Diversity & Inclusion

2017 Annual Report

Office of the Attorney General
Department of Law & Public Safety

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A Message from the Attorney General

It is my great privilege and honor to serve as the sixty-first Attorney General of the State of New Jersey. At the Department of Law & Public Safety, we have a special responsibility to reflect and promote our state's diversity – not simply as the employer of a large and talented workforce, but also as the leading law enforcement agency in the State and as a socially responsible consumer of services, including those provided by outside legal counsel. We must ensure that our actions reflect our values.

To that end, on June 18, 2018, I issued a memorandum directing the Department's leadership to prioritize our diversity initiatives and empowering our Chief Diversity Officer, Assistant Attorney General Lora Fong, to spearhead these efforts. Among other things, our priorities include:

- Promoting diversity at State Police. The Chief Diversity Officer will oversee an initiative to promote diversity within New Jersey State Police.
- Mandating implicit bias training. Implicit bias training will be required for all State Police officers and all state prosecutors, including those employed by the Division of Criminal Justice and the twenty-one County Prosecutors.
- Expanding Human Resource functions. The Department's Chief Administrative Officer will create a new functional area within our Human Resources organization that focuses on recruitment, retention, promotion, and professional development of all employees, with a particular emphasis on promoting diversity across the Department.
- Encouraging career growth and opportunities for employees. The Department will launch a new program that makes it easier for employees to volunteer for new and challenging work assignments, thereby developing skills useful for pursuing lateral growth and

promotional opportunities. Called the "Stretch Opportunity Assignment Pool," or SOAP, the program will launch as a pilot program in our Division of Law and expand Department-wide later in the year.

- Helping to diversify our outside counsel. The Chief Diversity Officer will produce material to help educate New Jersey's lawyers, especially those at women- and minority-owned firms, about what they must do to qualify for the Department's approved outside counsel lists.
- Tracking demographic data about outside counsel. The Division of Law (DOL) will require that law firms seeking to represent the state complete a diversity questionnaire that will request demographic information regarding the firms' attorneys, and that DOL will consider in deciding which firms to approve as outside counsel.
- Promoting transparency. The Chief Diversity Officer will collect and make public data regarding the Department's diversity efforts. This Annual Report, which includes robust demographic data reporting is an important first step in delivering on this priority.

As we begin a new chapter at LPS, I look forward to all the good work that we can do together. I am encouraged by the enthusiasm and commitment of the individuals who are the lifeblood of our organization, and confident that as we proceed in carrying out the mission of the Department, that we will do so in a way that respects and values all of our people.

Gurbir S. Grewal
New Jersey Attorney General

A Message from Our Chief Diversity Officer

In the waning days of 2016 I joined the Department of Law & Public Safety (LPS) and became the first person to serve as its Chief Diversity Officer. Coming from a 25-year legal career in the private sector, I was charged with the mission of bringing a full-time focus and fresh perspective to fostering diversity within the Department. From the start, I was met with a strong commitment towards promoting a diverse and inclusive workplace – starting at the top, with then Attorney General Christopher S. Porrino, whose vision brought about the creation of the Chief Diversity Officer role, and extending throughout the senior leadership team across the Department and beyond.

As 2017 progressed, we worked together to find ways to cultivate and embolden our diversity and inclusion strategy, building upon the solid foundation that previously had been laid, with our Diversity Council and programmatic initiatives that were already underway including our mentoring program for new attorneys in our legal divisions, and a Department-wide invitation to an innovative and compelling one-man show on inclusion, featuring poet, psychologist and performer, Dr. Mykee Fowlin.

This report summarizes what we did in 2017 to strengthen LPS's ability to serve the people of the State of New Jersey by fostering a diverse and inclusive culture.

In 2018, as we continue under the leadership and vision of Attorney General Gurbir S. Grewal, I eagerly anticipate making more progress, moving forward with key programs that were launched in the year prior, implementing ideas already in the works, and tackling new and innovative initiatives. In all of these efforts – past, present and future – we are exceedingly grateful to the many individuals throughout our organization and beyond who have contributed their time, energy and ideas to supporting diversity and inclusion, notably including members of our Diversity Council, volunteers who have helped us build our diversity and inclusion training program and lead those training sessions, and members of the community who have contributed their subject matter knowledge and unique perspective to help us better understand and value the myriad differences among us that enrich and enable all of us at LPS to do our jobs.

Lora Fong
Chief Diversity Officer

Introduction

Diversity helps us to leverage the talents and skills within LPS and understand the perspectives of the communities we serve so that we can do our best work in the service of the people of New Jersey. Decades of research show that socially diverse groups are more innovative and better at solving complex problems – not just because greater diversity increases the likelihood that individuals will contribute different information and viewpoints, but also because the process of problem-solving will be improved and drive better performance. Under competitive market forces, the corporate sector has long been focused on building more diverse and inclusive organizations. Unlike private sector companies, LPS is not motivated by profits – our work is to serve the people of New Jersey.

LPS has a far-reaching mission that is performed by 13 different divisions and over 7,770 people. Our workforce is made up of both civilian personnel and sworn law enforcement members. We serve as the state's lawyers. We investigate and prosecute crimes. We assist the victims of crimes and their families. We regulate a variety of industries important to New Jersey's economy, including gaming, boxing, horseracing, and the distribution and sale of alcohol. We keep our highways safe. We protect consumers from fraud; we regulate the state's financial marketplace; and we oversee the licensing of various professions, including doctors, dentists, nurses, and pharmacists. We work to rehabilitate juveniles who become involved in the criminal justice system. And we fight to protect and preserve peoples' civil rights. With such a broad scope of responsibilities, it is easy to see how a diverse workforce better enables us to get it all done in a way that meets the needs of New Jersey – one of the most diverse states in the country.

Acknowledgements

We are especially grateful to the following individuals who served as members of the Diversity Council during 2017.

- Rahat Babar – *Office of the Attorney General*
- Lynn Belletier – *Office of the Attorney General*
- Melica Blige – *Office of the Attorney General*
- Nina Bonner – *Office of the Insurance Fraud Prosecutor*
- Lisa Brown – *Division of Law*
- LaMonica Cross – *Division of Criminal Justice*
- Phillip Dowdell – *Office of the Attorney General*
- Deborah Edwards – *Office of the Attorney General*
- Philip Espinosa – *Division of Law*
- Nancy Fitterer – *Office of the Attorney General*
- Jennifer Fradel – *Office of the Attorney General*
- Ediz Laypan – *Division of Consumer Affairs*
- Bindi Merchant – *Division of Law*
- Christine Neeman – *Office of Law Enforcement Professional Standards*
- John Nicodemo – *Division of Criminal Justice*
- Susan Olgiati – *Division of Law*
- Sharon Price-Cates – *Division of Law*
- Andrew Sarrol – *Office of the Attorney General*
- Diane L. Scott – *Division of Law*
- Stanford Senior, Jr. – *Division of Consumer Affairs*
- Leah Smith – *Office of the Attorney General*
- Peter Traum – *Office of the Attorney General*
- Tracey Warrick – *Office of the Attorney General*
- Eric Weiss – *Division of Gaming Enforcement*
- Michael Williams – *Division of Criminal Justice*

Our deepest appreciation and thanks go to the following individuals who are key contributors to our Diversity & Inclusion training program:

- Kathy Friess – *Division of Criminal Justice*
- Cynthia Mozeé – *Juvenile Justice Commission*
- Kathleen Williams – *Office of the Attorney General*

Special thanks to the unsung heroes of our Diversity & Inclusion team:

- Amy DeWees – *Office of the Attorney General*
- Mary Stubbs – *Office of the Attorney General*

Section 1: Employee Demographics at a Glance

As a whole, the Office of the Attorney General/Department of Law and Public Safety ("LPS" or the "Department") employs approximately 7,700 people[1].

With regard to race/ethnicity, approximately 70% of these employees have reported their race or ethnicity as White; 18% have reported African American/Black; 3% have reported Asian; and 9% have reported Hispanic/Latino. In comparison, the Department's workforce is slightly more diverse than the national labor force for the same time period,[2] with that data reflecting that Americans in the work force are: 78% White, 12% African American/Black; 6% Asian; and 17% Hispanic/Latino. Looking ahead to 2019, the projected composition of the New Jersey Labor Force is expected to be: 57% White, 14% African American/Black; 10% Asian and 19% Hispanic/Latino.

Turning to gender, overall, 35% of the Department's employees are female and 66% are male. These numbers are significantly impacted by two very large divisions within the Department that employ significant numbers of law enforcement officers, specifically, the Division of State Police ("NJSP") and the Juvenile Justice Commission ("JJC"). NJSP employs more than half of the Department's personnel, with more than 3900 employees. Of that number, approximately 2,700 are employees with the ranks of Colonel, Lieutenant Colonel, Major, Captain, Lieutenant, Sergeant First Class, Sergeant, and Trooper (collectively referred to as "Enlisted"). The majority of NJSP Enlisted personnel are men (95.5%). Similarly, JJC employs approximately 1,100 people, approximately a third of whom are corrections officers, the majority of whom are male (87%). Other divisions with significant numbers of employees reflect that the majority of their employees are women, such as the Division of Law (66% of 723 employees) and the Division of Consumer Affairs (68% of 511 employees), but their impact on the Department's gender representation numbers are outweighed by the two divisions with the largest headcount.

