

To: Vice President Kenneth Cop
Chief of University Police

From: Director Emma O'Flanagan

Date: May 27, 2024

Re: Annual Recruitment Analysis – 2023 Calendar Year

The following is an analysis of the 2023 calendar year's recruitment activities. This information had been compiled from the applications which the University Police Department had received in response to job announcements, advertised in order to fill full-time sworn positions. Further this report was prepared in accordance with the requirements of Directive 1:10 – Recruitment, Selection & Hiring for Sworn Positions, specifically section: 1:10-6(b) and CALEA® Standard 31.2.2. Moreover, this report has been prepared in accordance with the requirements of New Jersey Attorney General Law Enforcement Guideline "Promoting Diversity in Law Enforcement Recruiting and Hiring" as issued on December 7, 2021.

The purpose of this analysis is to critically review the department's recruitment plan in order to determine if the plan remains effective in achieving the defined goal to "attracting qualified individuals to pursue a career with the Rutgers University Police Department with a special emphasis on recruiting underrepresented minorities with an end towards establishing an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available work force in the agency's service community."

The Rutgers University Police Department is subject to the provisions of New Jersey Statutes Annotated 18A:6-4.2, et seq., University Policy 30.1.2 – Police and Security Services and Department Directive 1:10 in all aspects and facets of the recruitment and selection process for sworn positions.

The Rutgers University Police Department seeks its applicants from any of the following applicant pools:

1. Police Training Commission (PTC) certified candidates (recruit directly from other law enforcement agencies)
2. Alternate route candidates (PTC Certified Candidates not yet appointed by other law enforcement agencies)
3. Letter of interest procedure (Non-PTC certified candidates)

The Rutgers University Police Department is an equal opportunity employer in all facets of the personnel process.

It is university policy to provide equal employment opportunity to all employees and applicants for employment regardless of their race, religion, color, national origin, ancestry, age, sex, sexual orientation, gender identity and expression, disability, atypical hereditary cellular or blood trait, marital status, civil union status, domestic partnership status, military service, veteran status, or any other category protected by law. (University Policy 60.1.8)

In order to achieve this goal, the department has established a recruitment plan inclusive of the following objectives:

- **Objective #1:** Recruit the above identified underrepresented minorities and women from within the non-sworn ranks of this agency.
- **Objective #2:** Recruit the above identified underrepresented minorities and women from current state, county, and municipal law enforcement agencies and police academies.
- **Objective #3:** Identify, establish and maintain contact with state, county, and municipal-based identified minority organizations and social support groups including, but not limited to educational, religious, ethnic, racial, and gender-based organizations with special attention to previously identified underrepresented minorities and women.
- **Objective #4:** Recruit the above identified underrepresented minorities and women from within the available workforce.

During the 2023 calendar year, the department recruited for vacant entry level sworn positions in all three geographic divisions through one (1) posting through “Police App.” This open solicitation occurred between April 3 to June 1, 2023, and resulted in the receipt of 405 applications. This response represents a decrease of fifty-eight percent (58%) from the 956 applications received in 2022. It should be noted that, in 2022, there were two (2) open solicitations and hiring processes while in 2023, there was only one (1).

These applications further reflected as follows:

Race/Sex:	2022		2023		
White/Male	419	43.7%	99	24.4%	(-44%)
White/Female	61	6.3%	13	3.2%	(-49%)
White/Unknown	1	0.0%	0	0.0%	(-100%)
African-American/Male	176	18.4%	93	22.9%	(24%)
African-American/Female	57	5.9%	26	6.4%	(8%)
African-American/Unknown	0	0.0%	0	0.0%	-
Hispanic/Male	261	27.3%	109	26.9%	(-1%)
Hispanic/Female	60	6.2%	30	7.4%	(19%)
Hispanic/Unknown	0	0.0%	0	0.0%	-
Other/Male*	191	19.9%	27	6.6%	(-67%)
Other/Female*	35	3.6%	2	0.4%	(-89%)
Other / Unknown*	17	1.7%	0	0.0%	(-100%)
Total:	956		405		(-58%)

*Other identified	#	%
American Indian/Male	1	0.2%
American Indian/Female	0	0.0%
American Indian/Unknown	0	0.0%
Asian/Male	16	3.9%
Asian/Female	2	0.4%
Asian/Unknown	0	0.0%
Other/Male	10	2.2%
Other/Female	0	0.0%
Other/Unknown	0	0.0%
	28	6.9%

	Service Population ¹		Available Workforce ²		Current Sworn Officers ³		Current Sworn Officers Female	
	#	%	#	%	#	%	#	%
Caucasian	28586	32.4%	1244729	65.8%	79	51.2%	7	4.5%
African-American	9067	10.2%	166976	8.8%	27	17.5%	11	7.1%
Hispanic	13469	15.2%	271404	14.3%	36	23.3%	7	4.5%
Other⁴	36913	41.9%	209902	11.1%	12	7.7%	0	0.0%
Total	88035		1893011		154		25	16.2%

Applicants by Race:

Race:	Total:
White	112 27.6%
African-American	125 30.8%
Hispanic	139 34.3%
Other	29 7.1%
Total	405

Applicants Compared Year versus Year:

	2022 Applicants by Race		2023 Applicants by Race	
Caucasian	307	32.0%	112	27.6%
African-American	189	19.7%	125	30.8%
Hispanic	323	33.7%	139	34.3%
Other	137	14.3%	29	7.1%

Applicants by Sex:

Sex:	Total:
Male	334 82.4%
Female	71 17.5%
Unknown	0 0.0%
Total	405

¹ Source: <https://oirap.rutgers.edu/instchar/factbook.html>

² Reflects 2020 Census data

³ As of October 31, 2023.

⁴ Other Category includes is comprised of Asian; Multiracial (two or more); Foreign (non-resident alien) and Unknown.

Applicants Compared Year versus Year:

	2022 Applicants by Sex		2023 Applicants by Sex	
Male	786	82.2%	334	82.4%
Female	153	16.0%	71	17.5%
Unknown	17	1.7%	0	0.0%

Applicants compared with workforce demographic:

	2023 Applicants by Race		Available Workforce by Race	
Caucasian	112	27.6%	1244729	65.8%
African-American	125	30.8%	166976	8.8%
Hispanic	139	34.3%	271404	14.3%
Other	29	7.1%	209902	11.1%

Sworn Workforce compared with Service Population:

	2023 Sworn Officers ⁵		Service Population ⁶	
Caucasian	79	51.2%	29261	34.0%
African-American	27	17.5%	9029	10.5%
Hispanic	36	23.3%	13241	15.4%
Other	12	7.7%	34407	40.0%
	<u>154</u>		<u>85938</u>	100.0%

	2023 Sworn Officers ⁷		Service Population ⁸	
Male	129	83.7%	38495	44.7%
Female	25	16.2%	47443	55.2%
	<u>154</u>		<u>85,938</u>	

⁵ As of October 31, 2023

⁶ Source: University Fact Book

⁷ As of October 31, 2023

⁸ Source: University Fact Book

Recruitment Planning and Hiring Processes

The Rutgers University Police Department currently possesses a recruitment plan reflecting departmental directives, accreditation standards, national law enforcement recommendations, and New Jersey Attorney General Guidelines. In addition, per departmental policy and accreditation standards, an annual recruitment analysis is completed to evaluate the department's recruitment efforts by establishing an ethnic and gender composition reflective of the agency community and in accordance with the available workforce.

