3/15/2021		

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### **DCJ GOAL # 5: Promoting Our Employee's Professional Development & Inclusion**

The Division of Criminal Justice seeks to build a community wherein the employees feel valued and engaged in the mission of the Division. We also seek to provide our staff members with a sense of our purpose and mission and to increase their professional development opportunities through the development of in-house trainings.

<b><u>DCJ GOAL # 5 "SMART" ELEMENTS: Promoting Our Employee's Professional Development &amp; Inclusion</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"> <li>Establish our Division's official Mission Statement and Core Values and share with the entire Division, highlighting diversity &amp; inclusion as one of our core</li> </ul>

	<p>values.</p> <ul style="list-style-type: none"> <li>• Create bi-monthly DCJ Newsletter, which will contain resiliency and work-from-home tips, employee and bureau spotlights, highlights of our diversity &amp; inclusion efforts, celebrating diverse holidays, etc.</li> <li>• Re-establish the DCJ Mentorship Program to help boost the representation of minorities at manager levels.</li> <li>• Accomplish goals set forth in the DCJ Training Initiative, which include DCJ members developing training for <b>all</b> DCJ employees, including detectives, attorneys, and administrative support personnel. This Initiative includes training on leadership development and refining adjacent skills like communication and empathy, as we recognize that an inclusive workforce is an emotionally intelligent one.</li> <li>• Encourage DAsG to attend CLEAR trainings on cultural diversity and other diversity-related topics.</li> </ul>
<b><u>Measurable</u></b> : how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"> <li>• Engage in conversations with employees to obtain feedback</li> </ul>
<b><u>Attainable</u></b> : is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"> <li>• The Division will identify a point person to assist in creating the Newsletter, and will solicit content for the newsletter from all Division staff members.</li> </ul>
<b><u>Relevant</u></b> : how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>• This goal is directly tied to our mission to enhance employee engagement, professional development, and inclusion.</li> </ul>
<b><u>Time-based</u></b> : when will this be accomplished?	<ul style="list-style-type: none"> <li>• Immediate planning is in progress and ongoing</li> </ul>
<b>SMART GOAL:</b>	<p>In late 2019, the Division sent out a survey to all staff members requesting input and feedback on trainings needed by the various members of our Division. Based upon a review of the survey results, DCJ created the DCJ Training Initiative, which includes some of the top-requested trainings requested by our staff. DCJ staff members have been and will continue to develop these trainings for all of our staff members, which will greatly enhance the professional development and growth opportunities for all of our staff members. Between now and February 2022, we will provide a number of these trainings to our staff members.</p>

**DCJ GOAL #5 MILESTONES: Promoting Our Employee's Professional Development & 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>	Draft and formally adopt DCJ Mission Statement	3/31/21		
<b>2.</b>	Draft and formally adopt DCJ's Core Values	3/31/21		
<b>3.</b>	Create bi-monthly DCJ Newsletter and distribute	3/31/21		
<b>4.</b>	Re-establish DCJ Mentorship Program by appointing a point person to oversee the program	4/30/21		
<b>5.</b>	Continue working on Developing in-house training opportunities by DCJ staff for DCJ staff	Ongoing		

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## Division of Civil Rights (DCR)

### Outcome Statement

DCR proposes four goals, focusing on: workforce recruitment, professional development and retention; expansion of community outreach and engagement; and accountability through self-assessments and community shareholder feedback. By pursuing the proposed goals set forth herein, DCR strives to achieve the following:

- on boarding of candidates/interns that better represent the diversity of the State regardless of education level (including non-college degree interns);
- work with Human Resources and Civil Service Commission to continue to create a retention plan inclusive of developing career paths within DCR;
- provide professional development and trainings in implicit bias, anti-racism, cultural competency, LGBTQIA+, working with differently abled people, etc. to better understand and serve constituents of New Jersey;
- internal anti-racist working group, comprised of executive management and other team members who volunteered, will continue to develop objectives and best practices to tackle any issues identified within the workplace and/or provide a safe space for internal discussions when a civil rights incident occurs;
- expansions of community outreach and engagement including restructuring to focus on education, training, outreach, and responding to civil rights incidents;
- end of year/annual report including accomplishments, self-assessment analysis, community stakeholders' feedback, and following year's initiatives.

### DCR GOAL # 1: Recruitment

Continued focus on hiring and recruitment of new hires, interns and/or externs from a diversified pool of candidates with a focus on bilingual and multilingual candidates.

<b><u>DCR GOAL # 1 “SMART” ELEMENTS: Recruitment</u></b>	
<b>Specific:</b> what are we actually going to do?	<ul style="list-style-type: none"><li>• Send our hiring, internship and externship announcements to our entire diversified list of academic and nonprofit stakeholder contacts to ensure we reach all communities and demographics within New Jersey.</li><li>• Target historically Black colleges and universities, Latinx-serving institutions, women's colleges, educational institutions committed to diversity, as well as organizations that address cultural, ethnic, and sexual orientation issues.</li><li>• Target institutions or programs that serve non-traditional students.</li><li>• Expand our internship and externship subject areas to</li></ul>

	<p>include a Public Health intern, Business Administration intern, and anti-racist policy intern or fellow.</p> <ul style="list-style-type: none"> <li>• Work with HR on restructuring our internship/externship criteria to include high school and college students and non/traditional candidates to create a pipeline into the workforce.</li> <li>• In the era of COVID, consideration for a permanent, temporary, part time, and full time remote position for individuals who live in New Jersey areas that traditionally would not apply for government jobs due to the long commute would further expand our reach for diverse candidates.</li> </ul>
<b><u>M</u>asurable:</b> how will we know that we accomplished what we want to do?	DCR will review job specifications for positions requiring similar education and experience, and will consult with experienced LPS HR staff and possibly with Civil Service Commission staff to widen the scope of candidates' eligibility requirements.
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	This is an attainable goal because it furthers the agency's goal of maintaining a diverse and productive workforce, and optimizes ability to efficiently serve members of the public who seek its services. This goal is aligned with DCR mission statement.
<b><u>R</u>elevant:</b> how is this goal connected to the mission?	Calendar Year 2019 and 2020 focused on our recruitment, selection and hiring to onboarding diverse qualified individuals. Calendar Year 2021 will continue to push for a more diverse pool of candidates and interns. This is in direct line with the Diversity and Inclusion objectives.
<b><u>T</u>ime-based:</b> when will this be accomplished?	During Calendar Year 2021, this goal will be complete.
<b>SMART GOAL:</b>	By December 2021, DCR will 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 on-boarded for hiring and/or internship/externship roles throughout Calendar Year 2021.

<b><u>DCR GOAL # 1 MILESTONES: Recruitment</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Onboard ( ) candidates of different ages, races, religions, genders, sexual orientations, abilities, education levels, etc.	December 31, 2021		
<b>2.</b>	Onboard one (1) Public Health intern	March 1, 2021		
<b>3.</b>	Onboard one (1) Business Administration intern	June 1, 2021		
<b>4.</b>	Expand our internship program to high school or college students	September 31, 2021		

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## **DCR GOAL # 2: Retention: CPRP, Professional Development & Employee Engagement.**

Retention: Career Path Retention Plan (CPRP), Investment in Professional Development, and Employee Engagement. Maintain diversity in DCR's staff through career path retention. Keep employees abreast of professional development and employee engagement opportunities.

<b><u>DCR GOAL # 2 "SMART" ELEMENTS: Retention: CPRP, Professional Development &amp; Employee Engagement.</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	CPRP



	<ul style="list-style-type: none"> <li>• Creation of a CPRP through collaboration with HR and CSC– will ensure employee retention and be inclusive of the community we serve.</li> <li>• Create career paths with economic advancement opportunities for existing and future employees to improve retention.</li> <li>• Evaluate titles for various positions to determine possibilities for promotional opportunities and financial advancement.</li> </ul> <p>Professional Development</p> <ul style="list-style-type: none"> <li>• Encourage employee participation in training for professional development with CSC-offered courses including but not limited to learning new and/or enhancing existing skills.</li> <li>• Conduct internal trainings to include implicit bias, anti-racism, cultural competency, LGBTQIA+, working with differently abled people, etc. to acknowledge workplace and constituency diversity.</li> <li>• Provide quarterly refresher trainings and ongoing one-on-one training sessions for New Jersey Bias Investigation Access System (“NJBIAS”) to ensure staff is fully abreast of system changes.</li> <li>• Work with and advocate to HR and CSC to ensure that employees who submitted classification appeals who are working out of title are receiving timely responses and considerations for their appeals. This is a key component to retention.</li> </ul> <p>Employee Engagement</p> <ul style="list-style-type: none"> <li>• Host monthly events of varied themes, encouraging employees to lead or develop these activities</li> <li>• Support participation in Employee Resource Groups (“ERGs”).</li> <li>• Encourage internal affinity groups.</li> </ul>
<p><b>Measurable:</b> how will we know that we accomplished what we want to do?</p>	<p><b>CPRP</b></p> <ul style="list-style-type: none"> <li>• DCR will analyze existing investigator/support staff job duties and currently assigned CSC job specifications to compare with current CSC job specification descriptions occupied by sister agencies requiring similar education and experience.</li> <li>• DCR will consult with experienced LPS HR staff and CSC staff to assess ability to develop career advancement within DCR via promotional opportunities.</li> </ul>

	<p><b>Professional Development</b></p> <ul style="list-style-type: none"> <li>• Continuously notify employees of professional development opportunities with CSC offered courses including but not limited to learning new and/or enhancing existing skills, especially as we continue remote working.</li> <li>• Discuss NJBIAS updates and remind staff of availability of one-on-one NJBIAS trainings at weekly Teams meeting to ensure staff is fully abreast of system changes.</li> <li>• In compliance with union contracts/agreement provide staff with more opportunities to enhance their computer skills as it relates to their duties as we continue to work outside of the traditional office setting and rely upon more online systems.</li> <li>• Working with HR, provide some staff unfamiliar with the internet, online systems, and computers, specific training for their demographic.</li> </ul> <p><b>Employee Engagement</b></p> <ul style="list-style-type: none"> <li>• Host monthly Lunch &amp; Learns and virtual themed events to attract employee participation and ask employees to provide suggestions of what they would want to see in upcoming events.</li> <li>• Notify employees of ERG and other LPS events.</li> <li>• Encourage individual units to lead Friday Teams meetings to expose the remainder of the Division to their work, skills, and projects.</li> </ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<p><b>CPRP:</b> Due to HR and CSC policies, procedures, and regulations, aforementioned entities must be involved in the creation, review, and approval of CSC titles needed to create a sustainable career path plan.</p> <p><b>Professional Development and Employee Engagement:</b> Yes, these goals are realistically attainable because DCR EMT communicates all opportunities effectively with staff.</p>
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<p><b>CPRP:</b> In creating a CPRP, DCR will provide current and future employees with professional growth advancement opportunities. In doing so, DCR is investing in its diversified employees and continuing the promotion of a diverse and inclusive work environment.</p> <p><b>Professional Development and Employee Engagement:</b> This is in direct line with DCR's Diversity and Inclusion</p>

	objectives and mission statement.
<b><u>Time-based:</u></b> when will this be accomplished?	<p><b>CPRP:</b> Due to HR and CSC policies, procedures, and regulations, it is difficult to determine implementation date.</p> <p><b>Professional Development and Employee Engagement:</b> For remainder of 2021, DCR will continue to provide employees all opportunities for employee engagement and professional development.</p>
<b>SMART GOAL:</b>	For reminder of 2021, (1) establish a proposed preliminary CPRP with support of LPS HR and CSC with goal to launch in Calendar Year 2022; and (2) continue to support employees to the best of DCR's ability by providing them all the resources possible for them to do their jobs to the best of their abilities.

**DCR GOAL #2 MILESTONES: Retention: CPRP, Professional Development & 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>	Initiate staff trainings on various topics	January 1, 2021		
<b>2.</b>	Implement quarterly NJBIAS staff refresher trainings	January 1, 2021		
<b>3.</b>	Analyze administrative job titles and investigator job duties to compare to sister agencies with an eye towards development and possible title assessment.	May 1, 2021		
<b>4.</b>	Increase employee engagement thru monthly lunch and learns	January 1, 2021		

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**DCR GOAL # 3: Internal Anti-Racist/Racial Justice Working Group**

DCR internal racial justice working group will develop objectives, best practices, and provide a safe space for all staff when a civil rights incident occurs.

**DCR GOAL # 3 “SMART” ELEMENTS: Internal Anti-Racist/Racial Justice Working Group**

<p><b><u>Specific:</u></b> what are we actually going to do?</p>	<ul style="list-style-type: none"> <li>• In the summer of 2020, DCR created an internal racial justice working group. Membership was entirely voluntarily (people chose to participate if they wished to do so). The working group is currently developing objectives and best practices to tackle any issues identified within the workplace and/or provide a safe space for discussion for team members when a civil rights incident occurs.</li> <li>• The working group will create materials to expose staff to our DCR mission to eradicate bias, hate, and discrimination and discuss anti-racism.</li> <li>• Working group will develop and share, with EMT approval, an internal anti-racist statement with staff to make clear the agency’s dedication to working from the inside out to further our mission and vision to eradicate race discrimination around the state (our external anti-racist statement has already been published).</li> </ul>
<p><b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?</p>	<ul style="list-style-type: none"> <li>• Working group will create, circulate and analyze an anonymous internal climate workplace survey to determine how employees have experienced office culture around diversity and inclusion as well as racism. Working group will assess and share results with EMT to determine next steps.</li> <li>• The working group’s workplace assessment will provide perspective on the effectiveness of implicit bias, anti-racist, cultural competency, LGBTQIA+, working with differently abled people training in order to work with DCR staff through annual surveys and internal anti-racist conversations.</li> <li>• Working group will utilize information to develop a guide on how to cope, educate, and empower employees after civil rights incidents with tools on anti-racism and the connection between racial justice and DCR’s mission and vision.</li> </ul>
<p><b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?</p>	<p>Hold working group meetings every three weeks and keep abreast of the overall D&amp;I goal. This goal is attainable because of size of DCR and constant communications.</p>
<p><b><u>Relevant:</u></b> how is this goal connected to the mission?</p>	<p>This goal is aligned with DCR’s mission and anti-racist external statement and work. The working group’s work will positively influence the day-to-day work staff does to combat discrimination and bias-based harassment.</p>

<b>Time-based:</b> when will this be accomplished?	Full execution of goal by December 2021.
<b>SMART GOAL:</b>	By December 2021, the working group will have completed the climate survey and developed objectives, best practices, and guides for review with EMT and staff.