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[1]*The employee data reported throughout this report reflects full-time regular employees of the Office of the Attorney General/Department of Law and Public Safety as of November 1, 2017.*

[2]*Comparative national labor force data obtained from the U.S. Bureau of Labor Statistics for 2017.*

The Department is the largest single employer of attorneys in New Jersey. We employ approximately 700 attorneys within the following job titles: Attorney General; 1st Assistant Attorney General; Assistant Attorney General; Assistant Deputy Attorney General; Deputy Attorney General. The largest racial/ethnic group represented for all attorney titles is White (81.4%). Representation within attorney ranks for other races/ethnic groups is: Black, 8%; Asian, 7%; and Hispanic/Latino, 4%. Comparatively, against national and regional benchmarks, the Department is slightly more diverse. The American Bar Association and the U.S. Bureau of Labor Statistics , and Vault/Minority Corporate Counsel Association report higher representation of White attorneys nationally (85%, 89% and 84% White respectively). Regionally, the National Association for Law Placement reports that 85% of attorneys in the Northern New Jersey/Newark area are White. With regard to gender, 58% of the Department's attorneys are women – well above the comparative benchmarks that range from 36% - 43%. Notably, there is a significant disparity between the average salary for attorneys employed by LPS and that reported for all New Jersey lawyers. The U.S. Department of Labor, Bureau of Labor Statistics estimates the annual mean wage (i.e. average) for lawyers in New Jersey is $140,340, and the annual median wage (i.e. midpoint) is $118,250[3]. In contrast, in 2017, annual salaries for attorneys employed as Deputy Attorneys General in the Department of Law and Public Safety start at approximately $62,000 and the annual salary of the Attorney General – the highest ranking attorney in the Department – was $141,000.

Additional details for the above categories as well as additional detailed demographic data about the employees of LPS, including an analysis for each division, is included in Section 3 of this report.

[3] *https://data.bls.gov/oes/#/occGeo/One%20occupation%20for%20multiple%20geographical%20areas*

Section 2: Diversity and Inclusion Program Initiatives

The driving objectives of our diversity and inclusion initiatives were to: (1) facilitate access to opportunities; (2) enhance employee engagement; (3) reinforce diversity and inclusion as a core value; (4) develop the talent pipeline; and (5) strengthen community relationships.

Facilitate Access to Opportunities.

LPS took the following steps during 2017 to enable equal access to and heighten awareness of specific career opportunities to bolster our recruitment efforts.

Formalized Requirement to Post Promotional Opportunities

LPS codified its policy that public notices must be issued and internal postings are required for promotional opportunities for job vacancies for unclassified positions within the Department.

Department-Wide E-Distribution of Job Postings

LPS took advantage of technology to electronically push out weekly notifications for all posted job vacancies to all our employees across the Department.

External Distribution of Attorney Job Postings to Tri-State Specialty Bar Associations

LPS adopted the practice of distributing externally posted job vacancies for attorney positions directly to bar associations that represent the interests of special groups, such as attorneys of color, minority religious faiths or ethnic backgrounds and women. We proactively reach out to these organizations located throughout New Jersey, Pennsylvania and New York.

Attention to Key Hiring Opportunities

LPS's senior leaders collaborated to assemble diverse interview panels, standardize interview questions and develop a requirements-driven process for high-level job candidate selection.

Enhance Employee Engagement.

LPS recognizes that employees whose diverse backgrounds are recognized, respected and valued are more likely to be enthusiastic about coming to work and do their best. During 2017, we took the following steps toward enhancing employee engagement.

Swearings-in: Sacred Texts for Different Religions

Religion is just one dimension of diversity that exists among our workforce and is a deeply personal one. State law requires that individuals holding certain positions within LPS take an oath of office. Often, those oaths of office are sworn, typically, with a one hand laid on a sacred text to signify the solemnity of the oath. Recognizing the diversity of our employees' religious affiliations, LPS has made the sacred texts of major religions available for those who are being sworn into office.

Quiet Room for Prayer, Meditation and Reflection.

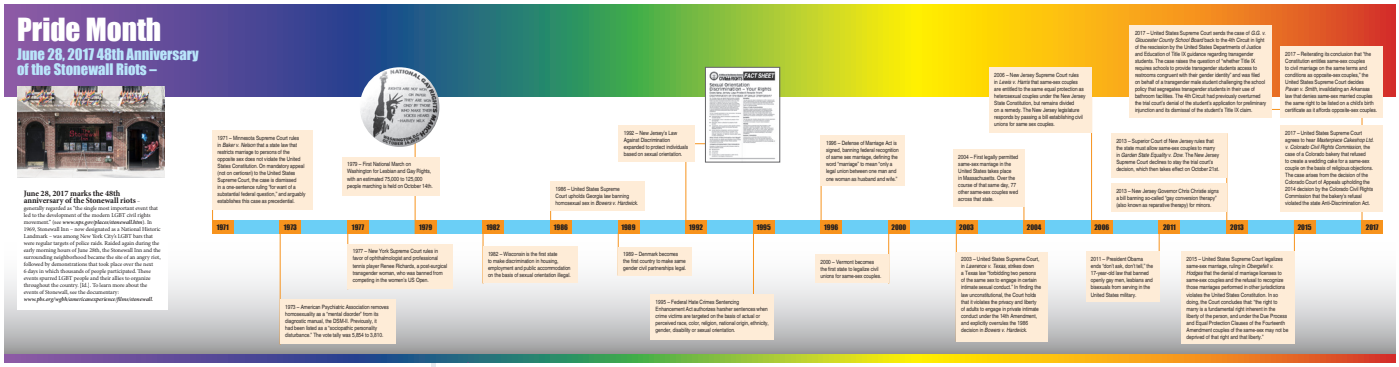
Quiet can be a rare commodity in a busy workplace. LPS employees at the Hughes Justice Complex can seek the restorative benefit of quiet contemplation in a "Quiet Room" accessible to any employee.

Support for Nursing Mothers

Going above and beyond the requirements of the law, LPS has set aside a "Lactation Room" at the Hughes Justice Complex for use by our employees who are nursing mothers. Additionally, on request, those who work in other locations are accommodated with a private lactation space, or a nursing mother who has a private office may opt to use her office and will be provided with a lock if needed. LPS also supplies nursing mothers with energy-efficient coolers for the storage of breast milk on request.

Attorney Mentoring Program

In 2017, we reviewed and re-launched our Attorney Mentoring Program, assigning in-workgroup mentors to newly hired Deputy Attorneys General and conducting networking and professional development programs throughout the year.



Employee Resource Groups

LPS announced programmatic support for the formation of Employee Resource Groups (ERGs) – voluntary and employee-led groups that are formed around shared interests, characteristics or a common background or bond. In general, ERGs typically form along various dimensions of diversity such as race, ethnicity, gender, sexual orientation or expression, disability, veteran status or generational groupings, just to name a few. LPS created its ERG program to help connect employees, promote a culture of inclusion, awareness and respect in the workplace, and support personal and professional development. To begin, while also welcoming the formation of additional ERGs, LPS proactively supported the formation of 5 ERGs along for employee within the following groups and their allies: Asian, Black, Latinx, LGBTQIA and Women. Members of our Diversity Council have volunteered to lead these efforts and ERGs are open to all employees.

Reinforce Diversity and Inclusion as a Core Value.

Consistent messaging throughout the Department about the importance of diversity and inclusion is a critical success factor in driving our diversity and inclusion progress forward.

Department-wide Mandatory Diversity and Inclusion Training

A key initiative successfully launched in 2017 reflected months of collaborative development and testing that resulted in a highly successful and extraordinarily well received training program on diversity and inclusion. Our half-day program is facilitated by LPS employees who volunteer to lead a wide ranging discussion on the value of diversity and how to foster a more inclusive workplace. Launching in October, LPS successfully delivered this program to more than 700 employees in 2017. The early returns on participant evaluations tell us that we are on the right track with a 96% positive rating for the overall program.

#StopTheHate

Implicit Bias Training

Preconceived associations that we all form often show up at the workplace as "implicit bias" – attitudes that exist in our unconscious minds and affect our behavior and the decisions we make. LPS has developed a program on raising our awareness of implicit bias and ways to interrupt it. In 2017, that training was delivered to over 500 members of our Division of State Police as well as to civilian members of our Candidate Review Boards, which are responsible for interviewing applicants to our State Police Academy. LPS also delivered Implicit Bias training to select management personnel, as well as to the incoming class of attorneys newly hired by our Division of Law.

#StopTheHate Webpage

Reflecting LPS's commitment to the principle that there is no place in New Jersey for hateful intolerance, LPS established a page on our website under the banner of #StopTheHate. There, visitors will find resources that address bias crimes, civil rights, community policing, grant programs for non-profits that are at high-risk of terrorist attack, and the LPS anti-bias educational programs for community groups.