Following State Legislature NJSA52:17B-4.10 et. seq., all law enforcement agencies must develop a minority recruitment and selection program to “remedy past discrimination in furtherance of the goal of the agency being compromised of law enforcement officers who reflect the diversity of the population of the community the agency is charged with protecting.” The New Jersey Attorney General Guideline further codifies the legislation *Diversity in Law Enforcement Recruiting and Hiring*, enacted in December 2021, requiring the collection of data, the establishment of a comprehensive time-based recruitment program, and active monitoring of the aforementioned in response to NJSA52:17B-4.10 et. seq. Annual monitoring and reporting require the agency to disclose both applicant and employee hire information according to race, gender, and sexual orientation (as available). This information is publicly accessible upon reporting.

The lasting effects of the impact of the Great Resignation, unrest in the aftermath of George Floyd's murder, numerous policy changes, the rise of telecommuting, and generational recruitment dilemmas continue to hinder law enforcement efforts. Crime continues to rise nationally with a concentrated increase in violent crime. The Rutgers University Police Department echoes the commitment towards a progressive focus on all aspects of recruitment to increase the diversity and number of qualified applicants. Short-term and long-term approaches must be employed to support organizational stability. A value-based recruitment strategy centering on departmental public engagement, prestige, and public relations should be executed to accomplish recruitment goals.

Since 2010, the department recruitment plan has reflected an underrepresentation in minority by the approximate population and service area. While early analyses reflected this within African American and female officers representation, recent reports reflect the underrepresentation of Asian American and females. Additionally, the diversity of candidates for employment over the past few years continues to improve. However, the agency continues to face adversity in the hiring of female applicants. The rate of female applicants remains in fluctuating status over the last several years, while contending with attrition due to retirements.

In 2023, the Rutgers University Police Department successfully solicited funding from the Department of Justice's Office of Community Oriented Policing Services (COPS) Microgrant Program. Via the RUPD's Recruitment and Retention Initiative, the agency was awarded \$100,000 in grant funding towards the above strategic elements and were implemented during the 2023 calendar year for the purposes of recruiting diversified applicants. This program was designed to reimagine certain aspects of the recruiting process to include mechanisms that further engage potential applicants and develop relationships with police recruits. The results of the hiring process borne out of this grant-funded program, as compared to previous hiring processes, has been and will continue to be evaluated for impact over the next analyses.

The COPS Microgrant allowed the RUPD to implement several objectives within the initiative as well as bolster practices already in place from the recruitment plan. First, the "PoliceApp" online application system ensures consistency within the hiring process. The streamlined and organized application experience offers a standardized format for all applicants, which reduces subjectivity in application review. Upon assessment, it was identified that the applicant fees associated with the process pose potential financial barriers for some applicant. With the grant funding, the RUPD was able to offer a reduction of the applicant fee and provide waivers for applicants who met specific benchmarks.

During the 2023 hiring cycle, under the grant-funded initiative, the RUPD made efforts to improve applicant success on the required New Jersey Pre-Academy Physical Agility Test. The RUPD implemented physical training preparation sessions, which were available to all applicants. To address other identified barriers for applicants related to resume writing and review and interview skills, open sessions for resume building and interview techniques were offered. Additionally, all applicants were offered online video conferencing preparatory information sessions with representatives from the agency related specifically to the hiring process.

Finally, an assessment was conducted of the minimum qualifications and automatic disqualifiers for this agency. In order to align with the New Jersey Cannabis Regulatory, Enforcement Assistance and Marketplace Modernization ACT (CREAMM) and other industry standards, policies related to cannabis were updated. The update was then made publicly available on "PoliceApp" and disseminated via social media to provide clear criteria to all potential applicants of this information. In addition, during this cycle, the RUPD assessed essential elements that had potentially adverse impacts on our underrepresented Sikh community which resulted in the adoption of supportive initiatives and measures for those affected.

The 2023 hiring process maintained the featured combined Community Oriented Review and Supervisory Review Board. The board consisted of one police supervisor, one police officer or detective, and two community members. Parties comprising these Boards are provided with training related to the process and the principles of implicit bias. The recruitment

team accepted interviewer recommendations from departmental supervisors and assessed the performance of past interviewers. Police officers who expressed interest in hiring were also evaluated for inclusion. Key university and community stakeholders from all geographic locations received invitations to be prospective interviewers. The ability to utilize an array of stakeholders within the university setting provides a unique capability to extract full representation from one of the most diverse universities in the nation. This, in turn, provides a better understanding of factors affecting our applicant group.

The following departments/ organizations provided representation.

- Office of Undergraduate Admissions
- University Athletics
- Employee Services
- Office of Housing and Residence Life
- Office of Veterans Affairs
- BOLD Leadership
- Academic Foundations Center
- Office of Emergency Management
- School of Criminal Justice
- Office of Student Life and Leadership
- Ernest Mario School of Pharmacy
- IPO Budgeting and Accounting
- Office of Violence Prevention and Victim Assistance
- Office of Enrollment Management
- Dana Library

Another part of the grant-funded initiative was the Ride Along program, which provided applicants with the opportunity to ride along with active police officers. The ride along program provided exposure to the job for potential applicants to experience policing, cultivate relationships and engage officers from the department in a model equivalent to mentorship. Additionally, the RUPD launched the inaugural “Meet the Chief’s Night”, a community event that raises awareness about the recruiting and hiring process while providing an atmosphere of engagement with department personnel.

As previously indicated, applicants certified as police officers by the New Jersey Police Training Commission remain a small number of applicants. However, in 2023, there were approximately 60 PTC-certified applicants. This may be correlated to improved compensation and benefits packages within specific geographic regions. Finally, through self-reported measures, applicants and officers have not readily identified as LGBTQ or nonbinary.