<b><u>DCR GOAL #3 MILESTONES: Internal Anti-Racist/Racial Justice Working Group</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Working group internal anti-racist statement shared with staff	May 1, 2021		
<b>2.</b>	Disseminate climate survey to staff	May 15, 2021		
<b>3.</b>	Assess result of climate survey and discuss with EMT	July 15, 2021		

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#### **DCR GOAL # 4: Expansions of Community Outreach and Engagement**

Investigations, Legal, Community Relations, Education and Training, Alternate Dispute Resolution and Strategic Initiatives and Enforcement Units will work independently and collaboratively to proactively prevent, eliminate, and remedy individual and systemic discrimination and bias-based harassment.

<b><u>DCR GOAL # 4 “SMART” ELEMENTS: Expansions of Community Outreach and Engagement</u></b>	
<b>Specific:</b> what are we actually going to do?	Community Relations Unit <ul style="list-style-type: none"> <li>• Onboard, train, and bring awareness to DCR’s Community Relations Unit through OAG and DCR website and social media platforms as well as engagement in community activities;</li> <li>• Foster public awareness about civil</li> </ul>

	<p>rights in New Jersey through partnership, prevention, and problem-solving;</p> <ul style="list-style-type: none"> <li>• Work with stakeholders in various communities to plan courageous conversations, conferences, town halls, programs and events to prevent bias and discrimination;</li> <li>• Collaborate with partners on civil rights related community initiatives;</li> <li>• Develop programs responsive to different communities' and different stakeholders' needs, including trauma informed practices;</li> <li>• Promote acceptance and understanding while protecting the rights of diverse communities;</li> <li>• Provide high quality, equity centered presentations, workshops, and resources to members of the public;</li> <li>• Represent the Division at public forums and community events across the state;</li> <li>• Respond in communities following major civil rights incidents, including through mediation, restorative justice practices, community dialogue and training.</li> </ul> <p>Education &amp; Training Unit</p> <ul style="list-style-type: none"> <li>• Onboard and train Education and Training Director and Education and Training specialists.</li> <li>• Create Education and Training Unit to create and provide high quality trainings on the LAD, interpersonal and systemic bias, and other important civil rights issues.</li> <li>• Develop policies and procedures to run Education and Training Unit, including system to evaluate success of trainings.</li> <li>• Bring awareness to DCR's Education &amp; Training Unit through OAG and DCR website and social media platforms as well as engagement in community activities.</li> <li>• Develop and implement intra-agency trainings related to implicit bias, anti-racism, LGBTQ+, working with differently abled, etc.</li> </ul> <p>Legal Unit/Alternate Dispute Resolution Unit</p> <ul style="list-style-type: none"> <li>• Onboard and train a Lead Mediator and Mediator to create an Alternative Dispute Resolution (ADR) program for DCR, including mediation and conciliation.</li> <li>• Develop policies and procedures to run</li> </ul>
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	<p>ADR unit, including system to evaluate success of mediations and conciliations.</p> <ul style="list-style-type: none"> <li>• Bring awareness to DCR's Mediation Unit through social media and engagement in community activities.</li> </ul> <p>Enforcement Unit</p> <ul style="list-style-type: none"> <li>• Provide written and video instructions for NJBIAS to ensure user friendliness and encourage as many constituents as possible to report discrimination and bias based harassment through NJBIAS.</li> <li>• In correlation of DCR Goal #1, hire additional diverse Investigators to ensure constituents are able communicate in their native language and communities.</li> </ul> <p>Strategic Initiatives &amp; Enforcement Unit</p> <ul style="list-style-type: none"> <li>• Onboard and train new legal specialists.</li> <li>• Work with Attorney General Grewal, Governor Murphy, and the Legislature to expand the protections in the Law Against Discrimination to ensure that our civil rights laws remain at the forefront of civil rights legislation nationwide.</li> <li>• Partner with stakeholders to implement the recommendations of the Youth Bias Task Force, which were crafted to combat systemic and interpersonal biases among our state's young people.</li> <li>• Conduct community needs assessments to center the community's voice in all of DCR's proactive work.</li> <li>• Use those community needs assessments to inform our legislative and regulatory work, as well as new systemic investigations to address discrimination and harassment in employment, housing, and places of public accommodation.</li> <li>• Work with the Community Relations Unit on additional public-facing materials in order to foster public awareness about civil rights in New Jersey, and continue to ensure that those materials are translated into a wide range of languages so that they reach more New Jerseyans.</li> </ul>
<p><b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?</p>	<ul style="list-style-type: none"> <li>• Track number of presentations, workshops, trainings, mediations, case resolutions, and strategic initiatives executed during the course of the calendar year 2021. Track any events, presentations, workshops, etc. with</li> </ul>



	<p>new stakeholders, groups, organizations.</p> <ul style="list-style-type: none"> <li>• Develop an annual end of the year report including self-analysis assessment of work accomplished, work to be done, and community stakeholder's feedback.</li> <li>• Survey community stakeholders at the beginning and end of the year.</li> </ul>
<b><u>Attainable</u></b> : is this task realistic, given our resources and the challenges that exist?	DCR is in the final process of onboarding the Community Relations Unit, and are at various other stages for the recruitment and onboarding process of new employees for the Education and Training Unit and the ADR Unit. We are confident that once fully on boarded, we will be able to attain these goals.
<b><u>Relevant</u></b> : how is this goal connected to the mission?	This is in direct line with the DCR's Diversity and Inclusion objectives and mission statement.
<b><u>Time-based</u></b> : when will this be accomplished?	By July 2021, DCR hopes to have all units' staffed and fully operational.
<b>SMART GOAL:</b>	Onboard, train and promote interaction of Community Relations Unit, Education & Training Unit with the diverse communities in New Jersey. Organize and promote resources provided by aforementioned units as well as Alternate Dispute Resolution Unit. Ensure all constituents have accessibility to file discrimination and bias based harassment complaints in NJBIAS for Enforcement Unit investigations. Provide results in an annual public-facing comprehensive report.

**DCR GOAL #4 MILESTONES: Expansions of Community Outreach and 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>	Onboard Community Relations specialists	March 15, 2021		
<b>2.</b>	Onboard mediator and Lead Mediator to start ADR Unit June 1, 2021	June 1, 2021		
<b>3.</b>	Onboard Education and Training Specialists to work with Education and Training Director in Education and Training Unit	June 1, 2021		
<b>4.</b>	Onboard Legal Specialist positions for Legal and Strategic Initiatives Units	June 1, 2021		
<b>5.</b>	Double the number of outreach and community events from 2020.	December 31, 2021		
<b>6.</b>	Complete and prepare annual report for publishing.	December 1, 2021		

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## Division of Gaming Enforcement (DGE)

### Outcome Statement

The Division of Gaming Enforcement's (DGE) proposed 2021 Diversity and Inclusion Plan focuses on developing organizational change through the implementation of training, outreach, recruitment, and employee development. DGE is committed to supporting and promoting Diversity and Inclusion as best business practices within and across all levels of the Division. By incorporating Diversity and Inclusion practices, the Division as whole, will develop and earn more trust and commitment from employees and the public. Furthermore, it is evident that diverse and inclusive workforces allow for a greater perspective of ideas that minimize bias and recognize and address systemic inequities. By emphasizing diversity and inclusion within DGE, it is the goal of the Division to allow our employees and the public to feel respected, valued and heard.

Specific outcomes for the DGE's 2021 Diversity and Inclusion Plan are listed below:

1. Employees will recognize that DGE supports and is committed to the success of its diversity and inclusion program.
2. DGE will achieve greater diversity in the number of qualified candidates by building resourceful contacts in the community.
3. Creation of an on-boarding process to ensure new hires are properly acclimated to the mission of the DGE and LPS. This will ensure more inclusion amongst peers.
4. Peer volunteers and mentors will be assigned to meet with new hires and will help to establish relationships built on a foundation of trust and inclusion.
5. Employee accessibility to training on all levels will help to establish a for a more diversely trained workforce.
6. SOAP Opportunities will help employees to overcome systemic inequities and implicit biases.
7. Non-managerial Diversity and Inclusion points of contact will encourage trust within the workforce environment.

### DGE GOAL # 1: Demonstrate DGE Leadership Commitment to Diversity & Inclusion

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

<b><u>DGE GOAL # 1 "SMART" ELEMENTS: Demonstrate DGE Leadership Commitment to Diversity &amp; Inclusion</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Develop and implement an ongoing communication strategy for D&I including messaging and posting from DGE leadership and Diversity and Inclusion members. Strategy to include publishing D&I information and current events through use of the intranet and employee e-mails. DGE will also provide the staff with the contact information for the

	Division's two Diversity and Inclusion members, who shall serve as non-managerial points of contact for employees with Diversity and Inclusion questions, concerns or ideas.
<b><u>M</u>asurable:</b> how will we know that we accomplished what we want to do?	A minimum of one communication will be issued per month. The DGE internal website will be updated to include D&I information, communication, and statistics relatable to Diversity and Inclusion. DGE Diversity and Inclusion members will hold conversations with peers to ensure that communication has been made readily available to DGE employees.
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	Yes, DGE has the resources to implement these processes within the organization.
<b><u>R</u>elevant:</b> how is this goal connected to the mission?	This connects to the mission of increasing diversity by communicating and teaching the importance of achieving a diverse workforce while striving to educate the DGE team.
<b><u>T</u>ime-based:</b> when will this be accomplished?	DGE will continue to refine and implement the plan that was established in 2019.
<b>SMART GOAL:</b>	By March 2021, DGE will utilize the already-existing DGE's Diversity and Inclusion landing page to further incorporate factual information with respect to Diversity and Inclusion, on a bi-monthly basis.

**DGE GOAL #1 MILESTONES: Demonstrate DGE Leadership Commitment to 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>	Web-site Development	2/28/2021	2/15/2021	DGE IT and Diversity and Inclusion team, through a collaborative initiative created a Diversity and Inclusion page. A portion of the DGE website is specifically dedicated to DGE Diversity and Inclusion initiatives. The Diversity and Inclusion members will correspond and post on a bi-monthly basis.
<b>2.</b>	Kickoff Communication	2/28/2021	2/19/2021	Although DGE already has an existing D&I landing page on the DGE website, DGE plans to “reintroduce” the site in March, first by introducing the Diversity team and DGE’s two Diversity and Inclusion members.

3.	Quarterly Review of Progress	3/31/2021		
4.	Quarterly Review of Progress	6/30/2021		
5.	Quarterly Review of Progress	9/30/2021		
6.	Quarterly Review of Progress	12/31/21		
7.	Year End Wrap Up	12/31/19		

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## **DGE GOAL # 2: Enhance the Recruiting Process**

Enhance the recruiting process to attract highly qualified and diverse candidates seeking employment in the Atlantic City area. DGE will also seek to attend virtual recruiting events, job fairs and other functions that may seek to enlist talented members of the Division. When attending job fairs, DGE will provide a more diverse population of employees from the DGE units. Finally, DGE will attempt outreach at local colleges and universities in and around the Philadelphia regional area.

<b><u>DGE GOAL # 2 “SMART” ELEMENTS: Enhance the Recruiting Process</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	DGE will identify local and regional job career events in and around the Atlantic City / Philadelphia area. DGE will include diversity in the selection and training of the recruitment staff. Looking forward DGE will attempt to participate in job fairs specialized for minority applicants and recruit from those colleges that have traditionally diverse populations. Overall, DGE will encourage diversity in our recruitment team. On recruiting events, DGE will showcase the talents of various DGE employees, rather than utilizing the same individuals for recruitment each time.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The DGE will work with the Office of Diversity and Inclusion to identify and participate in the recruiting efforts toward promoting Diversity and Inclusion. DGE is committed to forming partnerships with local community groups, religious affiliates, colleges, and universities to assist the Division with

	locating and attracting the most qualified candidates through a variety of means. Through these partnerships the DGE anticipates an increase in the number of qualified, diverse candidates.
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	Yes, DGE will use the Department's Chief Diversity Officer and OAG Employee Relations Groups to assist in the recruiting processes. Additionally, DGE will perform outreach efforts to enhance the possibility of attaining a more diverse, qualified candidate pool of job applicants.
<b><u>R</u>ellevant:</b> how is this goal connected to the mission?	This connects to the mission of increasing diversity through the workforce by creating a more community-minded approach to recruitment and selection.
<b><u>T</u>ime-based:</b> when will this be accomplished?	DGE will continue to refine and implement the plan that was established in 2019.
<b>SMART GOAL:</b>	Beginning 2021, DGE will identify community-based partners, seek virtual recruitment opportunities, and work to recognize recruitment efforts that will lead to the selection of a more diverse workforce. During the same time, DGE will continue to work with the Department Diversity Officer and EGRs to target channels for posting for diversity.

