



State of New Jersey

OFFICE OF THE ATTORNEY GENERAL
DEPARTMENT OF LAW AND PUBLIC SAFETY
PO BOX 080
TRENTON, NJ 08625-0080

PHILIP D. MURPHY
Governor

GURBIR S. GREWAL
Attorney General

SHEILA Y. OLIVER
Lt. Governor

MEMORANDUM

TO: Division Directors
Acting Superintendent, New Jersey State Police
Department Administrator

FROM: Gurbir S. Grewal 
Attorney General

DATE: June 18, 2018

SUBJECT: Diversity Initiatives

One of New Jersey's greatest strengths is the diversity of its residents. At the Department of Law & Public Safety, we have a special responsibility to reflect and promote that diversity, not simply as the employer of a large and talented workforce, but also as a law enforcement agency tasked with guaranteeing equal protection of our laws and as a regular purchaser of professional services, including outside legal counsel. We must ensure that our actions reflect our values.

In 2016, my predecessor, Attorney General Christopher J. Porrino, had the wisdom to create a new front office position – Chief Diversity Officer – and to appoint Assistant Attorney General Lora Fong to the title. Lora has done exceptional work strengthening existing programs and developing new ones to make our Department ever more inclusive. With the start of a new Administration, I am asking Lora to take on yet another ambitious project: a Department-wide effort to renew our commitment to diversity. To that end, I am empowering Lora, in her capacity as Chief Diversity Officer, to spearhead a range of projects in close coordination with our Division Directors and OAG Administration.

By this memorandum, I am directing the following actions:

Redoubling efforts to promote diversity at New Jersey State Police. It is crucial that New Jersey's law enforcement agencies reflect the diversity of the communities they serve. This is especially true for the New Jersey State Police, which is responsible for protecting residents across the state. I know that promoting diversity within the officer ranks is one of the top priorities of Acting Superintendent Patrick Callahan, and I intend to do everything I can to support those efforts. This will require a renewed focus on developing a pipeline of highly



qualified applicants from all backgrounds as well as implementing thoughtful, evidence-based policies that encourage the retention and promotion of diverse candidates throughout the State Police.

Developing diversity plans tailored to each Division. Our Department handles a wide range of matters, from prosecuting crimes, to protecting consumers, to regulating a wide variety of industries, including racing, gaming, boxing, and the distribution and sale of alcohol. Our thirteen Divisions vary considerably in size, budget, and scope, and so each one must tailor diversity plans to its own unique needs. I am directing that, by September 30, 2018, each Division Director submit to me a written Diversity and Inclusion Plan that will describe specific steps that the Division will take to reaffirm and strengthen its commitment to diversity. These plans should include specific goals and objectives as well as the methods for achieving progress. I have asked our Chief Diversity Officer to guide and assist our Divisions in developing these plans.

Mandating implicit bias training for officers and prosecutors. Over the past several decades, social science research has revealed that we all experience some degree of “implicit bias,” the unconscious and often subtle associations we make between groups of people and stereotypes about those groups. But research has also shown that we can counter the effects of implicit biases by acknowledging their effects and learning how to recognize when they influence our behaviors and actions. In recent years, law enforcement agencies across the country have integrated implicit bias education into their training programs. These trainings are particularly useful for prosecutors and law enforcement officers, since they reinforce skills that so many of our great investigators and attorneys already possess—including an ability to look past extraneous information and a willingness to question one’s core assumptions. For these reasons, I am directing that all NJSP law enforcement officers and all prosecutors and detectives employed by the Division of Criminal Justice and the 21 County Prosecutors, receive implicit bias training by December 31, 2019, and that our Chief Diversity Officer oversee the implementation of this training mandate. To demonstrate my personal commitment to the effort, my senior leadership team and I underwent implicit bias training last week, and I look forward to extending this training throughout our Department.

Strengthening our capacity to recruit, retain, and promote a diverse workforce. A large organization cannot simply talk about creating a diverse workforce; it must develop an infrastructure that ensures it recruits, retains, and promotes talented employees from all backgrounds. At the Department, these tasks are split between OAG Administration, the Chief Diversity Officer, and the Divisions’ Chiefs of Staff, although they all require additional resources to be successful. I am therefore directing that, by December 31, 2018, OAG Administration create a new unit within the Human Resources office that focuses on recruitment, retention, promotion, and professional development of the Department’s employees, with a particular emphasis on promoting diversity across our Divisions. In addition, I am pleased to note that we are providing Lora with additional staff support, including a Special Assistant to the Attorney General for Diversity, to help her continue the great work she is already doing.

Helping all employees seek promotional opportunities. In the past, some Department employees have expressed concern that it can be difficult to position oneself for promotional opportunities. To address that concern, the Department will be rolling out a program that makes it easier for employees to volunteer for new and challenging work assignments, thereby allowing these employees to develop additional skills. The program will be housed on the Department’s technology platform and will help match employees with one-off projects and stretch

opportunities and assignments. This initiative will launch as a pilot project by August 30, 2018, with the goal of expanding across the Department by December 31, 2018.

Ensuring outside counsel reflects our commitment to diversity. Every year, the Department retains dozens of law firms to perform specialized legal work when we lack the expertise to undertake such work our own. Except in rare cases, the Department hires outside counsel by selecting from pre-qualified firms included on the “Approved Special Counsel Lists” maintained by the Division of Law (DOL). As a result, it is crucial that we help all of New Jersey’s lawyers, especially those at women- and minority-owned firms, learn about what they must do to qualify for the Approved Special Counsel Lists. I have asked the Chief Diversity Officer to develop training material and to coordinate with leaders of the various state bar associations to educate private lawyers about the opportunities available. In addition, as of the date of this memorandum, DOL will require that outside counsel complete a diversity questionnaire when seeking legal work with the state. I am further directing that, by September 30, 2018, DOL must implement a mechanism for considering counsel’s responses to that questionnaire when selecting firms for the Approved Special Counsel Lists.

Promoting transparency across the Department. It is important that the public have access to information about the Department’s efforts to promote and expand diversity. For that reason, I am directing the Chief Diversity Officer to prepare and publish a report that will review the Department’s Diversity and Inclusion initiatives and programs and include demographic data on the Department’s public website, including benchmarking data and comparative analyses. I am directing that an annual diversity and inclusion report be released no later than July 30, 2018, and that similar reports be issued on an annual basis.

I look forward to working with you on these important initiatives.