CONCLUSIONS & RECOMMENDATIONS

The Rutgers Police Department is constantly monitoring its recruitment and selection processes because of the competition for qualified candidates; especially women and minorities. We are not only competing with municipalities, county, and state agencies, but also with federal agencies and the public and private sector. During the 2023 calendar year, the department recruited for vacant entry level sworn positions in all three geographic divisions through one (1) posting through "Police App." This open solicitation occurred between April 3 to June 1, 2023, and resulted in the receipt of 405 applications. This response represents a decrease of fifty-eight percent (58%) from the 956 applications received in 2022.

Since 2010 the department has operated under a recruitment plan with the established goal of "attracting qualified individuals to pursue a career with the Rutgers University Police Department with a special emphasis on recruiting underrepresented minorities with an end towards establishing an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available work force in the agency's service community." A fair review of the data presented herein indicates that it remains paramount that the department continue to attract qualified individuals to pursue a career with the Rutgers University Police Department with a special emphasis on recruiting underrepresented minorities and women with an end towards establishing an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available work force in the agency's service community.

Over the past decade the department has made great strides in its goal of recruiting individuals with an ethnic, racial and gender composition in approximate proportions to the makeup of the available workforce in the agency's service community. That said, the department should continue to aggressively recruit the "other" race, religion, and women. In order to fulfill this goal, it is recommended that the department continue to include the groups of these demographics within its targeted recruitment plan and make a concerted effort to ensure appropriate contact is made during periods of recruitment.

Attached hereto, kindly find the Department's Recruitment Plan for which recommended revisions are highlighted.

RECRUITMENT PLAN FOR SWORN POSITIONS

2023

GOAL:

The goal of the Rutgers University Police Department's Recruitment Plan for Sworn Positions is to attract qualified individuals to pursue a career with the Rutgers University Police Department with a special emphasis on recruiting underrepresented minorities with an end towards establishing an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available work force in the agency's service community.

GENERAL:

The Rutgers University Police Department is subject to the provisions of New Jersey Statutes Annotated 18A:6-4.2, et seq., University Policy 30.1.2 – Police and Security Services and Agency Directive 1:10 in all aspects and facets of the recruitment and selection process for sworn positions.

The Rutgers University Police Department seeks its applicants from any of the following applicant pools:

1. Police Training Commission (PTC) certified candidates (recruit directly from other law enforcement agencies)
2. Alternate route candidates (PTC Certified Candidates not yet appointed by other law enforcement agencies)
3. Letter of interest procedure (Non-PTC certified candidates)

The Rutgers University Police Department is an equal opportunity employer in all facets of the personnel process.

It is university policy to provide equal employment opportunity to all employees and applicants for employment regardless of their race, religion, color, national origin, ancestry, age, sex, sexual orientation, gender identity and expression, disability, atypical hereditary cellular or blood trait, marital status, civil union status, domestic partnership status, military service, veteran status, or any other category protected by law. (University Policy 60.1.8)

"An Internationally Accredited Law Enforcement Agency"

CURRENT DEMOGRAPHICS:

	Service Population ¹		Available Workforce ²		Current Sworn Officers ³		Current Sworn Officers Female	
	#	%	#	%	#	%	#	%
Caucasian	28586	32.4%	1244729	65.8%	79	51.2%	7	4.5%
African-American	9067	10.2%	166976	8.8%	27	17.5%	11	7.1%
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Other⁴	36913	41.9%	209902	11.1%	12	7.7%	0	0.0%
Total	88035		1893011		154		25	16.2%

*Other identified	#	%
Asian	17,169	20.2%
Multiracial	5,706	6.7%
Non-Resident Alien	7,923	9.3%
Other	1,959	2.3%
	<u>32,757</u>	<u>38.5</u>

Female Police Officers within the Workforce: 14.0% (extrapolated by CALEA®)
 Female Police Officers within the Workforce: 8.9% (FBI Uniform Crime Report – 2019)⁵
 Female Police Officers in New Jersey: 7.1% (FBI Uniform Crime Report – 2019)⁶

Based on the above demographic data, the Rutgers University Police Department seeks to attract the following race, ethnicity, and/or gender categories to its ranks:

- Asian
- Female

¹ Source: <https://oirap.rutgers.edu/instchar/factbook.html>

² Reflects 2020 Census data

³ As of October 31, 2023.

⁴ Other Category includes is comprised of Asian; Multiracial (two or more); Foreign (non-resident alien) and Unknown.

⁵ Source: <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/table-77>

⁶ Id.

OBJECTIVES & ACTIVITIES:

Objective #1: Recruit the above identified underrepresented minorities and women from within the non-sworn ranks of this agency.

Activities include, but are not limited to:

- Advertise open positions to internal candidates.
- Encourage interested Communications Employees, Community Service Officers (CSOs) and Security Officers to submit for vacant positions when they are available.

Objective #2: Recruit the above identified underrepresented minorities and women from current state, county, and municipal law enforcement agencies and police academies.

Activities include, but are not limited to:

- Contact the New Jersey State Association of Chiefs of Police (NJSACOP) to obtain a current mailing list of all member agencies in the State of New Jersey.
- Draft, print, and distribute informational brochures that may attract qualified candidates to the agency.
- Make maximum use of this agency's websites to attract qualified candidates to the agency.
- Make maximum use of law enforcement related websites to attract qualified candidates to the agency.
- Notify all NJSACOP member agencies that the Rutgers University Police Department is seeking qualified individuals for entry level law enforcement positions; provide brochures for distribution.
- Notify all National Organization of Black Law Enforcement Executives (NOBLE) that the Rutgers University Police Department is seeking qualified individuals for entry level law enforcement positions; provide brochures for distribution.
- Notify the New Jersey Women In Law Enforcement (NJWTLE) association that the Rutgers University Police Department is seeking qualified individuals for entry level law enforcement positions; provide brochures for distribution.

- Notify all New Jersey Asian American Law Enforcement Officers Association that the Rutgers University Police Department is seeking qualified individuals for entry level law enforcement positions; provide brochures for distribution.
- Notify all regional, county, and municipal police academies of this agency's desire to recruit minority personnel from possible alternate route candidates. Establish liaison with these academies.

Objective #3: Identify, establish and maintain contact with state, county, and municipal-based identified minority organizations and social support groups including, but not limited to educational, religious, ethnic, racial, and gender-based organizations with special attention to previously identified underrepresented minorities and women.