<b><u>DGE GOAL #2 MILESTONES: Enhance the Recruiting Process</u></b>				
<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.	3/31/21		This is an ongoing process.
<b>2.</b>	Increase the pool of recruiting partners to allow for more diversity.	6/1/21		DGE will look to our community partners, the Diversity and Inclusion Team, ERG's, Virtual Recruiting Events, Universities, and colleges in and around the Philadelphia area
<b>3.</b>	Train HR and recruitment teams on implicit bias and recruitment techniques.	6/30/21		Ensure that all HR and recruitment members are trained on implicit biases, diversity and inclusion



4.	Target Colleges/Fairs for participation.	Ongoing		DGE is currently working with LPS (Talent and Acquisition Management) to increase the number of events attended on an annual basis. Looking forward, DGE would also like to utilize the existing partnerships with local community groups, religious affiliates, colleges, and universities to attract a more, local, diverse population of qualified candidates.
5.	Quarterly Review of Progress	3/31/21		
6.	Attend one targeted College/Fair	3/31/21	2/18/21	DGE attended virtual College fair at Rowan University. K. Mulvaney attended event at Georgian Court University (in capacity of alumni only), that discussed recruiting in covid environment
7.	Quarterly Review of Progress	3/21/21		

8.	Quarterly Review of Progress	6/30/21		
9.	Quarterly Review of Progress	9/30/21		
10.	Quarterly Review of Progress	12/31/21		
11.	Attend second targeted College/Fair	12/31/21		
12.	Year End Overview	12/31/21		

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### DGE GOAL # 3: Institute an Effective On-boarding Process for New Hires

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><u>DGE GOAL # 3 “SMART” ELEMENTS: Institute an Effective On-boarding Process for New Hires</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	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><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	All new hires will undergo an on-boarding process. Mentors and peer level staff will engage new hires on a quarterly basis during the new employee’s first year of employment, and throughout the employee’s career thereafter.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, we will use the DGE HR staff and volunteers within the Division.

<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to the workforce mission of professional development and on-boarding.
<b><u>Time-based:</u></b> when will this be accomplished?	DGE will continue to refine and implement the plan that was established in 2019.
<b>SMART GOAL:</b>	In 2021, DGE will identify mentors and peer volunteers to on-board new employees. Management will encourage participation by all employees, encouraging a diverse response and opportunity for on- boarding volunteer staff to learn leadership skills.

**DGE GOAL #3 MILESTONES: Institute an Effective On-boarding Process for New Hires**

<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	6/1/21		Identify a pool of candidates to become peer volunteers and mentors.
<b>2.</b>	Process Development	10/1/21		DGE will refine the existing on-boarding process with the assistance of all levels of management. New employees will be provided with, not only a background of their unit, but an overview of all DGE operations.
<b>3.</b>	Quarterly Review of Progress	3/31/21		
<b>4.</b>	Quarterly Review of Progress	6/30/21		
<b>5.</b>	Quarterly Review of Progress	9/30/21		
<b>6.</b>	Begin On-Boarding	12/31/21		
<b>7.</b>	Quarterly Review of Progress	12/31/21		
<b>8.</b>	Year End Overview	12/31/21		

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#### DGE GOAL # 4: Development Through Training and Performance Management

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

<b><u>DGE GOAL # 4 “SMART” ELEMENTS:</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Encourage employees to seek and obtain training courses specific to their area of specialty. Furthermore, managers and supervisors will be encouraged to give constructive feedback to employees and will be advised on the importance of PARS, coaching and mentorship. All DGE staff will be trained in the areas of implicit bias, diversity, and inclusion. Looking forward into 2021, DGE would like to schedule virtual “workshops” (not mandatory) whereby speakers would be invited to guest lectures on topics related to diversity, inclusion and implicit biases.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	All DGE employees will receive required training in the areas of diversity, inclusion, and implicit biases. DGE employees will be presented with optional training classes and enhancement activities and workshops.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, DGE will coordinate training classes with the Department of Law and Public Safety’s Human Resources Training Office. DGE will work with the Department’s Chief Diversity Officer to identify additional training for employees, as necessary. Additionally, DGE has already been approached by a DGE State Investigator to offer a series of lectures on implicit biases, diversity, and inclusion. DGE has already attempted outreach to the LPS Chief Diversity Officer on this matter.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to the Division’s mission of increasing diversity through professional development.
<b><u>Time-based:</u></b> when will this be accomplished?	DGE will continue to refine and implement the plan that was established in 2019
<b>SMART GOAL:</b>	The Division of Gaming Enforcement will provide employees with a list of virtual training that is available as a means to increase the level of diversity through professional development.

**DGE GOAL #4 MILESTONES:**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Provide training Programs to all levels of employees	6/1/21		This milestone will be revised in 2021, to reflect. "Provide training classes to all employees". This modification will no longer exclude non-managerial employees from securing the benefit of additional training to further their careers.
<b>2.</b>	Quarterly Review of Progress	3/31/21		
<b>3.</b>	Quarterly Review of Progress	6/30/2021		
<b>4.</b>	Quarterly Review of Progress	9/30/2021		
<b>5.</b>	Quarterly Review of Progress	12/31/2021		
<b>6.</b>	Year End Overview	12/31/2021		

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### DGE GOAL # 5: Develop In-House Stretch Opportunities

Develop DGE in-house stretch opportunities by allowing the DGE staff to explore the possibility of “temporary” assignments or the ability cross-train in other units to gain transferrable knowledge, skills and abilities.

<b><u>DGE GOAL # 5 “SMART” ELEMENTS: Develop In-House Stretch Opportunities</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Establish a program which permits the temporary reassignment of staff to allow them to learn new job functions within the DGE. Create a DGE SOAP platform to post special assignments for all DGE employees.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	DGE will be able to track those employees that participate in cross-unit work. Managers and supervisors can measure productivity.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, DGE has multiple opportunities for cross-training. The only challenges that exist are training in the COVID environment.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to our mission of increasing diversity through professional development.
<b><u>Time-based:</u></b> when will this be accomplished?	DGE proposes to begin allowing stretch opportunities once employees return to the office.
<b>SMART GOAL:</b>	In 2021, DGE will identify stretch opportunities, encourage participation and provide equal access to all DGE staff.

**DGE GOAL #5 MILESTONES: Develop In-House Stretch Opportunities**

<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	6/1/21		DGE Executive Management will develop a process for identifying internal stretch opportunities.
<b>2.</b>	Computer access to DGE SOAP System	6/30/21		DGE will post SOAP opportunities within DGE. DGE IT will work to develop a SOAP system similar to DLPS.
<b>3.</b>	Quarterly Review of Progress	3/31/21		
<b>4.</b>	Quarterly Review of Progress	6/30/21		
<b>5.</b>	Quarterly Review of Progress	9/30/21		
<b>6.</b>	Quarterly Review of Progress	12/31/21		
<b>7.</b>	Stretch Plan and SOAP Implementation	06/30/21		At this time DGE has performed some cross-functional training to reduce backlogs. DGE will implement in 2021
<b>8.</b>	Year End Review of Progress	12/31/21		

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## Division of Law (DOL)

### Outcome Statement

The Division of Law (DOL) initial Diversity and Inclusion Plan, submitted in October of 2018, was comprised of four goals meant to increase diversity in all facets of DOL operations. Our initial Outcome Statement indicated that the goal for our first D&I Plans would seek to develop greater diversity for both current and would-be employees of the DOL, and those law-firms seeking to contract with the DOL. Essentially our goal is to seek better diversity and inclusion for our staff and those who work with us. This continues to be our guiding principle for the new D&I plans we are submitting for 2021.

To track progress, we submitted a summary report on January 29, 2021, along with updated and expanded versions of our four original. Today's submission adds three new D&I Plans. The focus of the newest plans is to increase the sense of inclusion and well-being of all members of the DOL. In 2021 and into 2022 the DOL is undertaking initiatives to encourage neutrality and inclusion by encouraging and educating about the use of gender identifiers, by adding a new faces section to our intranet supplemented by monthly food-for-thought vignettes about words with challenging double-meanings, and development of a DOL mentoring program. These goals demonstrate the DOL's commitment to diversity and inclusion in ways that are both public facing and internally morale building.

### DOL GOAL # 1: Gender Identifiers

Encourage DOL staff to learn about, and be aware of, the use of gender identifying pronouns to create a level of comfort with pronoun use by both users and non-users.

<b><u>DOL GOAL # 1 "SMART" ELEMENTS: Gender Identifiers</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Encourage DOL staff to learn about and use gender-identifying pronouns as part of email signatures.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	This may not be measurable in a traditional sense.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	This is attainable. The resources involved will largely be investment of time by DOL leadership, the D&I Council and Chief Diversity Officer and her Deputy.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal stems from the DOL commitment to diversity and inclusion that is focused internally on morale building. It will also have an outward facing affect.

<b>Time-based:</b> when will this be accomplished?	The process will begin March 1, 2021, with a goal of having the goal implemented by September 1, 2021.
<b>SMART GOAL:</b>	This goal is hard to measure but will both encourage a sense of inclusion among staff and will subtly share with those outside of DOL our desire to promote inclusion.

<b><u>DOL GOAL #1 MILESTONES: Gender Identifiers</u></b>				
<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 list of initial users	3/15/21		
<b>2.</b>	Task force develop and propose parameters	4/15/21		
<b>3.</b>	Task force research and develop samples	4/15/21		
<b>4.</b>	Work w/ Lora Fong and Lisa Brown to create training and ed resources	6/1/21		
<b>5.</b>	Resources on intranet	7/1/21		
<b>6.</b>	Initial roll-out	8/1/21		
<b>7.</b>	Series of announcements?	8/7/21-9/7/21		

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## **DOL GOAL # 2: Mentor Program**

Develop and implement mentor program for incoming employees.

**DOL GOAL # 2 “SMART” ELEMENTS: Mentor Program**

<b><u>Specific:</u></b> what are we actually going to do?	Create a mentoring program designed to increase a sense of inclusion and well-being for new staff.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	After completion of pilot, we will poll all included employees to gauge their experience and value.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes. Resources are largely people-power. Some amount of mentoring already happens; this would organize and make sure it is equally distributed.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal would support both the quality of work of our staff and increase a sense of inclusion and well-being. This goal stems from the DOL commitment to diversity and inclusion that is focused internally on morale building.
<b><u>Time-based:</u></b> when will this be accomplished?	We would aim to have a pilot done by the end of the calendar year and prepare for larger scale program in 2022.
<b>SMART GOAL:</b>	Increase awareness of new staff.  Encourage a sense of inclusion by providing mentoring opportunities for all new staff to be provided by current staff.

<b><u>DOL GOAL #2 MILESTONES: Mentor Program</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
1.	Develop parameters	4/1/21		
2.	Establish management team	4/1/21		
3.	Plan all phases of program	8/15/21		
4.	Pilot program	9/1/21-12/1/21		
5.	Survey participants	12/1/21		
6.	Use survey data to improve program	12/15/21		
7.	Initiate full program	2022 TBD		
8.	Survey at 3 and 6 months			
9.	Program to be re-initiated on rolling basis.			

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### **DOL GOAL # 3: Newsletters on Intranet**

Encourage a sense of inclusion through special supplements on DOL Intranet.

<b><u>DOL GOAL # 3 “SMART” ELEMENTS: Newsletters on Intranet</u></b>	
<b>Specific:</b> what are we actually going to do?	Create a newsletter section on DOL Intranet that introduces new staff members and shares food-for-thought about words and phrases that are challenging. This will increase awareness

	of new staff members and thought provoking ideas – and misunderstood terms and phrases.
<b><u>M</u>asurable:</b> how will we know that we accomplished what we want to do?	Once we have had the special supplement up and running for a few months we will poll staff to see if they enjoy it or have ideas about how to improve it.
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	We will have to work with IT on this, but generally supplementing our intranet has not been too difficult. We will also need to rely on the D&I DOL team to help with research. It is a realistic task.
<b><u>R</u>elevant:</b> how is this goal connected to the mission?	This goal stems from the DOL commitment to diversity and inclusion that is focused internally on morale building.
<b><u>T</u>ime-based:</b> when will this be accomplished?	Initial stages could be accomplished as early as April, with more thorough use and polling being towards the end of summer 2021.
<b>SMART GOAL:</b>	Increase awareness of new staff and ideas.

**DOL GOAL #3 MILESTONES: Newsletters on Intranet**

<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 IT to set up plan	3/31/21		
<b>2.</b>	Meet with D&I Team to plan research for development of food for thought words – e.g sharing backstories for commonly used phrases like “grandfathered” and pick a good name for this section.	3/31/21		
<b>3.</b>	Map out timing of food for thought phrases	3/31/21		
<b>4.</b>	Create template for new employees to submit picture and info they would like to share	4/15/21		
<b>5.</b>	Plan lay-out and length of time pics should be on display	4/15/21		
<b>6.</b>	Plan food-for-thought section – and implement first installment.	5/1/21		

7.	Poll staff about newsletter section	11/1/21		
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## Highway Traffic and Safety (HTS)

### HTS GOAL # 1: Inclusive Training for all New Hires

Division inclusive training for all new hires

<b><u>HTS GOAL # 1 “SMART” ELEMENTS: Inclusive Training for all New Hires</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Coordinate and maintain an “all hands” approach to new staff training.  The Division will garner input and suggestions from ALL current staff on training suggestions and implementation.  New staff will have scheduled group training sessions, meet and greets and one-on-one meetings with DHTS staff and supervisors, as well as key partners.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The Division’s COS will monitor and track the progress and solicit feedback from new staff.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	This goal is attainable with current internal resources and a top priority for the Division.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	The Division’s achievements are contingent upon the success of each staff member. A comprehensive and inclusive training plan is invaluable to the success of the Division and career development of each employee.
<b><u>Time-based:</u></b> when will this be accomplished?	Beginning January 2021, ongoing
<b>SMART GOAL:</b>	Ongoing Inclusive Training for all New Hires



<b><u>HTS GOAL #1 MILESTONES: Inclusive Training for all New Hires</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Create training plan for new employees	1/1/2021		
<b>2.</b>	Obtain feedback from all employees on training implementation	4/1/2021		
<b>3.</b>	Updated plan based upon suggestions from staff	7/1/2021		

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## **HTS GOAL # 2: Increase Our Multi-Lingual Outreach**

Increase our multi-lingual outreach through social media (child passenger safety)

<b><u>HTS GOAL # 2 “SMART” ELEMENTS: Increase Our Multi-Lingual Outreach</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Create short videos detailing the availability of child seat check events throughout the State, which we will then have translated in various languages. These videos will detail the importance of a properly installed car seat and list resources to obtain this information.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<p>Post the completed video on social media with links to Car Seat Checks throughout the State.</p> <p>We will monitor social media impressions.</p> <p>Every car seat check event in the State keeps records of every seat checked/installed. The hope is to gather information from these sites.</p>

<b><u>A</u>ttainable:</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><u>R</u>elevant:</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><u>T</u>ime-based:</b> when will this be accomplished?	Create and distribute videos via social media by the end of 2021.
<b>SMART GOAL:</b>	Increase HTS Multi-Lingual Outreach

<b><u>HTS GOAL #2 MILESTONES: Increase Our Multi-Lingual Outreach</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Create working group of experts in child passenger safety	4/1/2021		
<b>2.</b>	Film video utilizing CPS instructors from varied racial and ethnic backgrounds	6/1/2021		
<b>3.</b>	Translate social media posts in various languages (transcription service)	7/1/2021		
<b>4.</b>	Organize an outreach plan for distribution	7/1/2021		
<b>5.</b>	Post videos and links on social media during National CPS week	9/1/2021		

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### HTS GOAL # 3: Team Building Events

Plan quarterly virtual team building events.