Programs that Celebrate Diversity

Diversity celebrations help us acknowledge differences among us and foster understanding. While some of our divisions have had similar programs, In 2017 LPS incepted programmatic Department-wide diversity observances, and for the first time recognized Asian Pacific Islander Heritage Month, by featuring interviews with LPS's own senior leaders of Asian descent: Lora Fong, Assistant Attorney General and Chief Diversity Officer; Christopher Iu, Assistant Attorney General and Insurance Fraud Prosecutor; Steve Lee, Director of the Division of Consumer Affairs; Kavin Mistry, Assistant Attorney General - Division of Law, Financial Affairs & State Contracting Practice Group; and Craig Sashihara, Assistant Attorney General and Director of the Division of Civil Rights; and by partnering with the Administrative Office of the Courts in an entertaining and informative joint program. LPS also observed LGBT Pride Month for the first time, sharing a timeline display of historic events in the evolution of the American LGBT rights movement, commencing with the Stonewall Riots in New York City.

Develop the Talent Pipeline

At LPS, we recognize that the talent pipeline directly impacts our ability to recruit capable and qualified individuals into our ranks. Infusing existing recruiting efforts across the Department with a diversity consciousness bolsters our effectiveness in on-campus interviews, job fairs and other recruiting events. Additionally, members of the LPS Diversity and Inclusion Team and our Diversity Council have directly engaged with area law schools in a variety of ways, such as volunteering to conduct mock interviews, participating in panel discussions, or making presentations. Further, LPS has directly connected with diversity leaders in local law schools in recruiting for various LPS internship programs.

Strengthen Community Relationships

Community Policing

In 2017 LPS held a Community Policing Awards Program, recognizing the best and most innovative efforts by local law enforcement departments throughout New Jersey to build ties with the communities they serve. LPS also established a community policing grant program, named for the late Detective Matthew L. Tarentino of the Summit Police Department, who tragically lost his life in a motor vehicle accident on May 30. Detective Tarentino demonstrated a deep commitment to community outreach, particularly the D.A.R.E. program, helping the Summit Police Department to become a 2017 recipient of the Attorney General's Outstanding Community Policing Award.

LPS Community Committees

LPS regularly seeks the input and perspectives of our invaluable community partners. Our Division of Criminal Justice regularly consults a Law Enforcement/Community Advisory Committee, seeking and receiving invaluable assistance on issues such as body worn cameras, shooting response and cultural competency in law enforcement training. The Attorney General and members of the senior staff conducted meetings throughout the year with the Muslim Outreach Committee and participated in discussions with the Interfaith Advisory Council convened by the New Jersey Office of Homeland Security and Preparedness.

Attorney General's Anti-Bias Legal Education (A.B.L.E.) Response Team

Responding to escalating concerns about hate crimes and discrimination motivated by xenophobia, racism or illegal bias, LPS developed an informational presentation about Bias Crimes and the New Jersey Law Against Discrimination ("LAD") that its attorneys deliver to houses of worship, community centers and educational institutions throughout the State. Representatives from the Division of Criminal Justice, the Division of Civil Rights and volunteers from the Diversity Council have collaborated in this effort.

Safe Stop Initiative

LPS's goal is for every traffic stop to end safely for all involved and has taken the following steps directed at law enforcement: all police officers in New Jersey must complete annual training on de-escalation techniques, cultural awareness and implicit bias through our CLEAR Institute; thousands of police officers now wear body-worn cameras; we have improved protocols for investigation of police-involved use of deadly force; and we have promoted innovative community policing through hundreds of thousands of dollars in grants and awards. In 2017, LPS launched the "Safe Stop" initiative that takes the next step by providing information for the general public about what to do, and what not to do, during a traffic stop, to ensure that all stops are safe and fair.

Moving Forward

As we look back on the strides made in diversity and inclusion during 2017, there is much to be proud of. But we have not reached the end of the road. As we turn our gaze forward, we envision innovative programs already on the drawing board and know that we must expect the unexpected as we adapt best practices to our continually evolving landscape. We are reminded of the wisdom of the ancient philosopher Lao Tzu that "a journey of a thousand miles begins with a single step." We are grateful for the collective and individual efforts of so many LPS employees who have given of their time, creativity and talent to move us many steps forward and invite every person who is part of LPS to actively engage with us as we travel along the path to a more diverse and inclusive Department.

Section 3:
Demographic Data

Data Characteristics, Defined Terms and Assumptions

The Office of the Attorney General/Department of Law & Public Safety ("LPS" or the "Department") consists of the following: Alcoholic Beverage Control; Office of the Attorney General; Division of Civil Rights; Division of Consumer Affairs; Division of Criminal Justice (including the Office of the Insurance Fraud Prosecutor); Division of Gaming Enforcement; Division of Law; Office of Highway Traffic Safety; New Jersey Racing Commission; Division of State Police; Victims of Crime Compensation Office; and the following agencies that are in but not of the Department: Election Law Enforcement Agency; and Office of Homeland Security and Preparedness and Juvenile Justice Commission

Data throughout reflects only full-time regular employees of the Office of the Attorney General/Department of Law & Public Safety as of November 1, 2017.

Within the Division of State Police, "Enlisted" personnel means the following sworn law enforcement officers: Colonel, Lt. Colonel, Major, Captain, Lieutenant, Sergeant First Class, Sergeant, and Troopers; "Non-enlisted" personnel consist of all other employees of the Division of State Police.

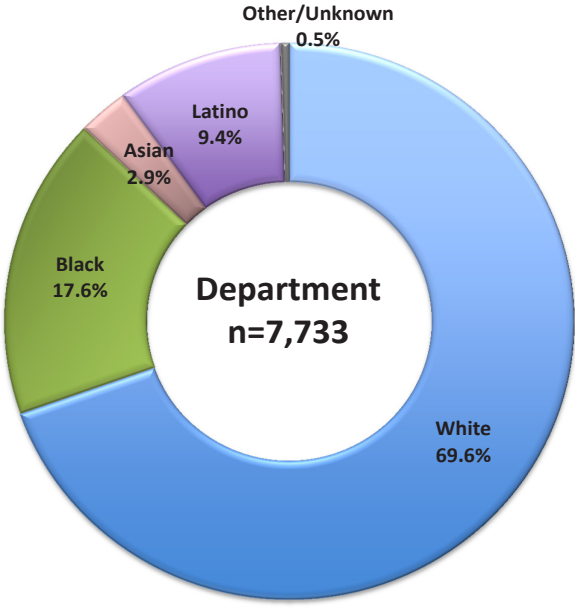
The category "Attorneys" means employees within the Department having the following job titles: Attorney General;1st Assistant. Attorney General; Assistant Attorney General; Assistant Deputy Attorney General; Deputy Attorney General (levels 1-4).

All demographic data (e.g. Male, Female, White, African American/Black, Asian, Hispanic/Latino) is self-reported.

The category listed as "Other/Unknown" may include Native Americans, Pacific Islanders and/or unidentified employees.

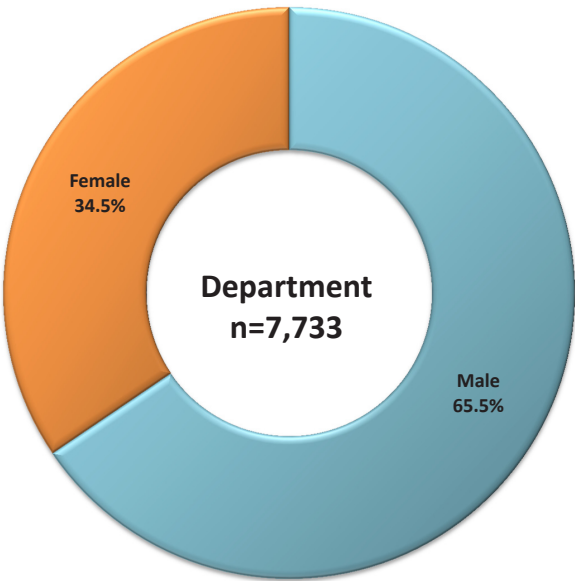
Department-wide Demographics (all divisions/all occupations)

Race/Ethnicity



*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees

Gender



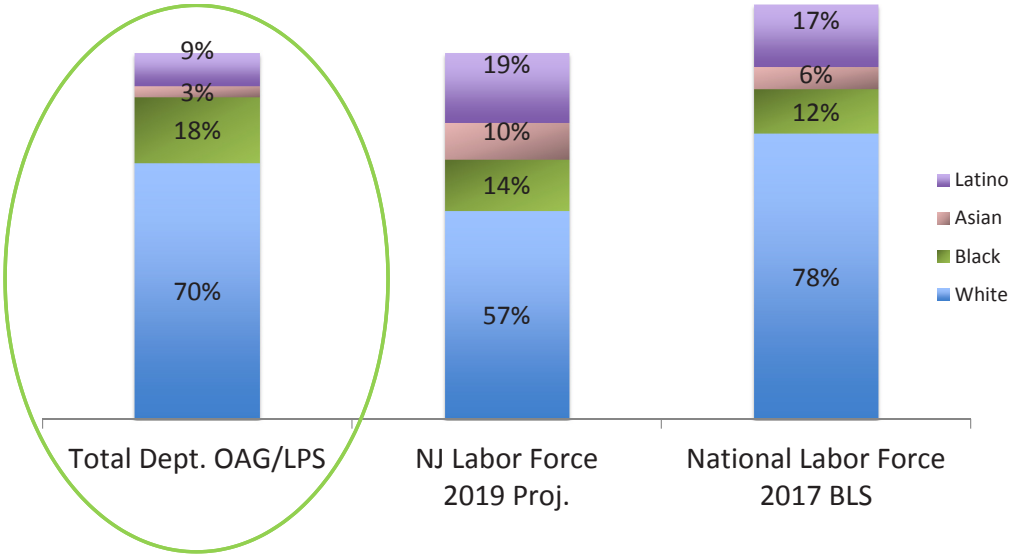
Department-wide Race/Ethnicity & Gender Within Division