Activities include, but are not limited to:

- Send recruitment brochures to these organizations to stimulate interest in a career with the Rutgers Police Department through the New Jersey Alternate Route Program.
- Attend Career Days organized by Rutgers University, local schools, community colleges, and minority organizations regarding law enforcement careers with the Rutgers University Police Department through the New Jersey Alternate Route Program.
- Make maximum use of this agency's websites to attract qualified candidates to the agency.
- Notify all University Groups and Organizations of this department's recruitment efforts while placing a special emphasis on those which significantly represent those groups underrepresented by the department's recruitment efforts. Including, but not limited to: South Asian Students in Sciences, Thaakat Foundation, Chinese Student Organization, Desi Intercultural Youth Association, Korean Catholic Circle, Asian Student Council, Division of Intercollegiate Athletics (with an emphasis on women's athletics) and the Office of Fraternity and Sorority Affairs.

Objective #4: Recruit the above identified underrepresented minorities and women from within the available workforce.

Activities include, but are not limited to:

- Advertise open positions in local and state news media outlets and the Rutgers University Human Resources Website.
- Advertise open positions on Job Seeking Websites (i.e. DiversityJobs.com, monster.com, etc...)

- Identify and target female recruiters, work in concert with female oriented organizations and attend recruitment events geared towards female applicants.
- Assess what the barriers are to applications by underrepresented groups and devising solutions to overcome those barriers. Establishing mentorship programs for applicants from underrepresented groups that provide support for resume review and physical training requirement preparation.
- Continue to participate in the 30X30 Pledge to Advance Women in Policing to 30% woman recruits by 2030 and continue measures to increase the representation of women in all ranks of law enforcement; including, but not limited to:
 - Understanding the current state of a department with regards to gender equity;
 - Understanding factors that may be driving disparities;
 - Developing and implementing strategies and solutions to advance women in policing.
 - Take measures to increase the representation of women in all ranks of law enforcement;
 - Ensure that policies and procedures are free of all bias;
 - Promote equitable hiring, retention and promotion of women officers; and
 - Ensure their culture is inclusive, respectful, and supportive of women in all ranks and roles of law enforcement.

PLAN ADMINISTRATION:

- This department’s recruitment plan will be administered by department personnel who are assigned to recruitment and selection activities; notably those assigned to Community Policing and Outreach Bureaus.
- As this department’s community services unit has the greatest interaction with community oriented organizations, members of that unit will likely, also, have a significant role in the plan’s administration.
- Notwithstanding the provisions of this section, this department has long recognized that “The best law enforcement recruiters are personnel currently serving in sworn positions. Therefore, every member is charged with actively recruiting individuals they feel are qualified with the potential to be an asset to the department.” (*Directive 1:10, §1:10-4(a)*). With that in mind, it remains of upmost importance that all agency employees remain educated and engaged as to this plan’s objectives.

REVIEW & ANALYSIS:

Department Directive 1:10-6(b) provides that “The Office of Accreditation shall conduct an annual analysis of the department’s recruitment plan to minimally include progress toward stated objectives; as well as recommendations for revisions to the plan, as deemed needed.”



State of New Jersey

OFFICE OF THE ATTORNEY GENERAL

DEPARTMENT OF LAW AND PUBLIC SAFETY

DIVISION OF CRIMINAL JUSTICE

PO BOX 085

TRENTON, NJ 08625-0085

TELEPHONE: (609) 984-6500

PHILIP D. MURPHY
Governor

SHEILA Y. OLIVER
Lt. Governor

ANDREW J. BRUCK
Acting Attorney General

LYNDSAY RUOTOLO
Director

ATTORNEY GENERAL GUIDELINES

TO: All Law Enforcement Chief Executives and County Prosecutors

FROM: Andrew J. Bruck, Acting Attorney General

DATE: December 7, 2021

SUBJECT: **Promoting Diversity in Law Enforcement Recruiting and Hiring**

In order to most effectively serve the communities of New Jersey, it is important for law enforcement agencies to strive for workforces that reflect the diversity of the jurisdictions they serve and that can effectively interact with all community members. With this need in mind, in October 2020 the Legislature passed a law requiring each law enforcement agency in New Jersey to establish a program designed to ensure every agency was “comprised of law enforcement officers who reflect the diversity of the population of the community the agency is charged with protecting.” N.J.S.A. 52:17B-4.10 et seq. (the “Act”). The Act directed the Attorney General to develop these Guidelines to ensure its uniform application.

These Guidelines describe the process by which each agency shall establish a program to (1) identify underrepresented groups and (2) take action to address any underrepresentation. Additionally, in accordance with the Act, these Guidelines set forth procedures for the collection and reporting of demographic data regarding recruiting, hiring, promoting, and other personnel actions concerning law enforcement officers in New Jersey.¹

It is important to note that most large law enforcement agencies in New Jersey are governed by civil service statutes and regulations. *See* N.J.S.A. 11A:1-1 et seq.; N.J.A.C. 4A: 1-1.1 et seq. This system requires the agency to hire police officer candidates from certified lists supplied by the New Jersey Civil Service Commission (“CSC”) following a state-administered testing process. The CSC typically administers this testing process every two to three years, and the CSC uses the results to compile a ranked list of qualified law enforcement candidates. For agencies that utilize this process, they are limited to the list of qualified candidates provided by CSC—only candidates who fail background checks, medical/psychological exams, residency requirements (or similar, non-discretionary factors), may be removed from or bypassed on the lists.

¹ Nothing in these Guidelines shall impair a law enforcement agency’s otherwise legally permitted recruiting and hiring practices.



More specifically, pursuant to the CSC’s “rule of three,” the CSC provides an agency seeking to hire a new officer with the top three candidates from the CSC’s certified list. The hiring agency is then limited to those three candidates to fill the vacancy. Veterans of military service who pass the exam are given preference and placed at the top of the certified list.

As a result, agencies governed by civil service will face additional processes in their efforts to address underrepresentation. These Guidelines provide suggestions for actions to be taken in that regard, including making CSC test preparation courses widely available. In addition, agencies should be aware of and become familiar with 2021 legislation, P.L.2021, c.234, 235, 236, which aim to address various barriers to diversity that arise in CSC jurisdictions and contain certain CSC data collection requirements.