<b><u>HTS GOAL # 3 “SMART” ELEMENTS: Team Building Events</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Plan quarterly virtual team building events for staff with the hopes of fostering and building more effective and cohesive working relationships among staff.
<b><u>Measurable:</u></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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, these are virtual events that can be easily coordinated with interested staff members.
<b><u>Relevant:</u></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><u>Time-based:</u></b> when will this be accomplished?	In 2021 and ongoing.
<b>SMART GOAL:</b>	Plan and Implement Team Building Events

<b><u>HTS GOAL #3 MILESTONES: Team Building Events</u></b>				
<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	2/2021		
<b>2.</b>	Schedule Events	3/1/2021		
<b>3.</b>	Event 1 (TBD)	3/2021		
<b>4.</b>	Event 2 (TBD)	6/2021		
<b>5.</b>	Event 3 (TBD)	9/2021		
<b>6.</b>	Event 4 (TBD)	12/2021		
<b>7.</b>	Meet with staff for feedback on events	12/2021		

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# Juvenile Justice Commission (JJC)

## Outcome Statement

The Juvenile Justice Commission's Diversity and Inclusion Plan continues our efforts to increase our pool of talented and engaged employees by developing a pipeline of employees with expertise in Juvenile Justice, by creating the Youth Worker Apprentice Program, by identifying hiring practices that discourage and disqualify applicants of diverse backgrounds in the JJC's Juvenile Correctional Police Officer workforce and modifying those practices to enhance diversity, and by implementing a Diversity and Inclusion training plan for all new and existing staff. We are improving upon the 2020 Plan through step by step implementation of goals that are in progress, by expanding the JJC Diversity and Inclusion Committee for more comprehensive input and unit collaboration, and through ongoing communication with partners and stakeholders. We continue to uphold the belief that creating a more diverse and inclusive workforce furthers the JJC's mission of providing rehabilitative services to the culturally and economically diverse youth of New Jersey that are placed in the care and custody of 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. Moreover, as the lead youth justice agency in the state, the JJC is committed to advancing initiatives that impact diversity and inclusion in the broader youth justice and youth-serving workforce.

## JJC GOAL # 1: Student Outreach

<b><u>JJC GOAL # 1 "SMART" ELEMENTS: Student Outreach</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><li>• Partner with Rutgers to do student outreach; participate in job fairs and similar information sessions.</li><li>• Continue to participate on the Advisory Council to oversee the development and implementation of the JJYD program to help shape the curriculum and to ensure agencies, including the JJC, expand fieldwork opportunities for students and career paths for graduates.</li><li>• Include preferences for/references to the JJYD degree in JJC job postings.</li></ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>• Track the number of students who enroll in the JJYD minor and major program by race/ethnicity and gender.</li><li>• Track the number of students who participate in fieldwork with the JJC as part of the JJYD program requirements.</li><li>• Partner with Rutgers to determine the feasibility of tracking job placements for those who graduate with a minor or major in JJYD.</li></ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources	<ul style="list-style-type: none"><li>• 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</li></ul>

and the challenges that exist?	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><u>Relevant:</u></b> how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>• The JJC is developing employment interest among a pool of diverse, well-qualified potential new hires, thereby increasing the likelihood that our workforce and that of the youth justice system more broadly will grow even more diverse in the future.</li> <li>• The JJC is investing human and financial resources in developing youth justice expertise among a pool of university students who are diverse.</li> </ul>
<b><u>Time-based:</u></b> when will this be accomplished?	<p>By December 31, 2021, the JJC will:</p> <ul style="list-style-type: none"> <li>• Have participated in efforts that lead to an increased enrollment in the JJYD minor.</li> <li>• Determine the feasibility and seek appropriate approvals to include preferences for/references to JJYD degrees in job postings with JJC.</li> <li>• Ensure students in the JJYD program have a pathway for conducting fieldwork with the JJC.</li> <li>• Participate in any job fairs or information sessions hosted by Rutgers for students.</li> <li>• Have supported Rutgers's efforts to develop major requirements and seek appropriate approvals.</li> </ul>
<b>SMART GOAL:</b>	In 2021, work collaboratively with Rutgers University, to increase participation in the minor in Juvenile Justice and Youth Development (JJYD) and to develop and implement a major in JJYD.

<b><u>JJC GOAL #1 MILESTONES: Student Outreach</u></b>				
<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	Fall of 2018	
<b>2.</b>	Implement minor at Camden Campus.	Spring 2019	Fall of 2019	
<b>3.</b>	Ensure pathway for students to be placed in JJC fieldwork exists.	July 2021		
<b>4.</b>	Participate in any job fairs or informational sessions hosted by Rutgers.	December 2021		
<b>5.</b>	See increased enrollment in JJYD minor.	December 2021		
<b>6.</b>	Develop major requirements and submit for necessary approvals.	December 2021		Submission for approval is contingent upon many factors, including demonstrated demand, as measured, in part, by minor enrollment numbers.
<b>7.</b>	Issue first job postings that include preferences for/references to JJYD degrees.	December 2021		

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## JJC GOAL # 2: Youth Worker Apprentice Program

By July 2021, implement the JJC Youth Worker Apprentice Program to hire released youth as part time JJC youth worker trainees, increasing diversity among the JJC workforce and among those qualified for employment at various youth-serving organizations.

<b>JJC GOAL # 2 “SMART” ELEMENTS: Youth Worker Apprentice Program</b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"> <li>Recruit, train, and hire former JJC residents into part time positions with the JJC.</li> </ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"> <li>Track the number and demographics of former JJC residents who are hired into the positions.</li> </ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"> <li>Yes, the JJC received \$250,000 in annual state funding to support this program, including 12 part-time positions.</li> </ul>
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>This initiative will ensure employment opportunity at the JJC is afforded to youth of color; 88% of JJC residents are youth of color, so therefore 88% of the candidate pool is youth of color.</li> <li>Implementing the JJC youth worker apprentice program will increase workforce diversity at JJC, both in terms of race/ethnicity, but also in terms of the number of JJC staff who have lived experience that mirrors the experience of youth in our care. Formerly incarcerated individuals are often marginalized and disqualified from employment opportunities.</li> <li>The training, skills, and experience obtained by youth of color in the JJC youth worker apprentice program will also increase the number of youth of color who meet the qualifications for employment at other youth-serving organizations in the public and private sectors.</li> </ul>
<b><u>Time-based:</u></b> when will this be accomplished?	<p>By July 2021, the JJC will:</p> <ul style="list-style-type: none"> <li>Begin employment experiences for former JJC residents.</li> </ul>
<b>SMART GOAL:</b>	<p>By July 1, 2021, implement the JJC Youth Worker Apprentice Program to hire released youth as part time JJC youth worker trainees, increasing diversity among the JJC workforce and among those qualified for employment at various youth-serving organizations.</p>

<b><u>JJC GOAL #2 MILESTONES: Youth Worker Apprentice Program</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Develop the program, including job responsibilities for YWAs, criteria for participation, supervision methods, roles for mentors, etc.	March 2021		
<b>2.</b>	Develop marketing and recruitment materials and begin recruitment.	March 2021		
<b>3.</b>	Hire a program coordinator.	July 2021		
<b>4.</b>	Begin hiring youth worker apprentices.	July 2021		

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### **JJC GOAL # 3: Develop a System that all New and Existing Employees Receive Diversity Training**

In 2021, develop a system that ensures that every new employee within the Juvenile Justice Commission receives training on diversity and inclusion and implicit bias; finish implementing training for existing staff.

<b><u>JJC GOAL # 3 “SMART” ELEMENTS: Develop a System that all New and Existing Employees Receive Diversity Training</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"> <li>• Train law enforcement recruits during the Basic Course for Juvenile Correctional Police Officers.</li> <li>• Train civilian staff during new employee orientation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Finish training existing JJC staff.</li> </ul>
<b><u>M</u> measurable:</b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"> <li>• Track the number of civilian and law enforcement staff trained throughout the year.</li> </ul>
<b><u>A</u> ttainable:</b> is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"> <li>• Yes, the JJC can modify existing training calendars, and train agency staff in support of this initiative.</li> </ul>
<b><u>R</u> elevant:</b> how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>• Diversity, inclusion, and implicit bias training will help create a culturally competent workforce, strengthen workplace culture, foster positive relationships, and enhance service delivery to youth in the care of the JJC.</li> </ul>
<b><u>T</u> ime-based:</b> when will this be accomplished?	<p>By December 2021, the JJC will:</p> <ul style="list-style-type: none"> <li>• Begin training new hires.</li> <li>• Begin training existing JJC staff who have not yet received training.</li> </ul>
<b>SMART GOAL:</b>	In 2021, develop a system that ensures that every new employee within the Juvenile Justice Commission receives training on diversity and inclusion and implicit bias; finish implementing training for existing staff

**JJC GOAL #3 MILESTONES: Develop a System that all New and Existing Employees Receive Diversity Training**

<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 updated curriculum from OAG.	July 2021		
<b>2.</b>	Establish a plan to train civilian and law enforcement new hires during the onboarding process.	August 2021		
<b>3.</b>	Implement new hire training plans.	September 2021		
<b>4.</b>	Develop a plan to implement training for existing civilian and law enforcement staff.	October 2021		
<b>5.</b>	Implement plan to implement training for existing civilian and law enforcement staff.	December 2021		

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**JJC GOAL # 4: Recommendations for Practice Adjustments to JJC Recruiting and Disqualification Practices**

In 2021, determine the feasibility of implementing recommendations for practice adjustments to JJC recruiting and disqualification practices for Juvenile Correctional Police Officers (JCPOs) that may inhibit diversity on an ongoing basis.

**JJC GOAL # 4 “SMART” ELEMENTS:**

<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><li>• Conduct legal review of disqualification criteria to determine feasibility of changing criteria.</li><li>• Conduct policy review of making changes where legally permissible.</li><li>• Implement approved policy changes.</li><li>• Continue data collection practices to analyze recruitment and hiring practices among JCPOs.</li></ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>• Track the number of JCPO candidates that express interest, attend orientation, and graduate the Academy by race/ethnicity and gender.</li><li>• Track the reasons for attrition at each of the steps in the recruitment and hiring process with a focus on reasons for disqualification.</li></ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"><li>• Yes, the JJC’s Information Technology, Human Resources, and Research and Evaluation Units, and the Training Academy, will continue to partner to track data.</li><li>• Legal and policy teams will assist with the feasibility assessment.</li></ul>
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<ul style="list-style-type: none"><li>• Ensuring that the JJC workforce is diverse and that it is representative of the population we serve is connected to the JJC’s mission of fostering a safe, respectful, and empathic environment for the youth in our care.</li></ul>
<b><u>Time-based:</u></b> when will this be accomplished?	<ul style="list-style-type: none"><li>• Feasibility assessment regarding possible practice changes will be conducted by October 2021.</li><li>• Continued data collection will coincide with the next recruit class (October 2021).</li><li>• Any approved practice changes will coincide with the subsequent recruit class (timeline to be determined).</li></ul>
<b>SMART GOAL:</b>	In 2021, determine the feasibility of implementing recommendations for practice adjustments to JJC recruiting and disqualification practices for Juvenile Correctional Police Officers (JCPOs).

<b><u>JJC GOAL #4 MILESTONES:</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Assess feasibility of implementing practice changes	October 2021		
<b>2.</b>	Implement data collection for next recruiting cycle	Start July 2021 End February 2022 (JCPO Graduation date)		
<b>3.</b>	Implement any approved practice changes	Commensurate with subsequent JCPO class		

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# New Jersey Racing Commission (NJRC)

## Outcome Statement

In its 2019 Diversity and Inclusion Plan, the New Jersey Racing Commission (“NJRC”) focused on the community we serve. Within the thoroughbred racing industry, there are numerous persons who primarily speak Spanish and have difficulty with the English language. The NJRC’s 2019 Diversity and Inclusion Plan included three goals intended to assist this population by translating the NJRC’s license application into Spanish, hiring a bilingual licensing Inspector and making the NJRC’s website available in Spanish. All three goals were accomplished.

In its 2021 Diversity and Inclusion Plan, the NJRC will review diversity and inclusion within our workforce hiring practices in addition to continuing to assist the community we serve. In Goal 1, the NJRC will review current hiring practices for each position within the organization. Although the NJRC does not frequently have the opportunity to hire new employees, this review will allow us to assess our current hiring practices.

In Goal 2, upon completion of this assessment, the NJRC will revise our hiring procedures as needed to conform to best practices for diversity and inclusion. Revisions may include implicit bias training for persons assigned to conduct interviews, the creation of uniform questions and other systemic processes such as the use of anonymous writing samples.

The NJRC has established Goal 3 and Goal 4 to continue to assist the community we serve. In Goal 3, the NJRC will review the Spanish translation of our website to analyze whether it is easy to use and understand. The NJRC will make changes as necessary to ensure that the website is user friendly.

Finally, in Goal 4, the NJRC will look at diversity and inclusion within the racetrack permit holders’ workforce. The NJRC will provide each permit holder with a questionnaire asking that diversity and inclusion reporting be filed with the NJRC. With the questionnaire, the NJRC will include our statement of mission and purpose to promote diversity and inclusion.

## NJRC GOAL # 1: Review and Assess Hiring Practices

Review and assess the NJRC’s hiring practices.

<b><u>NJRC GOAL # 1 “SMART” ELEMENTS: Review and Assess Hiring Practices</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	The NJRC will review current hiring practices for all full-time and hourly positions. The review will include looking at the persons assigned to conduct the interviews, how the applicants are selected for an interview, the questions asked and how the successful candidate is selected.