Department/Division	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown* %		Female %	Male %	n=
Department-Wide	69.6	17.6	2.9	9.4	0.5		34.5	65.5	7,733
Alcoholic Beverage Control	87.8	8.2	0.0	4.1	0.0		65.3	34.7	49
Civil Rights	39.7	37.9	0.0	19.0	3.4		53.4	46.6	58
Consumer Affairs	46.4	33.3	5.3	13.5	1.6		67.7	32.3	511
Criminal Justice**	74.8	14.1	4.9	6.1	0.2		51.6	48.4	512
Highway Traffic Safety	84.6	15.4	0.0	0.0	0.0		38.5	61.5	13
Gaming Enforcement	76.1	14.8	4.3	4.3	0.4		46.5	53.5	230
Law	73.9	16.5	5.9	3.7	0.0		66.0	34.0	723
Office of the Attorney General	76.1	16.5	3.1	4.3	0.0		54.9	45.1	255
Racing	94.4	0.0	0.0	5.6	0.0		50.0	50.0	36
State Police	77.5	8.9	2.3	10.8	0.5		19.3	80.7	3,969
Victims of Crime Compensation	39.4	30.3	3.0	27.3	0.0		72.7	27.3	33
Election Law Enforcement Agency***	67.2	14.9	4.5	11.9	1.5		62.7	37.3	67
Homeland Security and Preparedness***	88.1	5.9	2.0	4.0	0.0		36.6	63.4	101
Juvenile Justice Commission***	44.6	43.7	1.1	10.1	0.4		32.1	67.9	1,176

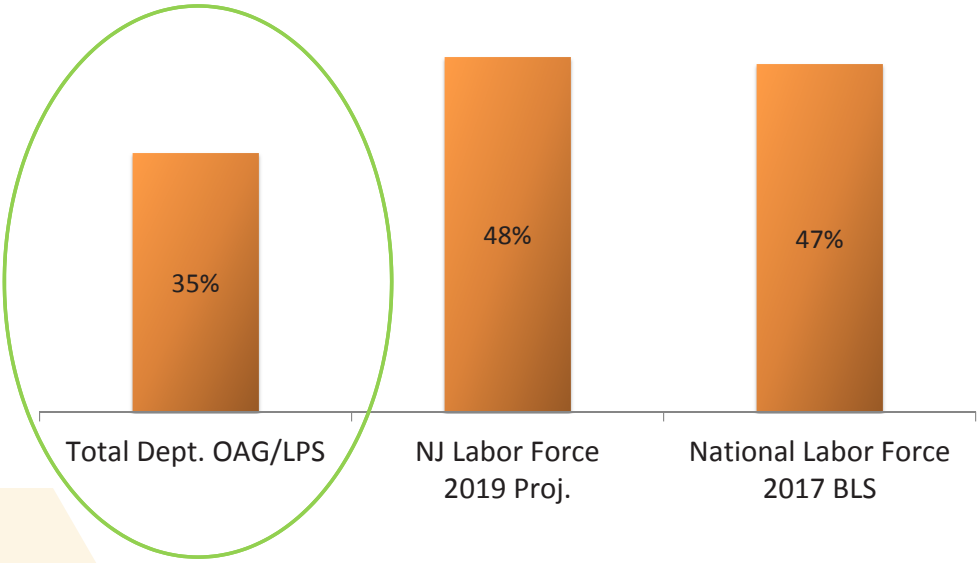
*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees
**Criminal Justice includes the Office of the Insurance Fraud Prosecutor
***These Agencies are in but not of the Department

Comparative Benchmarks Overall Labor Force

Race/Ethnicity



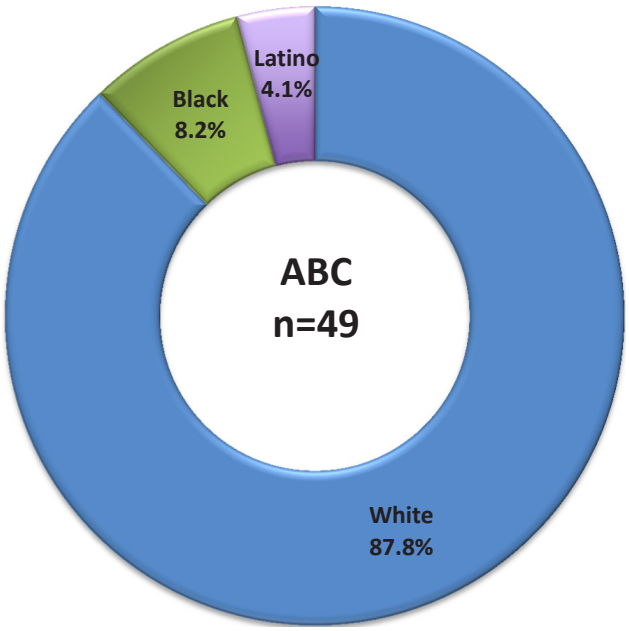
Women



NJ Labor Force 2019 Projection - https://www.nj.gov/labor/lpa/dmograph/lfproj/lfproj_index.html
National Labor Force 2017 - https://www.bls.gov/cps/cpsaat11.htm

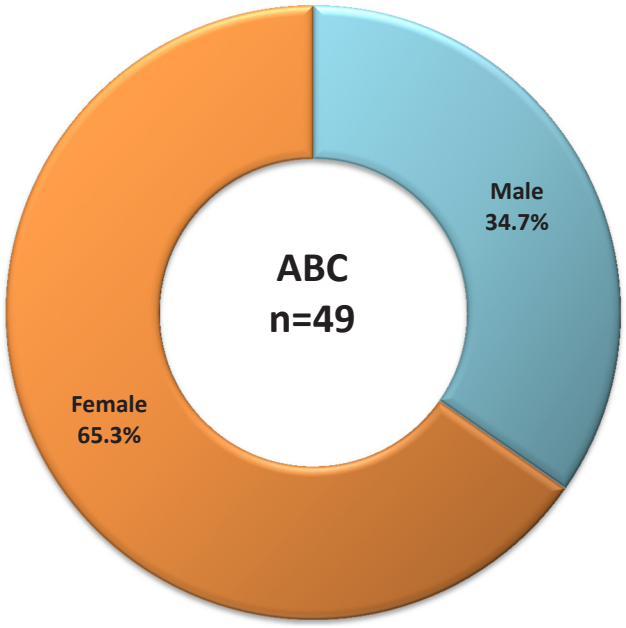
Division Specific Demographics (all occupations)
ALCOHOLIC BEVERAGE CONTROL

Race/Ethnicity



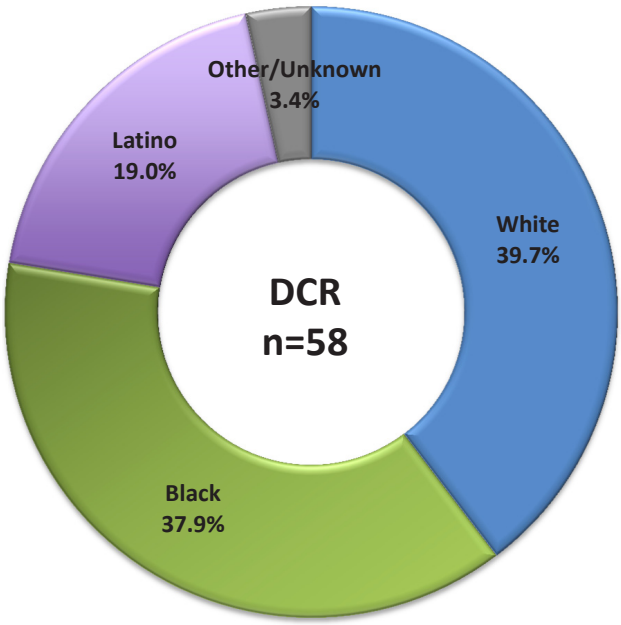
*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees

Gender



Division Specific Demographics (all occupations)
DIVISION ON CIVIL RIGHTS

Race/Ethnicity



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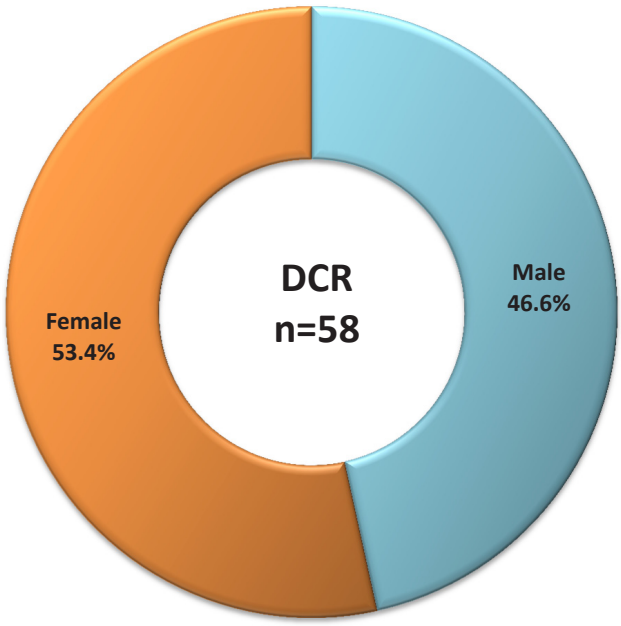
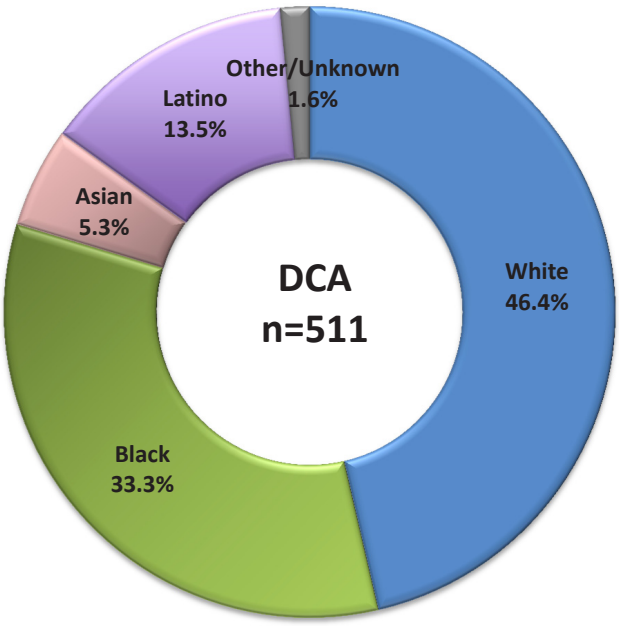


Division Specific Demographics (all occupations)
DIVISION OF CONSUMER AFFAIRS

Race/Ethnicity



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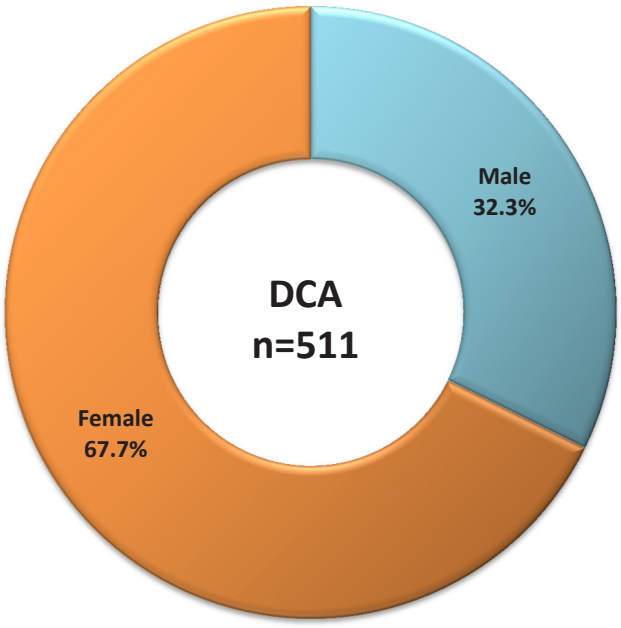
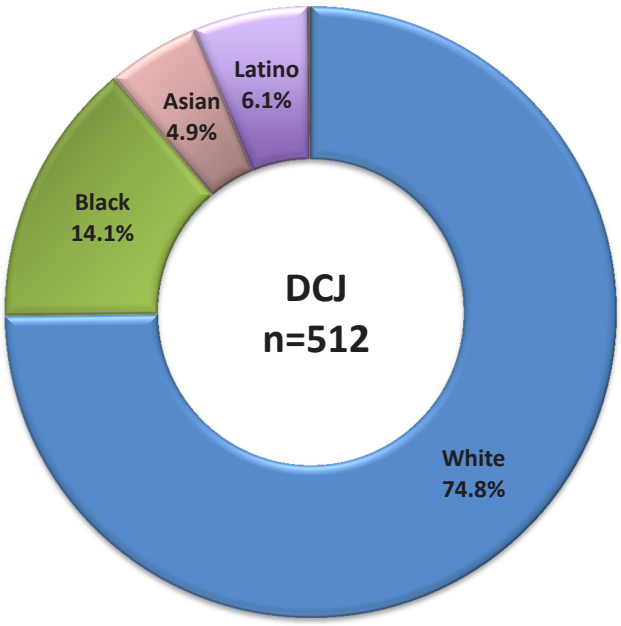
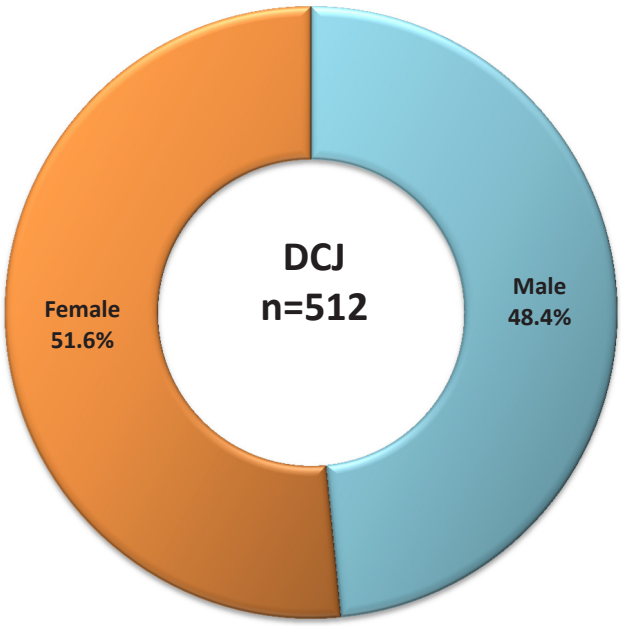