Definitions

- ***Applicant.***
 - *Non-civil service jurisdictions:* An “applicant” in a non-CSC jurisdiction is an individual seeking employment as a law enforcement officer and who has submitted a completed employment application as provided by the hiring law enforcement agency, regardless of whether or not the individual has undergone an examination, a background check, or any other prerequisites to employment used by the hiring agency.
 - *Civil service jurisdictions:* An “applicant” in a CSC jurisdiction is an individual seeking employment as a law enforcement officer and who (1) is included on a CSC certified list of eligible candidates received by a hiring law enforcement agency and (2) responded timely to the hiring agency with an expression of interest in the position. “Applicant” also includes individuals who are exempted from the CSC examination requirement under N.J.S.A. 11A:4-1.3 and who submit a completed employment application as provided by the hiring agency.
- ***Appointment.*** A law enforcement officer is “appointed” by the resolution of the agency’s governing body.
- ***Law enforcement agency.*** Defined in the Act as a department, division, bureau, commission, board or other authority of the State or of any political subdivision thereof which has by statute or ordinance the responsibility of detecting and enforcing the general criminal laws of this State.²
- ***Law enforcement officer.*** Defined in the Act as any person who is employed as a permanent full-time member of an enforcement agency, who is statutorily empowered to act for the detection, investigation, arrest, and conviction of persons violating the criminal laws of this State and statutorily required to successfully complete a training course

² Because the N.J. Department of Corrections (DOC) is not assigned the “responsibility of detecting and enforcing the general criminal laws of this State,” DOC does not fall within the Act’s statutory definition of “law enforcement agency.”

approved, or certified as being substantially equivalent to an approved course, by the Police Training Commission pursuant to P.L.1961, c.56 (C.52:17B-66 et seq.).

I. Establishing a Program

- A. ***Purpose.*** As expressly required by the Act, each law enforcement agency in the State shall establish a program (the “Program”) “in furtherance of the goal of the agency being comprised of law enforcement officers who reflect the diversity of the population of the community the agency is charged with protecting.” Each agency shall make a good faith effort to meet specific goals for recruiting a diverse workforce, in terms of people of color and gender diversity.³
- B. ***Setting goals.*** Each agency will be responsible for establishing its own specific Program goals. In forming its Program goals, the agency should—at least annually—analyze the demographics of its law enforcement officers and determine if there is a substantial disparity between the racial, ethnic, and gender representation within the law enforcement officer ranks as compared with the racial, ethnic, and gender representation in the relevant population of the jurisdiction served by the agency.⁴ Any demographic group for which there is a substantial disparity, in terms of less representation on the police force, should be considered an “underrepresented” group. In determining whether a disparity is substantial, agencies should consider whether reducing the disparity would help achieve the Act’s goal of each agency’s police force “reflect[ing] the diversity of the population of the community the agency is charged with protecting” and thereby making the police force more effective at promoting public safety. The Program goals should describe (1) the identified underrepresentation of any group, (2) the means for addressing the underrepresentation, and (3) the intended time frame for doing so.
- C. ***Addressing underrepresentation.*** Identified underrepresentation may be addressed by some or all of the below-listed actions, as well as others, which should be detailed in the Program goals. The means of addressing underrepresentation shall not include quotas or any other legally impermissible provisions.
1. Using recruitment methods that target underrepresented demographic groups, especially local recruitment efforts. This approach may include outreach to law

³ We recognize, however, that achieving a truly diverse workforce involves numerous other considerations in addition to the race, ethnicity, and gender categories specified in the Act. For example, LGBTQ+ Law Enforcement Liaisons operating throughout the state perform valuable engagement with members of that community.

Finally, the Act referred to “minorities,” but these Guidelines will refer to “people of color” when referring to racial and ethnic diversity.

⁴ Demographic data for local populations—searchable by municipality and county—is available at the U.S. Census website: <https://data.census.gov/cedsci/>.

Additionally, the following URL links to a pre-filtered table on the Census website that shows data for the adult population of all New Jersey municipalities and counties: <https://data.census.gov/cedsci/table?q=hispanic%20or%20latino%20and%20not%20hispanic%20or%20latino%20by%20race&g=0400000US34,34%24050000,34%24160000&tid=DECENNIALPL2020.P4&hidePreview=true>.

enforcement officer organizations based on race, ethnic group, gender, or religion;⁵ local colleges with significant student diversity; minority-serving educational institutions;⁶ and military veterans. Such methods may also include ensuring recruitment materials that (1) reflect visible diversity, (2) are reviewed by a diverse team prior to release, and (3) are delivered by a diverse recruiting team. The diversity of those conducting applicant interviews should also be considered. Finally, recruiting methods may involve establishing pipeline programs that foster and enhance an interest in law enforcement among diverse youth populations as early as middle school.

2. Implementing standardized forms in the application process that reduce subjective responses that may impact the hiring of underrepresented groups, and training the recruiting and hiring team on explicit and implicit bias.
3. Instituting clear criteria for hiring and an oversight process for reviewing hiring decisions. With respect to hiring, consider making publicly available information on examples of background-check issues that can disqualify applicants.
4. Assessing whether particular hiring eligibility requirements adversely affect any underrepresented group and, if so, reassessing whether the requirement is essential. If the requirement is deemed essential, consider developing appropriate supportive initiatives or alternative paths, such as remedial training or deferral options. For example, if background checks consistently disqualify an underrepresented group due to prior financial issues such as bad credit history or bankruptcy, consider whether a mechanism for waiving the requirement in appropriate cases is warranted.
5. Assessing what the barriers are to applications by underrepresented groups and devising solutions to overcome those barriers. For example, underrepresented groups may not submit applications because the process is online and potential applicants do not have ready access to resources to complete the application. In such a case, the Program might seek to address the problem by using mobile units equipped with computers to allow onsite applications.
6. Connecting with community stakeholders for underrepresented groups in order to better understand the factors affecting those groups in the application process.
7. Establishing mentorship programs for applicants from underrepresented groups that provide support for resume review and physical training requirement preparation, as well as mentorship for current officers seeking promotion. In civil service jurisdictions particularly, working with the CSC's mentoring program for applicants pursuant to P.L.2021, c.235.

⁵ Such organizations include: Hispanic American Law Enforcement Association, Hispanic Law Enforcement Association of Union County, Muslim American Law Enforcement Association, National Coalition of Latino Officers, National Organization of Black Law Enforcement Executives (NJ Chapter), New Jersey Asian American Law Enforcement Officers Association, New Jersey Latino American Trooper Society, New Jersey Muslim Officers Society, and New Jersey Women in Law Enforcement.

⁶ A list of minority-serving institutions is available at <https://cmsi.gse.rutgers.edu/content/msi-directory>.

8. Raising awareness about the police officer testing and hiring process through flyers, advertising on social media, and appearing at job fairs and community events. In civil service jurisdictions, partnering with the CSC itself may be beneficial.
 9. In civil service jurisdictions, partnering with community stakeholders, including law enforcement organization affinity groups (see note 5), or the CSC itself (see P.L.2021, c.234 (requiring CSC to aid exam prep in certain low-income communities)), to identify and encourage free civil service test preparation programs, and encouraging diverse potential applicants to attend.
- D. ***Methods of evaluation.*** The Program shall include methods for evaluating whether the goals are achieved, which should include, but are not limited to, performing the above demographic analysis described in Section I.B at least annually, determining whether any substantial disparities have been reduced, and revising the Program goals accordingly.
 - E. ***Additional contingent measures.*** The Program should provide that additional contingent measures will be taken if the Program goals are not met under the methods of evaluation implemented pursuant to Section I.D.
 - F. ***Public posting.*** The Program, including a description of the data used to determine the existence of any underrepresentation, shall be posted on the official Internet website of each law enforcement agency not later than June 7, 2022, which is six months from the issuance of these Guidelines.