<b><u>M</u>easurable:</b> how will we know that we accomplished what we want to do?	The NJRC has reviewed its hiring practices for all current full-time and hourly positions. Upon completion of the review, the NJRC will assess its hiring practices for each position.
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	The NJRC believes this task is realistic.
<b><u>R</u>elevant:</b> how is this goal connected to the mission?	This goal is important to ensure that NJRC's hiring practices promote diversity and inclusion.
<b><u>T</u>ime-based:</b> when will this be accomplished?	This goal will be completed by June 1, 2021.
<b>SMART GOAL:</b>	The NJRC will review and assess our current hiring practices for all full-time and hourly positions by June 1, 2021.

<b><u>NJRC GOAL #1 MILESTONES: Review and Assess Hiring Practices</u></b>				
<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 NJRC hiring practices for all full-time positions.	March 31, 2021		
<b>2.</b>	Review NJRC hiring practices for all hourly positions.	April 30, 2021		
<b>3.</b>	Assess NJRC hiring practices for all full-time positions.	May 15, 2021		
<b>4.</b>	Assess NJRC hiring practices for all hourly positions.	May 31, 2021		

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## **NJRC GOAL # 2: Revise Hiring Practices**

Revise NJRC hiring practices as needed to conform to diversity and inclusion best practices.



<b><u>NJRC GOAL # 2 “SMART” ELEMENTS: Revise Hiring Practices</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Upon completion of the review and assessment in Goal 1, the NJRC will revise our hiring procedures as needed to conform to best practices for diversity and inclusion. Revisions may include implicit bias training for persons assigned to conduct interviews, the creation of uniform questions and other systemic processes such as the use of anonymous writing samples.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The NJRC has revised its hiring practices as needed for all current full-time and hourly positions.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	The NJRC believes this task is realistic.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal is important to ensure that NJRC’s hiring practices promote diversity and inclusion.
<b><u>Time-based:</u></b> when will this be accomplished?	This goal will be completed by December 31, 2021.
<b>SMART GOAL:</b>	The NJRC will revise our current hiring practices as needed for all full-time and hourly positions by December 31, 2021.

<b><u>NJRC GOAL #2 MILESTONES: Revise Hiring Practices</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Revise NJRC hiring practices for all full-time positions.	October 31, 2021		
<b>2.</b>	Revise NJRC hiring practices for all hourly positions.	December 31, 2021		

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### NJRC GOAL # 3: Update Spanish Translation on Website

Review the Spanish translation of the NJRC website and make changes as necessary to ensure that the website is user friendly.

<b><u>NJRC GOAL # 3 “SMART” ELEMENTS: Update Spanish Translation on Website</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	The NJRC will review the Spanish translation of our website to analyze whether it is easy to use and understand. The NJRC will make changes as necessary to ensure that the website is user friendly.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The NJRC has identified and made necessary changes to the website. The NJRC will then attempt to obtain feedback from licensees who use the Spanish translation.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	The NJRC believes this task is realistic.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	Attaining this goal will benefit numerous thoroughbred licensees who speak Spanish and have difficulty with the English language. Ensuring that the Spanish translation of the website is user friendly will assist these licensees in complying with the NJRC’s regulations.
<b><u>Time-based:</u></b> when will this be accomplished?	Necessary changes to the website will be completed by October 31, 2021.
<b>SMART GOAL:</b>	The NJRC will review the Spanish translation of our website and make changes as necessary to ensure that the website is user friendly by October 31, 2021.

**NJRC GOAL #3 MILESTONES: Update Spanish Translation on Website**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Ask the NJRC's bilingual licensing Inspector to review the Spanish translation of our website to analyze whether it is easy to use and understand.	March 15, 2021		
<b>2.</b>	Obtain input from licensing Inspector regarding the website's ease of use and recommended changes.	April 30, 2021		
<b>3.</b>	Discuss identified issues with Department IT and request necessary changes to the website.	May 31, 2021		
<b>4.</b>	Follow up with Department IT regarding requested changes.	June 30, 2021		

5.	Attempt to obtain feedback from licensees who may use the Spanish translation of the website.	October 31, 2021		
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#### NJRC GOAL #4: Track Diversity and Inclusion within Racetrack Permit Holders

Send questionnaire to racetrack permit holders requesting that diversity and inclusion reporting be filed with the NJRC.

<b><u>NJRC GOAL #4 “SMART” ELEMENTS:</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	The NJRC will look at diversity and inclusion within the racetrack permit holders’ workforce. The NJRC will provide each permit holder with a questionnaire asking that diversity and inclusion reporting be filed with the NJRC.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	The NJRC has reviewed the permit holders’ responses to the questionnaire.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	The NJRC believes that asking the permit holders to complete the questionnaire is a realistic task. However, the NJRC may not have the authority to compel a response.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	The NJRC will look at diversity and inclusion within the racetrack permit holders’ workforce. With the questionnaire, the NJRC will also include our statement of mission and purpose to promote diversity and inclusion.
<b><u>Time-based:</u></b> when will this be accomplished?	This goal will be completed by October 31, 2021.
<b>SMART GOAL:</b>	The NJRC will provide each permit holder with a questionnaire asking that diversity and inclusion reporting be filed with the NJRC by October 31, 2021.

**NJRC GOAL #4 MILESTONES:**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Draft a diversity and inclusion questionnaire for the racetrack permit holders.	May 15, 2021		
<b>2.</b>	Send the questionnaire to the racetrack permit holders.	June 1, 2021		
<b>3.</b>	Collect the permit holders' responses.	October 31, 2021		
<b>4.</b>	Encourage any permit holder that did not respond or respond completely to file a complete response.	November 15, 2021		
<b>5.</b>	Review the permit holders' responses.	December 31, 2021		

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# New Jersey State Police (NJSP)

## Outcome Statement

The 2021 Diversity & Inclusion Plan established by the New Jersey State Police (NJSP) embraces the culture and talents of both enlisted and civilian members. Through collaborative efforts in conjunction with the community we serve, we strive to educate, train, and engage internally and externally in diversity and inclusion. The 2021 Diversity & Inclusion Plan shall build trust and transparency with the community as we expand our cultural knowledge and enhance our effective communication skills.

## NJSP GOAL #1: Create Diversity & Inclusion Unit

Creation of the Office of Employee Relations & Community Outreach to include the formation of the Diversity & Inclusion Unit.

<b><u>NJSP GOAL #1 “SMART” ELEMENTS:</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	To increase community engagement and augment recruiting efforts with the NJSP.  Create the new Diversity & Inclusion Unit within the NJSP.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Track and analyze community and recruiting events attended.  Create and implement benchmarks for the Diversity & Inclusion Unit.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Events are entered and tracked by the Recruiting, Community Outreach, and Diversity & Inclusion Units in a database.  Yes
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal is relevant to increase community engagement, thus increasing the recruitment of diverse applicants.
<b><u>Time-based:</u></b> when will this be accomplished?	Outreach will be on-going throughout the duration of the 2021 calendar year.  The conclusion of the 2021 calendar year.
<b>SMART GOAL:</b>	The newly created Diversity & Inclusion Unit shall work in coordination with the Recruiting and Community Outreach Units to enhance the community partnerships we have developed in New Jersey.

<b><u>NJSP GOAL #1 MILESTONES:</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Diversity & Inclusion Unit	05/2021		
<b>2.</b>	D & I Training	12/2021		

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## **NJSP GOAL #2: Implement Cultural Training and Education**

Implement cultural training and education for all current NJSP members, civilians, and to include NJSP recruits.

<b><u>NJSP GOAL #2 “SMART” ELEMENTS: Implement Cultural Training and Education</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<p>Increase diversity training to enlisted, civilian, and recruits.</p> <p>In conjunction with the Attorney General’s Office and Division of Criminal Justice, we will create and implement Implicit Bias training for enlisted members, civilian employees, and NJSP recruits.</p>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<p>Data collection via surveys would be disseminated, collected, and analyzed from prior Implicit Bias training in 2019.</p> <p>Track and analyze sign in sheets and completion dates to compile a list of participants trained.</p>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	<p>Implicit Bias training for enlisted members is currently being formulated by members of a focus group which includes personnel of the NJSP and other state agencies.</p> <p>Civilian training will be updated and provided to additional civilian members. Recruit based training will be created by members of the Diversity &amp; Inclusion Unit.</p>
<b><u>Relevant:</u></b> how is this goal connected to the mission?	<p>Training in the area of Implicit Bias provides the participants a greater understanding of the subconscious thought process.</p>

	This will greatly assist externally with the community we serve and internally in our daily functions and actions in the workplace.
<b><u>Time-based:</u></b> when will this be accomplished?	Training shall be provided through the duration of the 2021 calendar year.  2021
<b>SMART GOAL:</b>	The use of internet based programs such as NJ Learn, Zoom, Microsoft Teams, and GoToMeeting allows the training to be fluent and constant to enlisted and civilian members. NJSP recruits will be afforded the opportunity to receive the block of instruction live during the later portion of the 162nd Recruit Class training schedule.

<b><u>NJSP GOAL #2 MILESTONES: Implement Cultural Training and Education</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Implicit Bias Training	06/2021		
<b>2.</b>	LGBTQ Training for recruits	06/2021		
<b>3.</b>	Multi-Cultural & Gender Community Training for NJSP membership	12/2021		

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### **NJSP GOAL #3: Strengthen Community Relations**

Strengthen community relations and promote cultural diversity education within the NJSP.

<b><u>NJSP GOAL #3 “SMART” ELEMENTS: Strengthen Community Relations</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Derive a Citizens Outreach Group from the graduating participants of the two (2) NJSP Citizens Academy Classes.



	The members of the Citizens Outreach Group will train the NJSP by sharing information from the communities they represent. Citizens Outreach Group members will also convey opportunities for recruiting efforts and for community partnerships with the NJSP.
<b><u>Measurable</u></b> : how will we know that we accomplished what we want to do?	Track the creation of the group's activities.  This shall include: meetings held, training created, and educational opportunities that were shared with the NJSP.
<b><u>Attainable</u></b> : is this task realistic, given our resources and the challenges that exist?	This goal is attainable as the alumni of the Citizens Academy have established communication with the NJSP since their graduation expressing their interest in partnering in cultural diversity efforts with the NJSP.
<b><u>Relevant</u></b> : how is this goal connected to the mission?	Educating the enlisted and civilian members on how the various communities in New Jersey live and prosper is a key element in the NJSP's commitment to the citizens of the State of New Jersey.
<b><u>Time-based</u></b> : when will this be accomplished?	Institution of the Citizens Outreach Group along with the training and education they will provide, will commence by the end of 2021.
<b>SMART GOAL:</b>	The Citizens Outreach Group will be organized by members of the Diversity & Inclusion Unit. The Unit will institute periodic virtual meetings with the goal of keeping consistent communication and information sharing with members of the group. This will allow for the development of ideas, education, and training opportunities moving forward.

<b><u>NJSP GOAL #3 MILESTONES: Strengthen Community Relations</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Citizens Outreach Group	06/2021		
<b>2.</b>	3 <sup>rd</sup> Citizens Academy	12/2021		COVID-19 Pandemic Protocols

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## NJSP GOAL #4: Employee Engagement

Employee Engagement – Partner and embrace internally, with enlisted and civilian members, to better understand the diversity they offer.

<b><u>NJSP GOAL #4 “SMART” ELEMENTS: Employee Engagement</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Identify cultures, traits, and skills which would enhance the workplaces within the NJSP.  The creation of a Diversity & Inclusion web page on the NJSP Intranet will educate and highlight cultural diversity internally and externally with the NJSP. Additionally, a confidential Diversity & Inclusion email account will be created within the Diversity & Inclusion Unit where suggestions will be considered by members of the D & I Unit and the Diversity Council in order to implement future initiatives.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Track and analyze the amount of posts and usage of the Diversity & Inclusion web page.  Track and analyze the amount of emails received and sent during the 2021 calendar year.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	This action is easily obtainable and constant monitoring of the web page and emails will be conducted on a routine basis.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal is in alignment with the NJSP mission to have continuous education available to both civilian and enlisted members.  Continual communication via the web page and emails will allow the exponential cultural growth needed to serve the citizens of the State of New Jersey and to promote a harmonious workplace.
<b><u>Time-based:</u></b> when will this be accomplished?	The creation of the web page will be a collaboration with NJSP Information Technology with a targeted completion date of December 2021.
<b>SMART GOAL:</b>	The Diversity & Inclusion Unit will work with NJSP members who represent the Attorney General’s Diversity Council to develop an assessment tool to gather information from enlisted and civilian members. Information will be gathered from the Council members and utilized to start the Diversity & Inclusion web page. The Diversity & Inclusion web page and

	email will be educational in nature and will highlight specific diversity within the NJSP. The web page and email will create training opportunities, identified through employee correspondence, and establish a professional forum for the exchange of cultural information.
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#### **NJSP GOAL #4 MILESTONES: 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>	Resiliency Training for NJSP Chaplains	04/2021		
<b>2.</b>	Regional Peer Training	04/2021		
<b>3.</b>	D & I Email Account	06/2021		
<b>4.</b>	D & I Web Page	07/2021		
<b>5.</b>	Create Pregnancy Policy	11/2021		

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#### **NJSP GOAL #5: Promote the Value of Differences**

Recognizing the importance of diversity internally within the NJSP. Promote the value of differences and the inclusion of various thoughts and perspectives.

#### **NJSP GOAL #5 “SMART” ELEMENTS: Promote the Value of Differences**

<b><u>Specific:</u></b> what are we actually going to do?	Create a NJSP committee of diverse enlisted and civilian members to collaborate in education, training, and outreach.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Track and analyze all meetings, information sharing, education, and training derived from the group.
<b><u>Attainable:</u></b> is this task realistic, given our resources	This goal is attainable and can begin immediately as the NJSP has a viable list of NJSP enlisted and civilian members who

and the challenges that exist?	applied to serve on the Attorney General's Office Diversity Council.
<b>Relevant:</b> how is this goal connected to the mission?	The goal of making connections internally within the NJSP will assist in promoting a culture of inclusion, awareness, and respect in the workplace.
<b>Time-based:</b> when will this be accomplished?	We will identify and solicit for committee members in June 2021.
<b>SMART GOAL:</b>	The Diversity & Inclusion Unit will create the committee named Equity Policing & Inclusion Committee (E.P.I.C.). The committee members will be sought in regard to their dimensions of diversity and via a vetting process, which will take place before the commencement of the first meeting. The committee will formulate education, training, and partner in the NJSP's outreach efforts, as we embrace diversity and inclusion.