Division Specific Demographics (all occupations)
DIVISION OF CRIMINAL JUSTICE

Race/Ethnicity

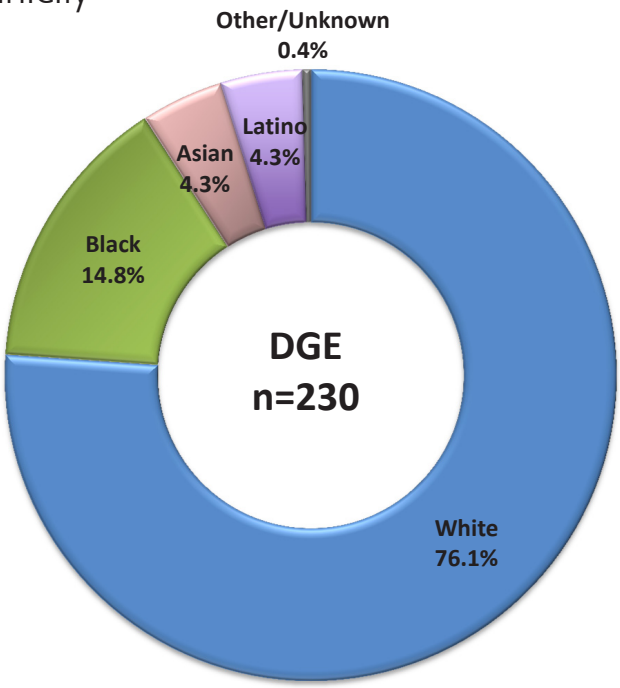


Gender



Division Specific Demographics (all occupations)
DIVISION OF GAMING ENFORCEMENT

Race/Ethnicity



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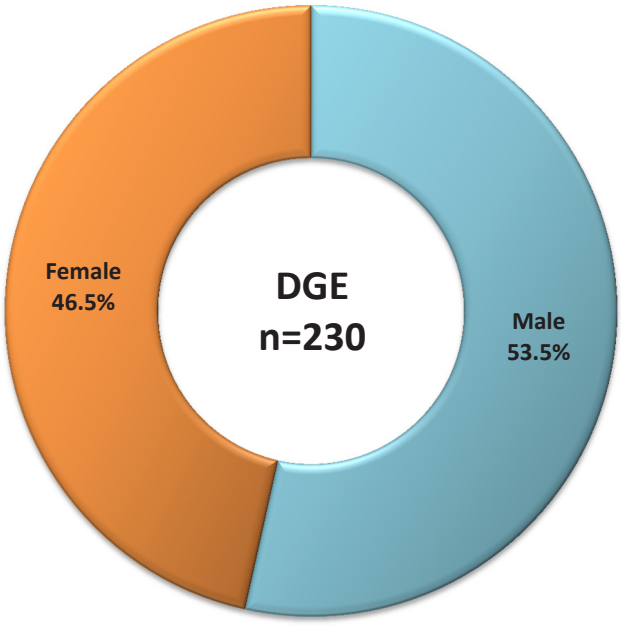
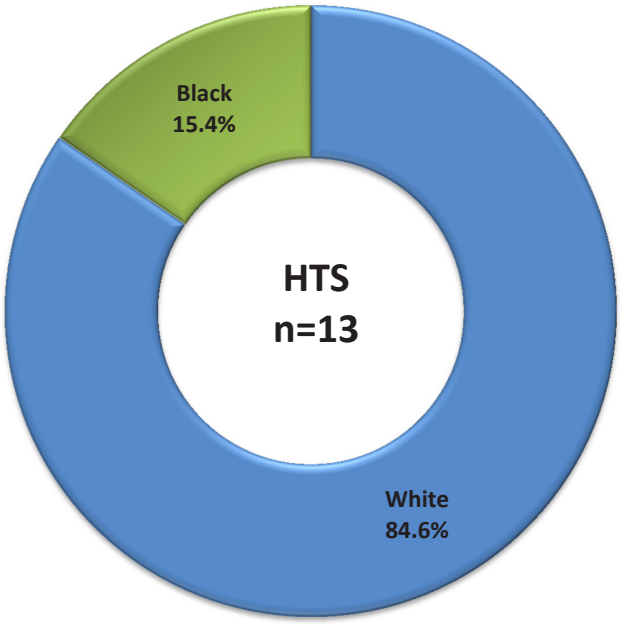
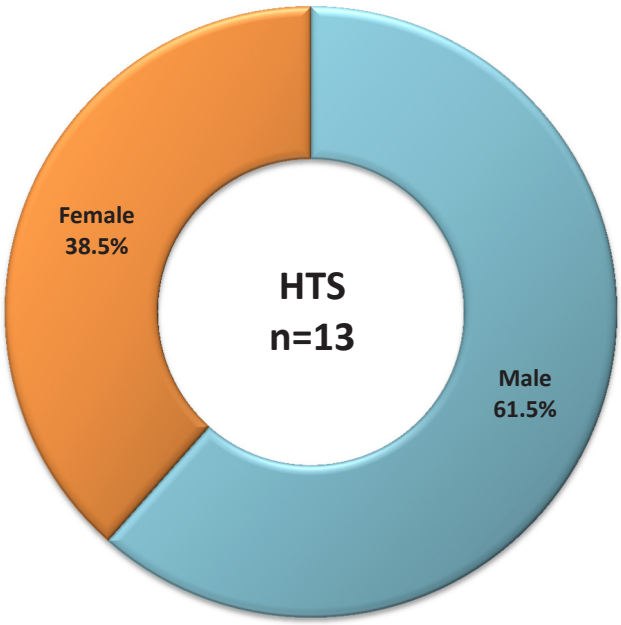


Division Specific Demographics (all occupations)
DIVISION OF HIGHWAY TRAFFIC SAFETY