II. **Monitoring**

The County Prosecutor shall, from time to time, review the results of the Programs for each county and municipal law enforcement agency within its jurisdiction, and provide input, feedback, or recommendations to the respective agencies as the Prosecutor deems appropriate. The County Prosecutor shall report an annual summary of each agency Program within its jurisdiction for the preceding calendar year to the Attorney General by the last day of February. The Attorney General shall, from time to time, review the results of the Programs for each State law enforcement agency, and provide input, feedback, or recommendations to the respective agencies as the Attorney General deems appropriate.

III. **Annual Reporting**

- A. ***Data to be included.*** By January 31st of each year, each State law enforcement agency shall report to the Attorney General, and each municipal and county law enforcement agency shall report to the County Prosecutor with jurisdiction over the agency (who will in turn gather and transmit the information to the Attorney General), the following information for the preceding calendar year. The information should not include the names of each individual. See Appendix A for the agency reporting form, which will also generate the agency's annual report.

1. The age, gender, race, and ethnicity of the law enforcement officers currently appointed to the law enforcement agency as of December 31 (or, if that data is unavailable, data from a different date reasonably close to year-end) of the preceding calendar year;
 2. The age, gender, race, sexual orientation (if provided),⁷ and ethnicity of applicants for a law enforcement officer position in the preceding calendar year;
 3. The age, gender, race, and ethnicity of applicants appointed to the agency in the preceding calendar year, with transfer applicants listed separately;
 4. The reasons for denying applicants an appointment to the law enforcement agency (Appendix A contains a list of denial reasons); and
 5. The age, gender, race, and ethnicity of each law enforcement officer eligible for promotion and promoted within the agency in the preceding calendar year, including the position to which the officer was promoted.
- B. ***First reporting date.*** The first reporting date shall be January 31, 2022, and the information reported should cover the time period from the effective date of these Guidelines through December 31, 2021.
- C. ***Demographic data collection.*** The data collected should follow the below standards, as reflected in Appendix A (which may be updated in the future). Demographic information should be collected from applicants and promotion candidates on a distinct form from any application so as to remain separate from the selection process.
1. Race:
 - i. American Indian or Alaska Native
 - ii. Asian
 - iii. Black or African American
 - iv. Native Hawaiian or other Pacific Islander
 - v. White
 - vi. Two or more races
 - vii. Other
 2. Ethnicity:
 - i. Hispanic or Latino
 - ii. Not Hispanic or Latino
 3. Gender:

⁷ As with all demographic reporting categories, applicants cannot be required to provide sexual orientation. The sexual orientation reporting category applies only to applicants, not current officers. We recognize that in civil service jurisdictions, it may not be possible to capture the sexual orientation category.

- i. Female
- ii. Male
- iii. X or Non-Binary

4. Sexual orientation (for applicant reporting only):

- i. Do you identify as LGBTQ+, yes or no?

D. ***Additional requirements.*** The annual reports described in Section III.A should also include the agency's summary of the data based on the below prompts that are also included in Appendix A:

- 1. Whether the agency is governed by civil service rules;
- 2. A description of the agency's application process, to include when in the hiring process a formal application is submitted, and when appointment occurs if hired;
- 3. A description of the data used to determine any underrepresentation;
- 4. A detailed assessment as to whether representation has improved for any previously identified underrepresented groups;
- 5. Any new or modified Program goals to be implemented in the upcoming year.

E. ***Publishing.*** The data collected pursuant to Section III.A shall be published in the respective annual reports of each municipal and State law enforcement agency, and for county law enforcement agencies, in the annual report of the County Prosecutor with jurisdiction over that agency.

- 1. Each law enforcement agency shall update the description of its Program on the agency's official Internet website accordingly, at least after each annual reporting.
- 2. The Attorney General will gather the information provided under Section III and assemble it into an annual report to be issued to the Governor, the President of the Senate, and the Speaker of the General Assembly, and to be posted on the official Internet website of the Department of Law and Public Safety by April 30 of each year. The Attorney General's annual report will distinguish between jurisdictions governed by Civil Service rules and those that are not.

IV. **Other Provisions**

A. ***Non-enforceability by third parties.*** Nothing in these Guidelines shall be construed in any way to create any substantive right that may be enforced by any third party.

B. ***Questions.*** Any questions regarding these Guidelines or their implementation should be directed to the Director of the Division of Criminal Justice, or their designee.

Annual Report of Diversity in Law Enforcement Recruitment and Hiring

Statewide or Regional LEA- Rutgers University Police Department

Time Period: 2023

Reporting Requirement: N.J.S.A. 52:17B-4.10

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Applicant and Hiring Process Summary

Statewide or Regional LEA- Rutgers University Police Department is a State-wide law enforcement agency. During the time period covering 2023 the agency received applications for law enforcement officers. The agency's hiring process is not governed by Civil Service Regulations.

For Statewide or Regional LEA- Rutgers University Police Department in the above time period, the applicant and hiring process included the following methods of identifying applicants:
Direct hire of BCPO certified officer

During the hiring process, Rutgers University Police Department included the following elements to identify the most qualified applicants:
Formal Application
Interview Board
Drug Testing
Medical Exam
Psychiatric Exam

During the hiring process, Rutgers University Police Department considers an applicant to be appointed Upon successful completion of the Academy .