<b><u>NJSP GOAL #5 MILESTONES: Promote the Value of Differences</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	E.P.I.C. committee	10/2021		
<b>2.</b>	Formulate Mentor Program	11/2021		Work with Professional Development Unit

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## Office of Insurance Fraud Prosecutors (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:

- Continue to increase our recruitment and hiring of job applicants from diverse backgrounds;
- Participate in the National Black Prosecutors Association Convention and Job Fair;
- Streamline the employment application process to facilitate the recruiting and hiring of diverse applicants;
- Continue the retention of all OIFP employees, including employees of diverse backgrounds;
- 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;
- Create OIFP Recruitment Liaisons and New Recruit Mentor Program;
- Create an OIFP Infomercial regarding OIFP employment opportunities and its commitment to diversity and inclusion; and
- Develop an "OIFP Is Hiring" background for Virtual Job Fair(s).

### OIFP GOAL #1: Enhanced Diversity and Inclusion Recruitment

<b><u>OIFP GOAL #1 “SMART” ELEMENTS: Enhanced Diversity and Inclusion Recruitment</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Hold Virtual Job Fair(s) in the Spring on Zoom after advertising Virtual Job Fair on the State Bar, CPANJ, historically Black colleges and universities (“HBCUs”), 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, age, ability, family status, culture, ethnicity, including but not limited: BLSA, JLS, NAPALSA, HLSA, LGBTQ Law Student Associations, college career centers.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	We participate or hold Virtual Job Fair(s) and track the number of attendees and the number of applications we receive after the Virtual Job Fair(s). We will also track how each job applicant learned of employment opportunities at OIFP.

<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	This goal is realistic and attainable. After each Virtual Job Fair, we can determine the number and names of the attendees and track whether they applied for OIFP positions.
<b><u>R</u>elevant:</b> how is this goal connected to the mission?	This goal is relevant because OIFP will be able to attract candidates with diverse backgrounds.
<b><u>T</u>ime-based:</b> when will this be accomplished?	These Virtual Job Fair(s) will be held within the next 12 months.
<b>SMART GOAL:</b>	Between February 2021 and February 2022, schedule, advertise, and participate in Virtual Job Fair(s) to be held on Zoom with diverse student bodies to attract job applicants with diverse backgrounds.

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<b>OIFP GOAL #1 MILESTONES: Enhanced Diversity and Inclusion Recruitment</b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Actively recruit new hires from NJ colleges and universities, HBCUs, 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, age, ability, family status, culture, ethnicity, including but not limited to BLSA, JLS, NAPALSA, HLSA, LGBTQ Law Student Associations, etc.	<b>2021</b>	April 2021	Participated in DCJ virtual Job Fair. Interviewed 20 people; hired 3.

2.	Identify and actively recruit new hires from law enforcement organizations and professional associations that promote diversity to provide hiring announcements, including but not limited to, NOBLE, NJWLE, NJ Association of Chief of Police, LGBT Bar Association, GSBA, ABWL, HSBA, National Lesbian and Gay Law Association	2021		
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3.	Create an <b><u>OIFP Recruitment Liaison(s)</u></b> for recruits and new hires to contact regarding the application and onboarding process. The Recruitment Liaison would also provide hiring announcements, brochures, and would generally respond to inquiries by recruits regarding the application process.	<b>2021</b>		
4.	<u>Design a “OIFP Is Hiring”</u> Background <b>OIFP Is Hiring!</b> or Icon indicating that OIFP is hiring. A banner or icon can be used to advertise OIFP employment opportunities at the virtual CPANJ, NBPA and Annual State Bar Meetings	<b>2021</b>	NBPA Conference August, 2021	

<b>5.</b>	Create an Infomercial regarding OIFP's employment opportunities and OIFP's commitment to diversity and inclusion	<b>2021</b>		
<b>6.</b>	Send Notices of OIFP's Virtual Employment Fair(s) to Municipal and Superior Court judges, County Prosecutors Offices, the State Bar, National Black Prosecutors Association, specialty bar associations, law enforcement organizations and professional associations that promote diversity, etc.	<b>2021</b>		

7.	Contact HR in OAG and ensure that OIFP's employment opportunities are available 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, and provide a link to OIFP's Recruitment Brochure, which will be uploaded onto our website.	2021		
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## OIFP GOAL #2: Increase Awareness and Visibility of OIFP

<b>OIFP GOAL #2 “SMART” ELEMENTS: Increase Awareness and Visibility of OIFP</b>	
<b><u>Specific:</u></b> what are we actually going to do?	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><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	OIFP Staff will participate in National Night Out Programs, Meals on Wheels Programs (North, Central and South Jersey), Elder Abuse Awareness Day, and such other community outreach programs and events. We will make OIFP’s Recruitment Brochures, Palm Cards, and other giveaways available at these outreach events.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	This goal is realistic and attainable with minimal fiscal impact.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	By increasing the awareness 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 hand out OIFP’s Recruitment Brochure, Palm Cards, and other giveaways.
<b><u>Time-based:</u></b> when will this be accomplished?	We will participate in these community outreach programs and such other events within the next 12 months.
<b>SMART GOAL:</b>	Between February 2021 and February 2022, or once the COVID-19 Public Health Emergency ends, OIFP will schedule and participate in community outreach programs, National Night Out, Elder Abuse Awareness Day, and Meals on Wheels Programs in North, Central and South Jersey. OIFP participants will engage with attendees regarding employment opportunities at OIFP. We will hand out or make OIFP’s Recruitment Brochures, Palm Cards, and other giveaways available at these outreach events.

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<b>OIFP GOAL #2 MILESTONES: Increase Awareness and Visibility of OIFP</b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Participate in a webinar during Crime Victims Rights Week.	<b>2021</b>	April 2021	Some 500 people registered for the event; 300 attended.
<b>2.</b>	Register for and participate in Meals on Wheels Programs in North, Central and South Jersey	<b>2021</b>		
<b>3.</b>	Participate at World Elder Abuse Awareness Day (WEAAD)	<b>2021</b>	June 2021	Participated in WEAAD; there were 197 attendees
<b>4.</b>	Staff an OIFP table at these events	<b>2021</b>		

### OIFP GOAL #3: Participate in the 2021 Virtual Career Fair Events

<b>OIFP GOAL #3 “SMART” ELEMENTS: Participate in the 2021 Virtual Career Fair Events</b>	
<b><u>Specific:</u></b> what are we actually going to do?	Create an Infomercial regarding OIFP employment opportunities or create a “OIFP Is Hiring” banner or icon advertising OIFP employment opportunities, or place a link to OIFP’s Recruitment Brochure in the State Bar and Specialty Bar Virtual Meetings materials.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	This goal will be achieved when OIFP employment opportunities are advertised in these Virtual Meetings.
<b><u>Attainable:</u></b> is this task realistic, given our resources	This goal is realistic, given that Career fairs are being held virtually due to the pandemic.

and the challenges that exist?	
<b><u>Relevant:</u></b> how is this goal connected to the mission?	Hundreds of judges, attorneys, law clerks, law students, paralegals, and legal administrators will attend these Virtual Meetings.
<b><u>Time-based:</u></b> when will this be accomplished?	This goal will be accomplished by the end of December 2021.
<b>SMART GOAL:</b>	Between March and May 2021, determine whether OIFP can play its Infomercial regarding OIFP employment opportunities or place its “OIFP Is Hiring” banner or icon, or Recruitment Brochure in the reading materials for these Virtual Meetings and Webinars.

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<b>OIFP GOAL #3 MILESTONES: Participate in the 2021 Virtual Career Fair Events</b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Create an Infomercial regarding OIFP's employment opportunities and OIFP's commitment to diversity and inclusion	<b>2021</b>		
<b>2.</b>	Create "OIFP is Hiring" Banner or Icon for OIFP	<b>2021</b>		
<b>3.</b>	Contact Virtual Meeting sponsors to include our infomercial, banner, icon and/or Recruitment Brochure in the reading materials for these meetings or presentations	<b>2021</b>		

#### **OIFP GOAL #4: Increase Accessibility of OIFP's Employment Application on the Internet and on Social Media Websites**

Increase accessibility of OIFP's employment application on the internet and on social media websites such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites , such as the NJSBA.

<b><u>OIFP GOAL #4 “SMART” ELEMENTS: Increase accessibility of OIFP’s employment application on the internet and on social media websites</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Increase advertisement of OIFP employment opportunities on social media platforms, such as Indeed, Glassdoor, Monster, LinkedIn, ZipRecruiter, Facebook, Instagram, and other such websites.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	We will have achieved this goal when the employment application is accessible on these platforms and applicants advise us that they saw our notices of employment opportunities on the social media platforms
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	This task is realistic because the placement of OIFP employment opportunities on social media have minimal fiscal impact.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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 opportunities.
<b><u>Time-based:</u></b> when will this be accomplished?	The advertisement of OIFP employment opportunities will be completed within 3 - 6 months.
<b>SMART GOAL:</b>	Between March 2021 and March 2022, advertise OIFP employment opportunities on social media, which will attract Millennials and other groups who tend to use technology to apply for jobs.

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<b><u>OIFP GOAL #4 MILESTONES: Increase accessibility of OIFP's employment application on the internet and on social media websites</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Work with OAG HR to obtain approval to advertise OIFP employment opportunities on social media platforms, other than just LinkedIn	<b>2021</b>		
<b>2.</b>	Utilize 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 employment opportunities thereon	<b>2021</b>		
<b>3.</b>	The above websites should link to OIFP employment opportunities and Recruitment Brochure	<b>2021</b>		

4.	Track how applicants learned of OIFP employment opportunities	2021		
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## OIFP GOAL #5: Create an OIFP Enhanced Recruitment and Employee Retention Program

<b>OIFP GOAL #5 “SMART” ELEMENTS: Create an OIFP Enhanced Recruitment and Employee Retention Program</b>	
<b><u>Specific:</u></b> what are we actually going to do?	<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 virtual celebrations such as the virtual December Holiday Celebration and other such virtual get togethers</p> <p>Encourage employee participation in virtual training and webinars 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>Continue to ensure that interviewing panels remain as diverse as possible and fine tune standardized interview questions</p> <p>Conduct "Retention" Interviews (as opposed to Exit Interviews) Focus on Resiliency</p>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<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 virtual trainings and webinars</li> <li>• Scheduling and hosting the virtual 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> <li>• Creation of the Recruitment Liaison and New Hire Mentor Programs</li> </ul>
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	The above tasks are realistic and readily attainable with minimal fiscal impact.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This goal encourages the retention of all current OIFP employees, including those of a diverse background, and enhances OIFP’s attractiveness to potential candidates.

<b><u>Time-based:</u></b> when will this be accomplished?	This goal will be accomplished within one year
<b>SMART GOAL:</b>	<p>Between March 2021 and March 2022, continue OIFP's Enhanced Recruitment and Retention Program, which will encourage OIFP employees, including those of a diverse group, to remain</p> <p>employed with the Office and will enhance OIFP as an outstanding place to work.</p>

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**OIFP GOAL #5 MILESTONES: Create an OIFP Enhanced Recruitment and Employee Retention 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 OIFP virtual celebrations such as December Holiday , Vernal Equinox (in March), and Summer Solstice (in June) parties with substantial lead time			
<b>2.</b>	Determine various employees' anniversaries for length of service recognition			
<b>3.</b>	Promote Resiliency			
<b>4.</b>	Continue to issue OIFP Monthly Newsletter			
<b>5.</b>	Create and issue Certificate to employees who have reached a significant length of service milestone			
<b>6.</b>	Determine and issue annual awards to employees who have made significant contributions to OIFP			

<b>7.</b>	Offer, encourage, and track employee participation in virtual trainings and webinars to develop new skills and enhance existing skills			
<b>8.</b>	Continue to ensure interviewing panels remain diverse, including cultural, ethnic and sexual orientation issues, age, ability, family status, culture, ethnicity			
<b>9.</b>	Continue to fine-tune and utilize standardized interview questions for all positions (DAsG, Detectives, and Support Staff).			
<b>10.</b>	Create a Recruitment Liaison(s) Program for recruits and new hires to contact regarding the application and onboarding process			
<b>11.</b>	Establish a Mentor Program for New Hires			

<b>12.</b>	Have supervisors encourage supervisees to take continued implicit bias and anti-discrimination training			
<b>13.</b>	Have supervisors forward ERG Program Announcements emails to supervisees			
<b>14.</b>	Encourage supervisors to have regular meetings with employees to check-in, have conversations, and invite discussion on culturally significant events, acknowledge the potential impact on productivity and mental health, and routinely provide information on mental health resources offered by LPS			

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# Office of Public Integrity & Accountability (OPIA)

## Outcome Statement

For the 2021-2022 years, OPIA's overarching goal is to further the Diversity & Inclusion objectives of OAG. These include objectives both internally (existing staff) and externally (internships, outreach, community engagement). OPIA will look to its existing workforce to determine its employment and staffing needs, and develop a workable plan to achieve its ends. Like our partner, the Division of Criminal Justice, we propose goals that will allow us to increase visibility in the State with the following initiatives:

- Recruitment and Workforce Building
- Mentoring
- Developing internal training procedures to provide access to employment opportunities
- Employee engagement

In doing so, we plan to achieve a more diverse workforce where employees are afforded opportunities for growth and a more diverse pool of candidates for both paid positions and internships. \*It should be noted that recruitment for OPIA detectives is undertaken by the Division of Criminal Justice.