Race/Ethnicity

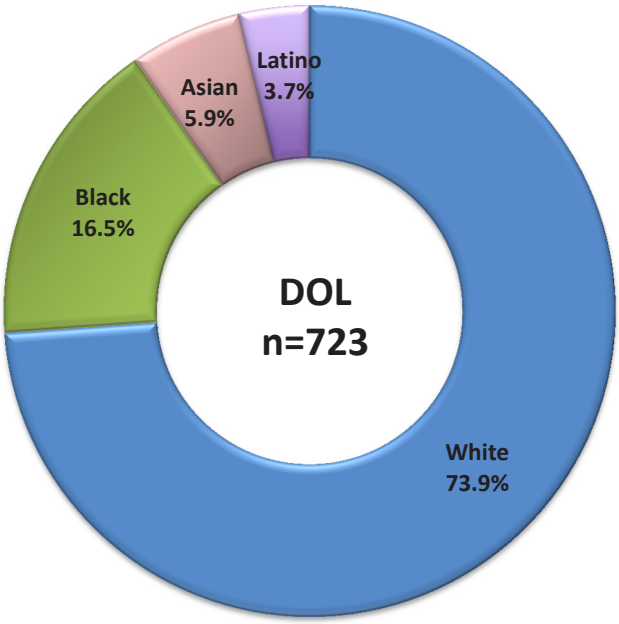


Gender

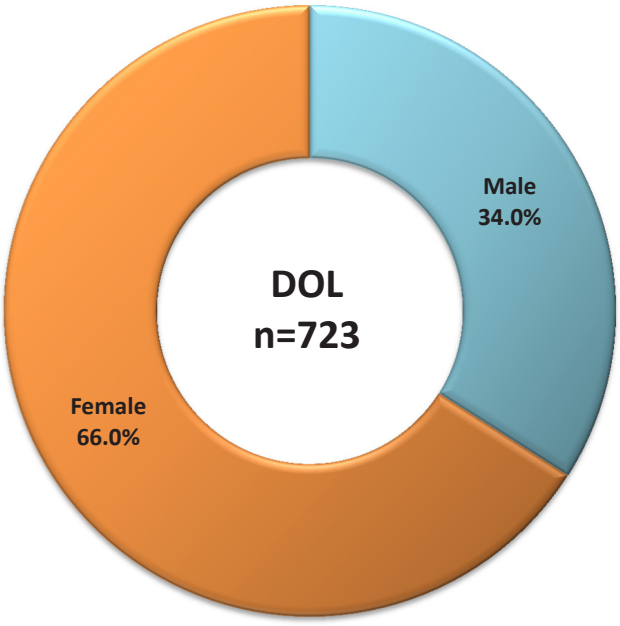


Division Specific Demographics (all occupations)
DIVISION OF LAW

Race/Ethnicity

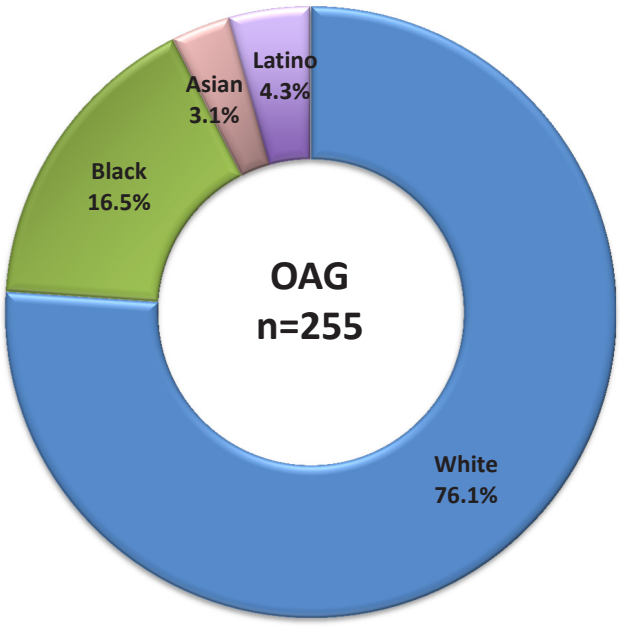


Gender

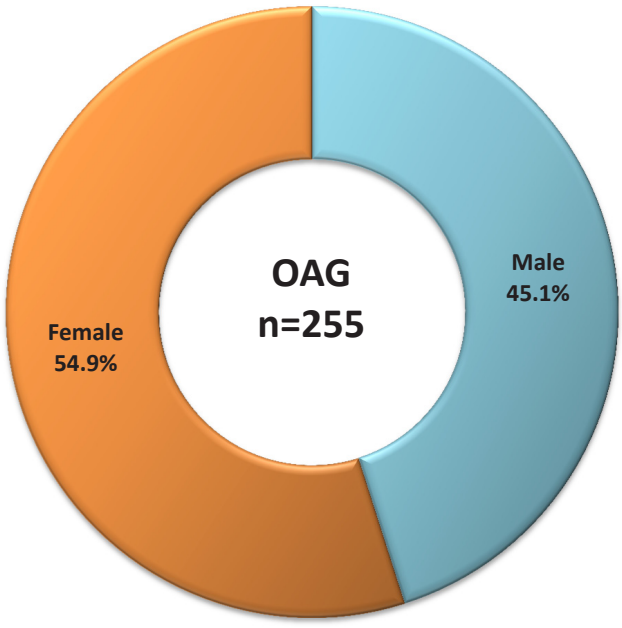


Division Specific Demographics (all occupations)
OFFICE OF THE ATTORNEY GENERAL

Race/Ethnicity

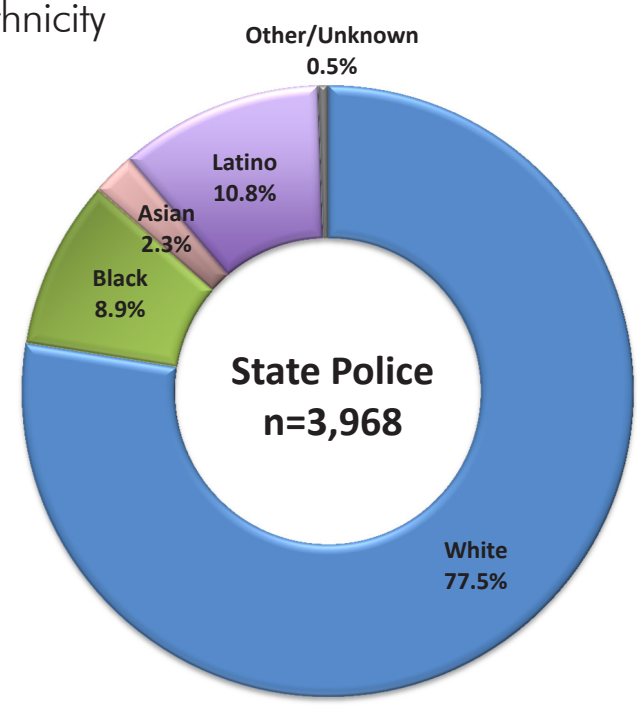


Gender

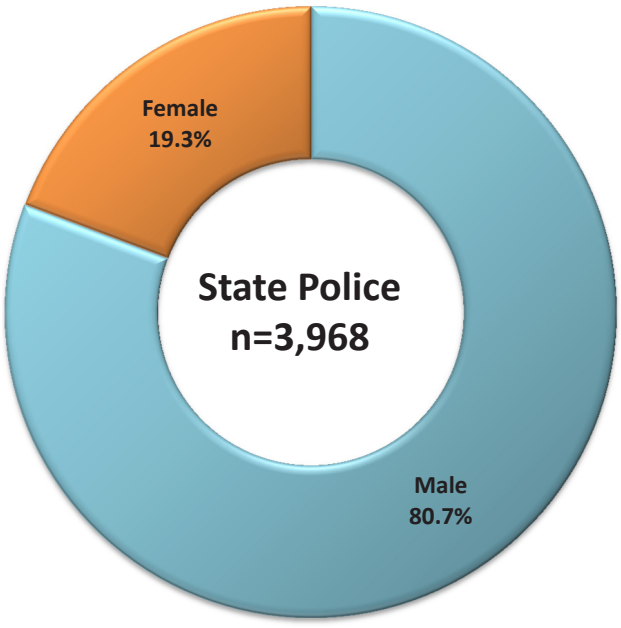


Division Specific Demographics (all occupations)
DIVISION OF STATE POLICE

Race/Ethnicity

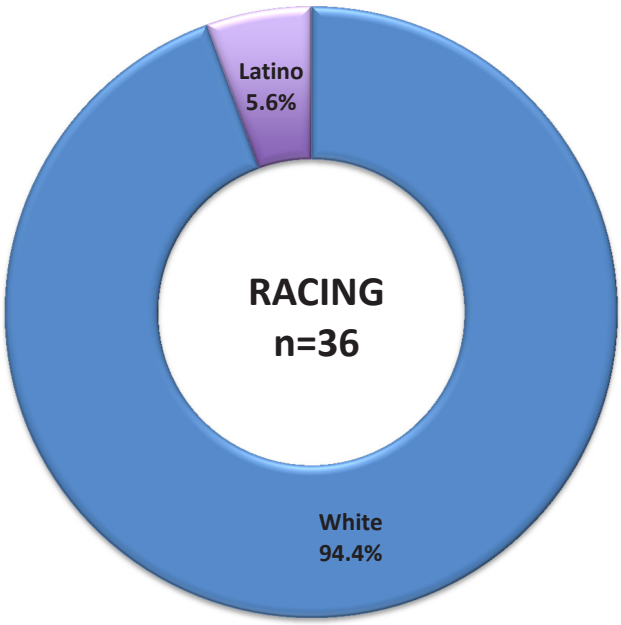


Gender

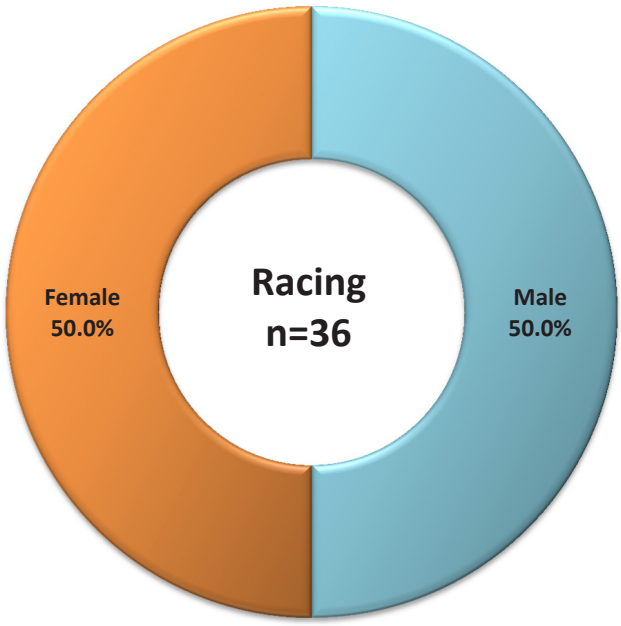


Division Specific Demographics (all occupations)
NEW JERSEY RACING COMMISSION

Race/Ethnicity

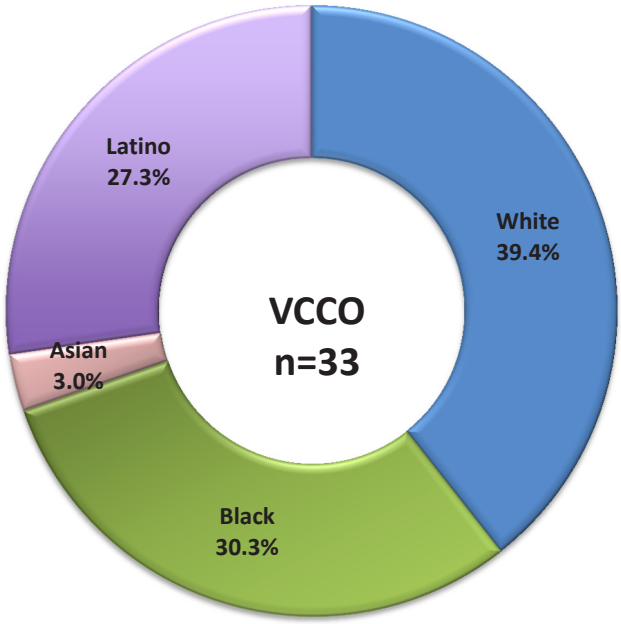


Gender

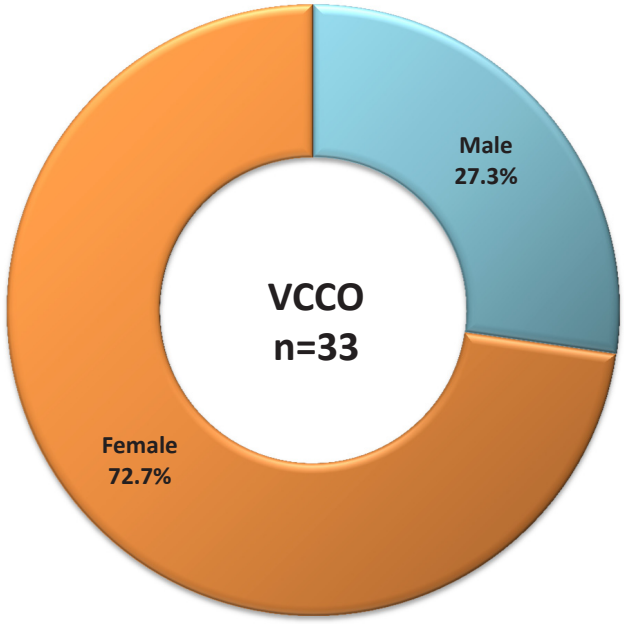


Division Specific Demographics (all occupations)
VICTIMS OF CRIME & COMPENSATION OFFICE