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Applicant Summary

	# % of Total Applicants	
Total Applicants	405	-
Total Applicants Appointed	14	3%
Total Applicants Not Appointed	390	96%

	# % of Total Applicants	
Direct Hire Applicants	405	100%
Transfer Applicants	0	0%
Waiver Applicants	0	0%
CSC Exam Exempt Direct Hire Applicants	0	0%

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Applicant Demographic Summary

		Total Applicants % of Total		Direct Hire Applicants	Transfer Applicants	Waiver Applicants
Gender	Total Male	330	81%	330	0	0
	Total Female	68	17%	68	0	0
	Total X or Non-Binary	0	0%	0	0	0
Sexual Orientation	LGBTQ+	9	2%	9	0	0
	Not LGBTQ+	369	91%	369	0	0
Race/ Ethnicity	Total American Indian or Alaska Native alone	0	0%	0	0	0
	Total Asian alone	17	4%	17	0	0
	Total Black or African American alone	115	28%	115	0	0
	Total Native Hawaiian/ other Pacific Islander alone	1	0%	1	0	0
	Total White alone	114	28%	114	0	0
	Total Two or more races alone	5	1%	5	0	0
	Total Other alone	2	0%	2	0	0
	Total Hispanic or Latino	131	32%	131	0	0
Age	Total 18-29	227	56%	227	0	0
	Total 30-39	141	35%	141	0	0
	Total 40-49	14	3%	14	0	0
	Total 50-59	5	1%	5	0	0
	Total 60-69	0	0%	0	0	0
	Total 70+	1	0%	1	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Applicants

Applicants: Gender, Race & Age Demographics

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	0	15	90	1	100	5	2	104
Female	0	2	25	0	14	0	0	27
X or Non-Binary	0	0	0	0	0	0	0	0
Total	0	17	115	1	114	5	2	131

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	193	33	0	0	10	51	0	76	4	0	78
Age: 30-39	107	31	0	0	5	52	1	27	1	1	49
Age: 40-49	13	1	0	0	1	4	0	5	0	0	2
Age: 50-59	4	1	0	0	0	2	0	2	0	0	1
Age: 60-69	0	0	0	0	0	0	0	0	0	0	0
Age: 70+	1	0	0	0	0	0	0	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Applicants

Applicants: Sexual Orientation Demographics

	Male	Female	X or Non-Binary	American Indian or Alaska Native alone	Asian alone	Black or African American alone	Native Hawaiian / other P. I. alone	White alone	Two or more races alone	Other alone	Hispanic or Latino
LGBTQ+	3	6	0	0	0	2	0	2	0	0	5
Not LGBTQ+	315	54	0	0	15	107	1	107	5	2	119

	Age: 18-29	Age: 30-39	Age: 40-49	Age: 50-59	Age: 60-69	Age: 70+
LGBTQ+	5	4	0	0	0	0
Not LGBTQ+	210	130	12	4	0	1

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Appointed Applicants: Gender, Race, & Age Demographics

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	0	1	1	0	5	0	0	2
Female	0	0	1	0	0	0	0	2
X or Non-Binary	0	0	0	0	0	0	0	0
Total	0	1	2	0	5	0	0	4

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	4	1	0	0	0	0	0	3	0	0	1
Age: 30-39	6	2	0	0	1	2	0	2	0	0	3
Age: 40-49	0	0	0	0	0	0	0	0	0	0	0
Age: 50-59	0	0	0	0	0	0	0	0	0	0	0
Age: 60-69	0	0	0	0	0	0	0	0	0	0	0
Age: 70+	0	0	0	0	0	0	0	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Appointed Applicants: Sexual Orientation Demographics

	Male	Female	X or Non-Binary	American Indian or Alaska Native alone	Asian alone	Black or African American alone	Native Hawaiian / other P. I. alone	White alone	Two or more races alone	Other alone	Hispanic or Latino
LGBTQ+	0	0	0	0	0	0	0	0	0	0	0
Not LGBTQ+	10	3	0	0	1	2	0	5	0	0	4

	Age: 18-29	Age: 30-39	Age: 40-49	Age: 50-59	Age: 60-69	Age: 70+
LGBTQ+	0	0	0	0	0	0
Not LGBTQ+	5	8	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicants: Gender, Race, and Age Demographics

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	0	14	89	1	95	5	2	102
Female	0	2	24	0	13	0	0	25
X or Non-Binary	0	0	0	0	0	0	0	0
Total	0	16	113	1	108	5	2	127

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	189	31	0	0	10	51	0	72	4	0	77
Age: 30-39	101	29	0	0	4	50	1	25	1	1	46
Age: 40-49	13	1	0	0	1	4	0	5	0	0	2
Age: 50-59	4	1	0	0	0	2	0	2	0	0	1
Age: 60-69	0	0	0	0	0	0	0	0	0	0	0
Age: 70+	1	0	0	0	0	0	0	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicants: Sexual Orientation Demographics

	Male	Female	X or Non-Binary	American Indian or Alaska Native alone	Asian alone	Black or African American alone	Native Hawaiian / other P. I. alone	White alone	Two or more races alone	Other alone	Hispanic or Latino
LGBTQ+	3	5	0	0	0	2	0	1	0	0	5
Not LGBTQ+	305	51	0	0	14	105	1	102	5	2	115

	Age: 18-29	Age: 30-39	Age: 40-49	Age: 50-59	Age: 60-69	Age: 70+
LGBTQ+	4	4	0	0	0	0
Not LGBTQ+	205	122	12	4	0	1

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicant- Reasons

	% of Total Not # Appointed Applicants		% of Total Not # Appointed Applicants	
Academy Failure	2	1%	Failed Background check- other	5 1%
Applicant Withdrawal	41	11%	Failed Drug Test	0 0%
Defer	0	0%	Interview Panel Recommendation	95 24%
Did not meet minimum qualifications	0	0%	Other	200 51%
Failed background check- Criminal History	0	0%	Physical Qualification Exam	47 12%
Failed background check- Financial	0	0%	Residency Requirement	0 0%
			Written Exam	0 0%

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicants- Reasons by Gender & Race

Male Applicants

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Academy Failure	0	0	0	0	0	0	0	1
Applicant Withdrawal	0	3	9	0	11	0	0	11
Defer	0	0	0	0	0	0	0	0
Did not meet minimum qualifications	0	0	0	0	0	0	0	0
Failed background check- Criminal History	0	0	0	0	0	0	0	0
Failed background check- Financial	0	0	0	0	0	0	0	0
Failed Background check- other	0	0	3	0	2	0	0	0
Failed Drug Test	0	0	0	0	0	0	0	0
Interview Panel Recommendation	0	5	21	0	22	1	0	33
Physical Qualification Exam	0	1	10	0	6	1	0	12
Residency Requirement	0	0	0	0	0	0	0	0
Written Exam	0	0	0	0	0	0	0	0
Other	0	5	46	0	54	3	2	45

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicants- Reasons by Gender & Race

Female Applicants

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Academy Failure	0	0	1	0	0	0	0	0
Applicant Withdrawal	0	0	3	0	1	0	0	1
Defer	0	0	0	0	0	0	0	0
Did not meet minimum qualifications	0	0	0	0	0	0	0	0
Failed background check- Criminal History	0	0	0	0	0	0	0	0
Failed background check- Financial	0	0	0	0	0	0	0	0
Failed Background check- other	0	0	0	0	0	0	0	0
Failed Drug Test	0	0	0	0	0	0	0	0
Interview Panel Recommendation	0	0	3	0	2	0	0	3
Physical Qualification Exam	0	0	4	0	4	0	0	6
Residency Requirement	0	0	0	0	0	0	0	0
Written Exam	0	0	0	0	0	0	0	0
Other	0	2	13	0	6	0	0	15