## OPIA GOAL #1: Continue to Partner with DCJ in Recruitment Efforts

<b><u>OPIA GOAL #1 "SMART" ELEMENTS:</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"><li>○ Continue to work with the DCJ Internship Coordinators to participate in career and internship fairs.</li><li>○ Establish and maintain a directory of Career Services professionals from the various law schools and colleges throughout the area.</li><li>○ Establish a directory of on-campus law school and college <i>student run organizations</i>.</li><li>○ Begin formulating plans for an OPIA internship initiative separate from DCJ in order to better address staffing needs specific to the Public Corruption Bureau, the Integrity Bureau, Special Investigations Bureau and the Office of Policing Policy.</li><li>○ Require all recruiters/representatives/interviewers to participate in Implicit Bias Training.</li></ul>
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"><li>○ Create a system to track applicants for internships and externships once the OPIA internship initiative is underway.</li></ul>

	<ul style="list-style-type: none"> <li>○ Track participation at fairs and speaking engagements and compare internship interest to determine if there is a correlation between participation and interest.</li> </ul>
<b><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"> <li>○ The DCJ/OPIA/OIFP internship program is ongoing.</li> <li>○ With a directory of contacts for law schools, colleges, on-campus organizations and other professional organizations, the key will be to establish relationships with these points of contact and various groups as OPIA is a new office.</li> </ul>
<b><u>R</u>ellevant:</b> how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>○ This goal is the basis for what we seek to achieve here – a more diverse staff of qualified interns with the long-term goal of building a more diverse workforce.</li> </ul>
<b><u>T</u>ime-based:</b> when will this be accomplished?	<ul style="list-style-type: none"> <li>○ Efforts are continuous. We continue to attend career and internship fairs as representatives of OPIA.</li> <li>○ In the immediate short-term, establishment of an OPIA internship program will depend on the pandemic and the continued staffing within OPIA.</li> </ul>
<b>SMART GOAL:</b>	OPIA will continue to work with DCJ in its recruitment efforts. With a directory of career services professionals in the law school and colleges throughout the region, we intend to increase our visibility while expanding the base of students available to recruit. To that end, we will assure that an OPIA representative, whether an attorney and/or detective, is involved in all planned events. Note that events are presently scheduled by DCJ.

#### Milestones:

At present, OPIA will continue to partner with DCJ and OIFP in its recruitment efforts. Committees have been established consisting of DAsG and detectives from DCJ, OPIA and OIFP. OPIA also remains in contact with the talent acquisition team in HR for upcoming events. Thus far, in 2020-2021, OPIA has either participated (with DCJ and OIFP) or assisted in organizing in the following:



<b><u>OPIA GOAL #1 MILESTONES:</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Seton Hall University Internship and Career Fair virtual internship/career fairs	April and September 2020		
<b>2.</b>	Rowan University Internship and Career Fair virtual internship/career fairs	April and November 2020		
<b>3.</b>	Greater Philadelphia Area Law Schools (GPALs) Internship Fair	September 2020		
<b>4.</b>	New York University Public Interest Law Career Fair	February 2021		

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## **OPIA GOAL #2: Outreach**

Tied very closely with Goal 1, outreach allows us to increase our visibility throughout the various communities. Currently, OPIA works with the standing DCJ Outreach Committee. Going forward, once we establish our contacts with various schools and organizations, OPIA will establish a direct line of communication for upcoming events and opportunities to meet students and community members.

## **OPIA GOAL #2 “SMART” ELEMENTS: Outreach**

<p><b><u>Specific:</u></b> what are we actually going to do?</p>	<ul style="list-style-type: none"> <li>○ Establish and maintain a directory of professional organizations throughout the State.</li> <li>○ Establish and maintain a directory of the Diversity &amp; Inclusion Section of County and New Jersey State Bar Associations.</li> <li>○ Establish a directory of on-campus law school and college <i>student run organizations</i>.</li> <li>○ Similar to the internship program initiatives in Goal 1, establishing connections with the <i>student run organizations</i>. <ul style="list-style-type: none"> <li>▪ Appear at relevant events when invited.</li> </ul> </li> <li>○ Participate in panel events geared toward promotion of Diversity and Inclusion.</li> <li>○ Attend relevant events sponsored by the above-referenced organizations.</li> <li>○ Establish an OPIA point person tasked with coordinating contacts and events.</li> <li>○ Continue to work with the talent acquisition team in HR.</li> <li>○ Require all recruiters/representatives/interviewers to participate in Implicit Bias Training.</li> </ul>
<p><b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?</p>	<ul style="list-style-type: none"> <li>○ Track OPIA’s participation. Determine whether students seeking internships or employment are aware of OPIA and is so, whether they encountered us at a particular outreach event. This will assist in determining how effective the method of outreach may be.</li> </ul>
<p><b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?</p>	<ul style="list-style-type: none"> <li>○ The DCJ Outreach initiative is ongoing.</li> <li>○ We can share the directory of contacts already established through the existing internship/outreach initiatives and continue to build upon same.</li> </ul>
<p><b><u>Relevant:</u></b> how is this goal connected to the mission?</p>	<ul style="list-style-type: none"> <li>○ Increasing the presence of OPIA outside OAG/LPS is directly relevant to our goals.</li> </ul>
<p><b><u>Time-based:</u></b> when will this be accomplished?</p>	<ul style="list-style-type: none"> <li>○ Efforts are continuous.</li> </ul>
<p><b>SMART GOAL:</b></p>	<p>We have begun to establish contacts. Additionally, OPIA can obtain contacts that have already been established by the internship and outreach committees and from our talent acquisition coordinator in order to build upon same. OPIA will encourage representatives to continue to participate in events.</p>

Milestones:

OPIA will continue to partner with DCJ and OIFP in its outreach efforts. Committees have been established consisting of DAsG and detectives from DCJ, OPIA and OIFP. We remain in contact with the talent acquisition team in HR for upcoming events. Thus far, in 2020-2021, OPIA has either participated (with DCJ and OIFP) or assisted in organizing in the following:

<b><u>OPIA GOAL #2 MILESTONES: Outreach</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Greater Philadelphia Area Law Schools (GPALs) Panel on Careers in Government (sponsored by Widener Law School)	September 2020		
<b>2.</b>	Minority Student Program Mock Interviews – Rutgers Camden Law School	February 5, 2021		
<b>3.</b>	Career in Government Panel (sponsored by Widener Law School)	February 23, 2021		

OPIA's presence at events like these will continue.

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### **OPIA GOAL #3: Recruitment**

OPIA recognizes its staffing needs and continues to seek to fill vacancies. Its efforts to do so have increased substantially in 2020 and will continue to increase in 2021. Working to increase visibility in the State and recruitment are the keys.

Notes:

- At present, OPIA staff is at 54 with a number of hires pending. Our hope is to steadily increase that number to approximately 91 by the end of the next fiscal year.
- Within the past year, OPIA has recruited from within the Department and externally depending on the specific position. It is our intent to expand the pool of candidates in accordance with the goals as set forth above.
- OPIA Chief of Staff vets almost every candidate's resume and in conjunction with the Executive Director, determines who will receive an interview. With Detective interviews, candidates are usually vetted through established DCJ procedures. Detectives must go through several tiers of interviews before reaching the final tier interview. OPIA has routinely designated both male and female representatives to participate in the DCJ/OPIA Detective interview panels. With regard to non-Detective interviews, either a second or final tier interview will be scheduled depending on the position and the number of candidates to be interviewed. The final panel will consist of OPIA Executive staff members.
  - With regard to gun carrying candidates, objective criteria established by DCJ policy are utilized during the interview process. This involves the vetting of candidates through a 3-tier interview process by panels consisting of various DCJ/OPIA/OIFP representatives. As to non-gun carrying positions, interview questions are tailored to the specific position and operational need for OPIA. It should be noted that the same questions are usually posed to each candidate during an interview for a particular position.
- All panelists must fill out an interview evaluation form whereby the candidate is scored on several criteria. This is the standard evaluation form that has been historically utilized by DCJ.

<b><u>OPIA GOAL #3 "SMART" ELEMENTS: Recruitment</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	<ul style="list-style-type: none"> <li>○ In accord with Internship Recruitment and Outreach, we will continue to maintain a line of communication with law schools and colleges, Diversity Sections of Bar Associations and diverse student run organizations.</li> <li>○ Continue to build a directory of contacts for the above-captioned entities and organizations.</li> <li>○ Continue to attend relevant events sponsored by the above-mentioned organizations and entities.</li> <li>○ Engage in direct outreach to diverse student run organizations to recruit potential candidates, not only among current students, but alumni as well.</li> <li>○ Require all recruiters/representatives/interviewers to participate in Implicit Bias Training.</li> </ul>

<b><u>Measurable</u></b> : how will we know that we accomplished what we want to do?	<ul style="list-style-type: none"> <li>○ Track attendance at events.</li> <li>○ Track employment interest with attendance.</li> <li>○ Track how many candidates are identified through these efforts.</li> </ul>
<b><u>Attainable</u></b> : is this task realistic, given our resources and the challenges that exist?	<ul style="list-style-type: none"> <li>○ Outreach efforts are presently ongoing. We work with the existing committees established by DCJ to attain those goals.</li> </ul>
<b><u>Relevant</u></b> : how is this goal connected to the mission?	<ul style="list-style-type: none"> <li>○ This goal is the basis for what we seek to achieve here – a long-term goal of building a more diverse workforce.</li> </ul>
<b><u>Time-based</u></b> : when will this be accomplished?	<ul style="list-style-type: none"> <li>○ Efforts are continuous. We continue to attend career events as representatives of OPIA.</li> </ul>
<b>SMART GOAL:</b>	Because OPIA is in the process of building its workforce, we are well-suited to establish our recruitment plans and modify our efforts needed. We currently plan to increase our workforce in the 2021-2022-time frame. Our efforts to increase awareness of OPIA throughout the State will include continued attendance at career and outreach events. We continue to work with DCJ, OIFP and our partners in Human Resources in furtherance of the goals as set forth above.

### **OPIA GOAL #3 MILESTONES: Recruitment**

See above for Internship Recruitments and Outreach Efforts (Goals 1 and 2).

- Continue to plan and track attendance at events.
- Establish a means by which we track interest in employment opportunities within OPIA through the recruitment and interview process.

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### **OPIA GOAL #4: Staff Engagement**

OPIA cannot achieve its goals without an understanding of the importance of a workplace where all staff members feel valued. This includes building upon the existing workforce by:

- Encouraging staff to seek opportunities for growth.
- Mentoring newer and more inexperienced staff members.
- Team building.

**OPIA GOAL #4 “SMART” ELEMENTS: Staff Engagement**

<p><b><u>Specific:</u></b> what are we actually going to do?</p>	<ul style="list-style-type: none"> <li>○ Encourage more experienced staff to become mentors/trainers/resource guides for new staff members and existing staff members who seek guidance.</li> <li>○ Build morale and recognition of coworkers by scheduling regular meetings/events for the entire staff.</li> <li>○ Open opportunities for exiting staff members to seek promotions and/or other opportunities that serve to make work more rewarding.</li> <li>○ Recognize outstanding work regularly through awards or announcements.</li> <li>○ Encourage regular attendance at trainings and seminars related to Implicit Bias.</li> <li>○ Encourage regular attendance at seminars and events related to employee wellness.</li> <li>○ Chief of Staff to continue check-ins with all staff broken down by title and satellite location to encourage open discussion on issues important to the staff.</li> </ul>
<p><b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?</p>	<ul style="list-style-type: none"> <li>○ Continued communication with employees is an optimal means to establish whether efforts are effective. In particular, direct feedback from the staff provides a realistic barometer of the staff’s morale overall.</li> <li>○ Track attendance at planed events.</li> </ul>
<p><b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?</p>	<ul style="list-style-type: none"> <li>○ Yes.</li> </ul>
<p><b><u>Relevant:</u></b> how is this goal connected to the mission?</p>	<ul style="list-style-type: none"> <li>○ This goal directly addresses OPIA’s outcome statement.</li> </ul>
<p><b><u>Time-based:</u></b> when will this be accomplished?</p>	<ul style="list-style-type: none"> <li>○ Efforts are in progress and continuous.</li> </ul>
<p><b>SMART GOAL:</b></p>	<p>Since the beginning of 2021, OPIA has established monthly Brown Bag Luncheons. These casual events are designed for a number of reasons:</p> <ul style="list-style-type: none"> <li>○ An opportunity for staff members for the several satellite offices to meet each other and to catch up</li> <li>○ Attorneys, detectives, analysts and administrative staff are encouraged to talk about the work they do and that we all work toward the same ultimate goal.</li> </ul> <p>In addition to the Brown Bag Luncheons, OPIA’s Chief of Staff has periodically scheduled meetings with all staff to</p>

	encourage open discussion on matters concerning OPIA's work environment. When possible, these meetings have been broken down into investigative, attorney and administrative groups in order to encourage staff to discuss issues particular to them.
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#### **OPIA GOAL #4 MILESTONES: Staff Engagement**

Currently, we are concentrating our efforts remotely. When regular work resumes, OPIA will expand its efforts to include in-person events among the staff. To that end, we will also partner with our colleagues from DCJ and OIFP to participate in events planned for all staff.

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# State Athletic Control Board (SACB)

## Outcome Statement

The SACB plans to encourage growth and opportunities for new and existing employees/agents to decrease the existing disparities in diversity and inclusion between genders, as well as boxing and NON boxing officials by December 31, 2021. This outcome statement relates to the SACB's mission to preserve the integrity of NJ combative sports. Below are three (3) goals for calendar year 2021: (Also see attached Smart Goals worksheet.)

### SACB Goals:

- 1) Between July 1, 2021 and December 31, 2021, promote existing eligible minority amateur officials to the professional ranks after successful completion of the apprenticeship program.
- 2) Beginning July 1, 2021, commit to recruit, train and hire new minorities and women when vacant positions arise over the next (10) years, in conjunction with the hiring, community outreach and apprenticeship initiatives.
- 3) By June 30, 2021, establish a policy to prohibit new hires from occupying overlapping/interchangeable positions providing increased opportunities for available positions to occupy in conjunction with the agency's commitment to diversity and inclusion initiatives.

### Obstacles:

It should be noted that all combative sports officials must have a minimum of five (5) years of experience working at the amateur level. Given the dangerous nature of combative sports, training and ability are crucial for safe competition. Everyone who enters into an amateur program does not always qualify as a competent candidate for professional ranks.

Currently, the roster of NJ officials is replete. The number of officials required to regulate combative sports is dependent upon the number of events held in the state. The NJSACB has no control over the number of events held in the state. Traditionally, combative sports events have been held at casino gambling venues. NJ has experienced increased competition from neighboring states that have recently legalized gambling. These states have less regulatory restrictions and costs associated with promoting an event. New Jersey venue and labor costs are higher than the average state. Some casinos and promoters are hesitant to absorb union labor costs for setup, sound, lighting and broadcast production. Also, as of late, many casinos seem to have revolving entertainment managers, which can hamper the promoters' quest in contacting a "point person" at the casino familiar with the hotel, shopping, dining, and casino drop benefits that a combat sports event brings. In the meantime, these promoters are forging relationships with willing casino venues in neighboring states such as the many new casinos and sports arenas in Pennsylvania, Delaware, and New York. Unfortunately, with the high income tax rate to contestants and union labor costs, it is simply more attractive for promoters to consider venues outside of New Jersey, assuming that they can even secure a date here first. With the closing of the Izod Center, available dates to conduct events in sports/entertainment arenas such as the Prudential Center are highly competitive and limited on the weekends.

It should also be noted that while the SACB will do everything within its purview to educate, recruit, train and hire minorities and women, the facts lean heavily towards interest (or the lack



thereof) in participation in combative sports; especially NON boxing, and remain disproportionate for minorities and women in general. Regardless of diverse backgrounds, the unique obstacle faced in combative sports is that underrepresented groups need to have a particular interest in combat sports prior to desiring to work with the NJSACB. Cultural and economic factors have played an important part in the lack of interest for these groups (minorities & women), in the past. Economic requirements for participation in these positions far outweigh the monetary compensation received for services rendered. For instance: a female physician is compensated \$300 per event which requires about 5-6 hours of working time and 2-3 hours in total travel time. Travel costs, including fuel, tolls and parking fees, and sometimes overnight lodging are non-reimbursed costs. Other costs include liability insurance borne by the official. There are similar costs associated with other officials; excluding liability insurance. At the end of the year, officials are taxed on their wages which, in the end, usually totals a net loss for participation in combative sports as an average official.

Another obstacle that exists is that there are only two (2) employees at the NJSACB (the Commissioner and Deputy Commissioner), and a DAG on loan from the Division of Law. This minimal staffing level does not lend itself toward the level of efforts required to undertake a “promotional” campaign, in addition to fulfilling legal obligations to oversee and regulate the industries served by the NJSACB.

Finally, the COVID-19 pandemic has halted all combative sports activity, including events, area training schools and gyms. While the NJSACB has a reopening plan for combative sports, it has been met with new obstacles. Promoters have informed the NJSACB that Atlantic City casino executives have little to no interest in hosting combative sports events because the NJSACB reopening plan is a closed set prohibiting audience members in attendance. Until the pandemic has been adequately contained and is no longer a threat to public health and safety, it appears that combative sports in NJ is at a total halt.

To counteract these challenges, the SACB can remain as promoter-friendly as possible, through expeditious responses to requests for assistance within its purview. The SACB has joined the Meet AC committee, which has been developed to attract sports and entertainment to Atlantic City’s Boardwalk Convention Hall. As a member, the SACB can offer its expertise in combat sports by providing contacts’ information, and keeping the committee abreast of potential events seeking a venue. Also, the agency can continue to keep costs of doing business down, such as maintaining current state fees and taxes, and medical examinations. Lastly, the NJSACB continues to put forth every effort to restore New Jersey’s place as a leader in the combat sports industry through a proactive approach to improve services, offering a high level of professionalism, experience, integrity, and efficiency during events, and providing innovative measures to keep contestant safety at the forefront.

The SACB plans to encourage growth and opportunities for new and existing employees/agents to decrease the existing disparities in diversity and inclusion between genders, as well as boxing and NON Boxing officials by December 31, 2021. This outcome statement relates to the SACB’s overall mission to preserve the integrity of NJ combative sports.

## SACB GOAL #1: Promote Existing Eligible Minority Officials to the Professional Ranks

<b><u>SACB GOAL #1 “SMART” ELEMENTS: Promote Existing Eligible Minority Officials to the Professional Ranks</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Place all four (4) minority amateur referees into an apprenticeship program to transition into the professional ranks  Assign a mentor to each amateur apprentice
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Assess all four (4) minority amateur referees’ progress by 1) observing their performances and providing constructive criticisms after each performance; 2) observing their ability to properly implement the correct mechanics associated with the task.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes. The SACB evaluator will be present at all events to observe and assess each referee’s performance.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This action will satisfy the SACB’s mission of attaining and evidencing the agency’s commitment to diversity and inclusion in conjunction with its apprenticeship initiatives.
<b><u>Time-based:</u></b> when will this be accomplished?	The apprenticeship program will begin July 1, 2021 and continue through the end of 2021.
<b>SMART GOAL:</b>	Between July 1, 2021 and December 31, 2021, promote existing eligible minority amateur officials to the professional ranks after successful completion of the apprenticeship program.

**SACB GOAL #1 MILESTONES: Promote Existing Eligible Minority Officials to the Professional Ranks**

Milestone No.	Milestone Name	Target Completion Date	Actual Completion Date	Comments
1.	Apprentice Enrollment	7/1/21		
2.	Mentor Assignment	7/1/21		
3.	Observation #1	10/1/21		
4.	Observation #2	12/21/21		

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**SACB GOAL #2: Recruit**

Recruit, train and hire new minorities and women officials when vacant positions arise.

**SACB GOAL #2 “SMART” ELEMENTS: Recruit**

<b><u>Specific:</u></b> what are we actually going to do?	Physically visit and interact directly with participants/owners at various MMA/boxing gyms and training schools/facilities for recommendations of interested, potential new candidates to enter into the SACB apprenticeship program.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Produce a quarterly report of the facilities visited; and maintain an accurate listing of all potential recruits, including contact information
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes. The SACB will maintain an up to date listing of all training facilities and potential recruits once facilities reopen safely from pandemic closures.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This action will satisfy the SACB’s mission of attaining and evidencing the agency’s commitment to diversity and inclusion in conjunction with its hiring, community outreach initiatives and apprenticeship program.

<b><u>Time-based:</u></b> when will this be accomplished?	This action item will begin at the beginning of the new fiscal year, July 1, 2021 and will be achieved over the next (10) years.
<b>SMART GOAL:</b>	Beginning July1, 2021, commit to recruit, train and hire new minorities and women when vacant positions arise over the next (10) years, in conjunction with the hiring, community outreach and apprenticeship initiatives.

<b><u>SACB GOAL #2 MILESTONES: Recruit</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Gym Visit #1	7/1/21		
<b>2.</b>	Gym Visit #2	8/2/21		
<b>3.</b>	Gym Visit #3	9/1/21		
<b>4.</b>	Gym Visit #4	10/4/21		
<b>5.</b>	Gym Visit #5	11/1/21		
<b>6.</b>	Qtrly Report#1	9/30/21		

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### **SACB GOAL #3: Decrease the Amount of Overlapping/Interchangeable Positions**

Decrease the amount of overlapping/interchangeable positions (i.e. referees can only work as referees, judges can only work as judges, inspectors can only work as inspectors, etc.)

<b><u>SACB GOAL #3 “SMART” ELEMENTS: Decrease the Amount of Overlapping/Interchangeable Positions</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Mandate a policy to prohibit new hires from occupying overlapping/interchangeable positions.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Incorporate the new policy into the new employees training orientation; and Issue a written notice of the new policy to existing employees

<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, this action item is realistic, given our resources and the challenges that exist.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This action will satisfy the SACB's mission of attaining and evidencing the agency's commitment to diversity and inclusion in conjunction with its hiring initiatives.
<b><u>Time-based:</u></b> when will this be accomplished?	This action item will be completed by the end of the fiscal year, June 30, 2021.
<b>SMART GOAL:</b>	By June 30, 2021, establish a policy to prohibit new hires from occupying overlapping/interchangeable positions providing increased opportunities for available positions to occupy in conjunction with the agency's commitment to diversity and inclusion initiatives.

By June 30, 2021, establish a policy to prohibit new hires from occupying overlapping/interchangeable positions providing increased opportunities for available positions to occupy in conjunction with the agency's commitment to diversity and inclusion initiatives.

<b><u>SACB GOAL #3 MILESTONES: Decrease the Amount of Overlapping/Interchangeable Positions</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Mandate New Employees	7/1/21		
<b>2.</b>	Mandate Existing Employees	7/1/21		

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## Victims of Crime Compensation Office (VCCO)

### VCCO GOAL #1: Institute Title Change

To replace the current VCCO title of “Investigator” with the Civil Service title of “Program Specialist.”

<b><u>VCCO GOAL #1 “SMART” ELEMENTS: Institute Title Change</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	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><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, this task is realistic and attainable if a title change is permitted.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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><u>Time-based:</u></b> when will this be accomplished?	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.

<b><u>VCCO GOAL #1 MILESTONES: Institute Title Change</u></b>				
<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		
<b>3.</b>	Meeting with Chief Administrator and HR	Feb. 2021	Feb. 2021	Unable to change investigator title from an unclassified title X98 to a civil service title
<b>4.</b>	Meet with necessary people.	Dec. 2018		

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## **VCCO GOAL #2: Recruit at Specified College Campuses**

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 organization on these campuses that address cultural, ethnic and sexual orientation issues.

<b><u>VCCO GOAL #2 "SMART" ELEMENTS: Recruit at Specified College Campuses</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	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.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	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><u>A</u>ttainable:</b> is this task realistic, given our resources and the challenges that exist?	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><u>R</u>elavant:</b> how is this goal connected to the mission?	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><u>T</u>ime-based:</b> when will this be accomplished?	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 December 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



<b><u>VCCO GOAL #2 MILESTONES: Recruit at Specified College Campuses</u></b>				
<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		
<b>4.</b>	VCCO job vacancies posted at specified college campuses	Jan. 2021	Feb. 2021	HR posted recent VCCO employment announcements at specified college campuses

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### VCCO GOAL #3: Addressing the Salary Disparities Within the Investigative Unit

**VCCO GOAL #3 “SMART” ELEMENTS: Addressing the Salary Disparities Within the Investigative Unit**

<b><u>Specific:</u></b> what are we actually going to do?	Submit a detailed job description for Investigative Unit to HR for the staff who have 10, 20 or 30 years of service with the Office but are (1) making less than the current job postings for new hires; (2) supervisors who are making substantially less than the employees whom they supervise; or (3) woefully underpaid based on years of service and worked performed.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	Salary adjustments will be included in FY 2022 budget
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, with HR approval the salary adjustments can be included in the FY 2022 budget.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	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 the salary adjustments will allow VCCO to maintain employees dedicated to public service and the mission of VCCO.
<b><u>Time-based:</u></b> when will this be accomplished?	VCCO will work with HR to complete salary adjustments by June 2021.
<b>SMART GOAL:</b>	Between February 2021 and June 2021, the Office will work with HR in rectify the salary disparities within the Investigative Unit.

**VCCO GOAL #3 MILESTONES: Addressing the Salary Disparities Within the Investigative Unit**

<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
1.	Submit a detailed job description for Investigative staff to HR to evaluate salary disparities	June 2021		

#### VCCO GOAL #4: Create Promotional Opportunities

Create promotional opportunities within the agency and promotional advancement for VCCO's classified staff.

<b><u>VCCO GOAL #4 "SMART" ELEMENTS: Create Promotional Opportunities</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Post job announcements for the Deputy Director and Chief of Investigator positions. Submit a list of classified staff recommended for title advancement.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	HR to review requests and provide feedback.
<b><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	Yes, with HR approval, the job announcements and title advancements can be included in the FY 2022 budget.
<b><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to VCCO's goal of maintaining its diverse work force by providing promotional opportunities for advancement within the agency.
<b><u>Time-based:</u></b> when will this be accomplished?	VCCO will work with HR to post job announcements and complete title advancements by June 2021.
<b>SMART GOAL:</b>	Between February 2021 and June 2021, the Office will work with HR post job announcements and complete title advancements within the agency.

<b><u>VCCO GOAL #4 MILESTONES: Create Promotional Opportunities</u></b>				
<b>Milestone No.</b>	<b>Milestone Name</b>	<b>Target Completion Date</b>	<b>Actual Completion Date</b>	<b>Comments</b>
<b>1.</b>	Submit PR-1 forms for job announcements	Jan. 2021		Awaiting announcement
<b>2.</b>	Submit list of classified staff for promotional advancement	Feb. 2021	June 2021	HR to review requests and provide feedback.

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### **VCCO GOAL #5: Recruit Internships at Specified College Campuses**

Actively recruit VCCO internships 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 organization on these campuses that address cultural, ethnic and sexual orientation issues.

<b><u>VCCO GOAL #5 “SMART” ELEMENTS: Recruit Internships at Specified College Campuses</u></b>	
<b><u>Specific:</u></b> what are we actually going to do?	Send VCCO internship announcements to various cultural, ethnic and sexual orientation groups on target college campuses.
<b><u>Measurable:</u></b> how will we know that we accomplished what we want to do?	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><u>Attainable:</u></b> is this task realistic, given our resources and the challenges that exist?	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><u>Relevant:</u></b> how is this goal connected to the mission?	This connects to VCCO's goal of recruiting and maintaining a diverse work force by increasing its applicant pool of candidates from diverse backgrounds through internships.
<b><u>Time-based:</u></b> when will this be accomplished?	VCCO will begin recruiting at colleges and universities at the beginning of the Spring semester of 2021.

<b>SMART GOAL:</b>	Beginning April 2021 VCCO will provide internship announcements to various cultural, ethnic and sexual orientation organizations on the identified college campuses.
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<b><u>VCCO GOAL #5 MILESTONES: Recruit Internships at Specified College Campuses</u></b>				
<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 on-campus groups dealing with ethnic, cultural and sexual orientation issues	March 2021		
<b>2.</b>	VCCO job vacancies posted at specified college campuses	April 2021		

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