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Not Appointed Applicants- Reasons by Gender & Race
X or Non-Binary Applicants

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Academy Failure	0	0	0	0	0	0	0	0
Applicant Withdrawal	0	0	0	0	0	0	0	0
Defer	0	0	0	0	0	0	0	0
Did not meet minimum qualifications	0	0	0	0	0	0	0	0
Failed background check- Criminal History	0	0	0	0	0	0	0	0
Failed background check- Financial	0	0	0	0	0	0	0	0
Failed Background check- other	0	0	0	0	0	0	0	0
Failed Drug Test	0	0	0	0	0	0	0	0
Interview Panel Recommendation	0	0	0	0	0	0	0	0
Physical Qualification Exam	0	0	0	0	0	0	0	0
Residency Requirement	0	0	0	0	0	0	0	0
Written Exam	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Current Officers and Promotional Process Summary

Statewide or Regional LEA- Rutgers University Police Department is a State-wide law enforcement agency. During the time period covering 2023 the agency received applications for a promotional opportunity. The agency's promotional process is not governed by Civil Service Regulations.

For Statewide or Regional LEA- Rutgers University Police Department in the above time period, the promotional included the following methods of identifying qualified officers:

Non-Civil Service Promotional Examination List
Promotional Interview

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Current Officers Summary

		#	% of Total Officers
Total Officers		159	-
Total Officers Eligible for Promotion		104	65%
Total Officers Applied for Promotion		0	0%
Total Officers Promoted		14	9%
Gender	Total Male	126	79%
	Total Female	27	17%
	Total X or Non-Binary	0	0%
Race/ Ethnicity	Total American Indian or Alaska Native alone	2	1%
	Total Asian alone	9	6%
	Total Black or African American alone	30	19%
	Total Native Hawaiian or other Pacific Islander alone	2	1%
	Total White alone	83	52%
	Total Two or more races alone	0	0%
	Total Other alone	1	1%
	Total Hispanic or Latino	32	20%
Age	Total 18-29	34	21%
	Total 30-39	63	40%
	Total 40-49	39	25%
	Total 50-59	21	13%
	Total 60-69	1	1%
	Total 70+	1	1%

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Annual Summary of Law Enforcement Diversity: Current Officers and Promotions

Current Officers

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	2	8	19	2	68	0	0	27
Female	0	0	11	0	11	0	0	5
X or Non-Binary	0	0	0	0	0	0	0	0
Total	2	8	30	2	79	0	0	32

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	27	6	0	1	2	6	0	19	0	1	5
Age: 30-39	48	12	0	1	6	13	1	31	0	0	11
Age: 40-49	34	4	0	0	1	7	0	21	0	0	10
Age: 50-59	15	5	0	0	0	3	1	12	0	0	5
Age: 60-69	1	0	0	0	0	1	0	0	0	0	0
Age: 70+	1	0	0	0	0	0	0	0	0	0	1

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
2023

Officers Eligible for Promotion

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	1	3	11	2	44	0	0	19
Female	0	0	9	0	8	0	0	2
X or Non-Binary	0	0	0	0	0	0	0	0
Total	1	3	20	2	52	0	0	21

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	5	1	0	0	0	0	0	5	0	0	1
Age: 30-39	28	9	0	1	3	9	1	20	0	0	6
Age: 40-49	33	4	0	0	1	7	0	20	0	0	10
Age: 50-59	13	5	0	0	0	3	1	11	0	0	4
Age: 60-69	1	0	0	0	0	1	0	0	0	0	0
Age: 70+	0	0	0	0	0	0	0	0	0	0	0

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Statewide or Regional LEA- Rutgers University Police Department
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Officers who Applied for a Promotion

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0
X or Non-Binary	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	0	0	0	0	0	0	0	0	0	0	0
Age: 30-39	0	0	0	0	0	0	0	0	0	0	0
Age: 40-49	0	0	0	0	0	0	0	0	0	0	0
Age: 50-59	0	0	0	0	0	0	0	0	0	0	0
Age: 60-69	0	0	0	0	0	0	0	0	0	0	0
Age: 70+	0	0	0	0	0	0	0	0	0	0	0

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Officers Promoted

	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Male	0	0	3	0	3	0	0	5
Female	0	0	0	0	0	0	0	2
X or Non-Binary	0	0	0	0	0	0	0	0
Total	0	0	3	0	3	0	0	7

	<i>Male</i>	<i>Female</i>	<i>X or Non- Binary</i>	<i>American Indian or Alaska Native alone</i>	<i>Asian alone</i>	<i>Black or African American alone</i>	<i>Native Hawaiian / other P. I. alone</i>	<i>White alone</i>	<i>Two or more races alone</i>	<i>Other alone</i>	<i>Hispanic or Latino</i>
Age: 18-29	0	0	0	0	0	0	0	0	0	1	0
Age: 30-39	4	1	0	0	0	2	0	2	0	0	1
Age: 40-49	4	1	0	0	0	1	0	0	0	0	4
Age: 50-59	3	0	0	0	0	0	0	1	0	0	2
Age: 60-69	0	0	0	0	0	0	0	0	0	0	0
Age: 70+	0	0	0	0	0	0	0	0	0	0	0

Agency Name:
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Statewide or Regional LEA- Rutgers University Police Department
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Officers Promoted

	<i>Promoted to Sergeant</i>				<i>Promoted to Lieutenant</i>				<i>Promoted to Captain</i>			
	<i>Male</i>	<i>Female</i>	<i>X or Non-Binary</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>X or Non-Binary</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>X or Non-Binary</i>	<i>Total</i>
American Indian or Alaska Native alone	0	0	0	0	0	0	0	0	0	0	0	0
Asian alone	0	0	0	0	0	0	0	0	0	0	0	0
Black or African American alone	2	0	0	2	1	0	0	1	0	0	0	0
Native Hawaiian / other P. I. alone	0	0	0	0	0	0	0	0	0	0	0	0
White alone	2	0	0	2	1	0	0	1	0	0	0	0
Two or more races alone	0	0	0	0	0	0	0	0	0	0	0	0
Other alone	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic or Latino	3	2	0	5	2	0	0	2	0	0	0	0

Agency Name:
Year:

Statewide or Regional LEA- Rutgers University Police Department
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Additional Narrative

Narrative Prompts: A detailed assessment as to whether representation has improved for any previously identified underrepresented groups
A description of the data used to determine the existence of any underrepresentation.
Any new or modified Program goals to be implemented in the upcoming year

INSERT SAMPLE TEXT HERE FROM AGENCY.