Race/Ethnicity

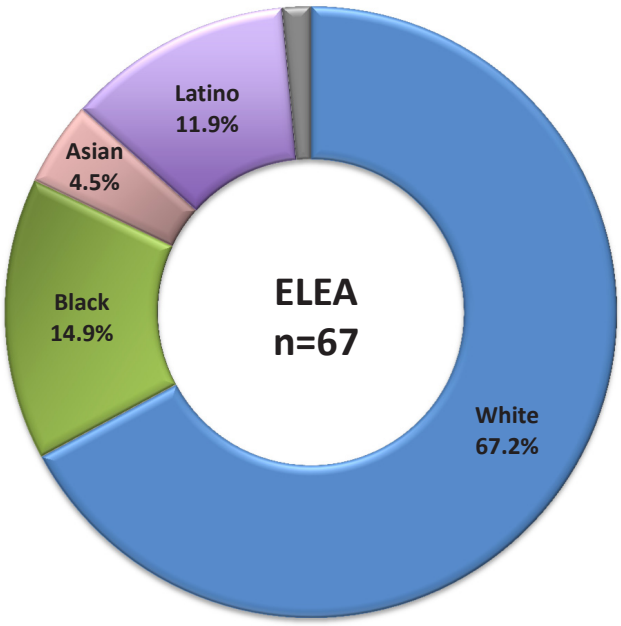


Gender

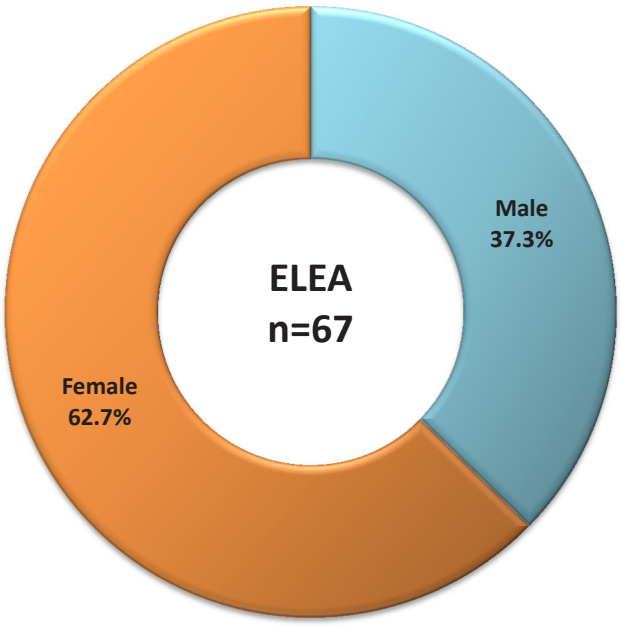


Division Specific Demographics (all occupations)
ELECTION LAW ENFORCEMENT AGENCY

Race/Ethnicity

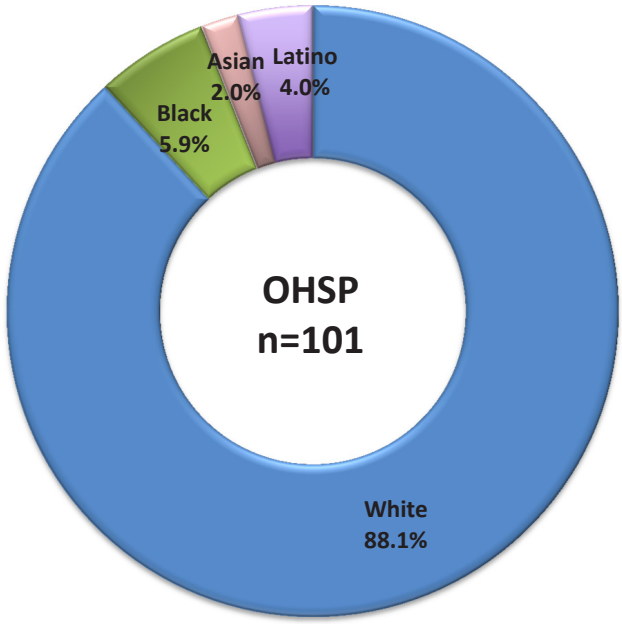


Gender

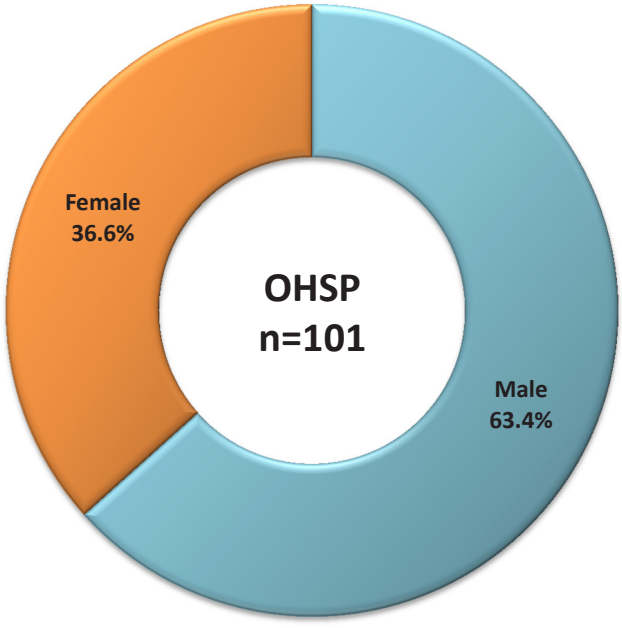


Division Specific Demographics (all occupations)
OFFICE OF HOMELAND SECURITY & PREPAREDNESS

Race/Ethnicity

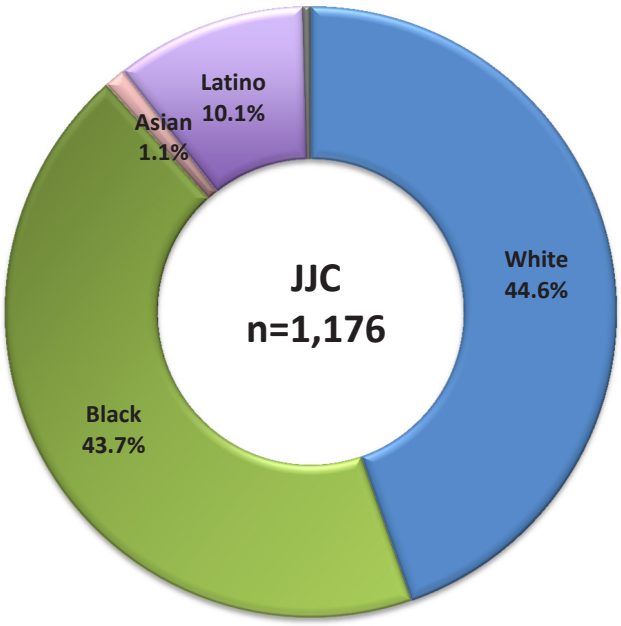


Gender

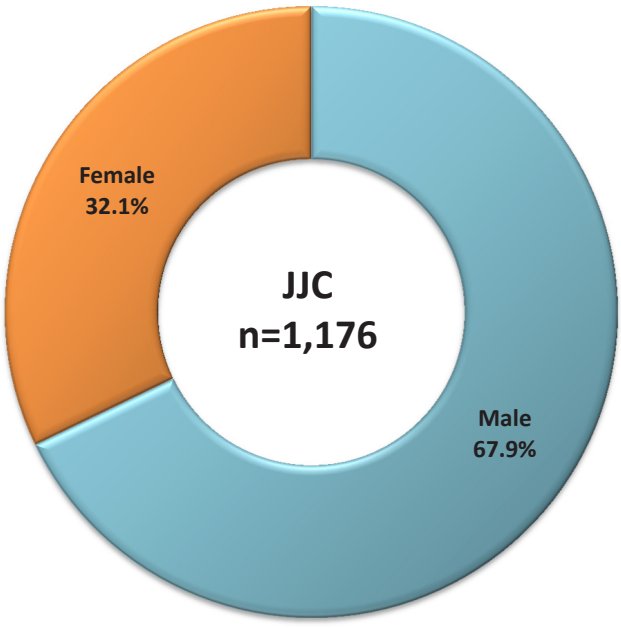


Division Specific Demographics (all occupations)
JUVENILE JUSTICE COMMISSION

Race/Ethnicity



Gender



Division of State Police (detailed metrics)

State Police Academy
Gender & Race/Ethnicity Within Graduating Class

Class Number	Graduation Year	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %	Female %	Male %	Class Size
148	2008	87	1	0	12	0	5	95	76
149	2008	84	2	2	12	0	4	96	85
150	2009	69	5	5	21	0	1	99	104
151	2012	76	2	6	15	0	13	87	85
152	2013	49	13	7	29	2	4	96	91
153	2013	49	16	5	25	4	4	96	118
154	2014	69	11	3	13	3	7	93	149
155	2015	80	10	1	7	2	6	94	109
156	2016	66	7	7	20	1	8	92	134
157	2017	58	9	0	28	5	2	98	148
158	2018	59	10	4	22	4	9	91	161
10-YEAR TOTAL	------	**66**	**9**	**4**	**19**	**2**	**6**	**94**	**1,260**

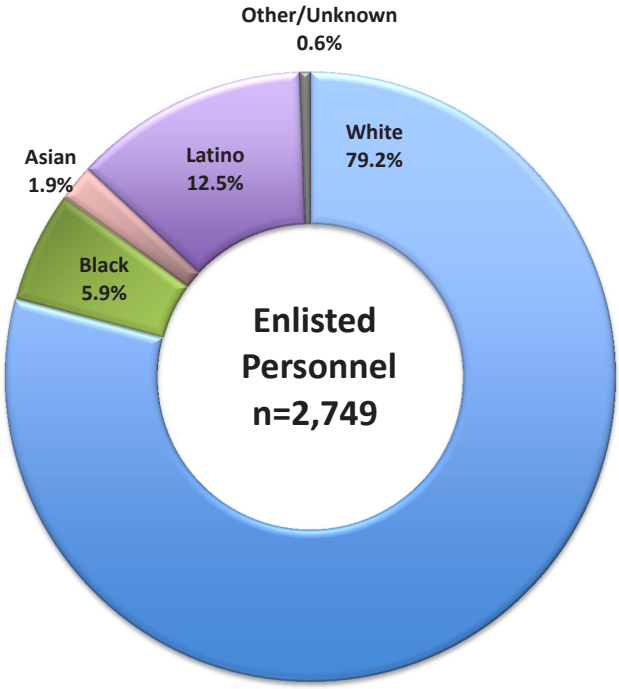
Enlisted Personnel
Gender & Race/Ethnicity

Race/Ethnicity	**%**	**n=**
White	79.2	2177
African American/Black	5.9	161
Asian	1.9	52
Hispanic/Latino	12.5	343
Other/Unknown*	0.6	16
Gender	**%**	**n=**
Female	4.5	125
Male	95.5	2624
Total	100.0	2749

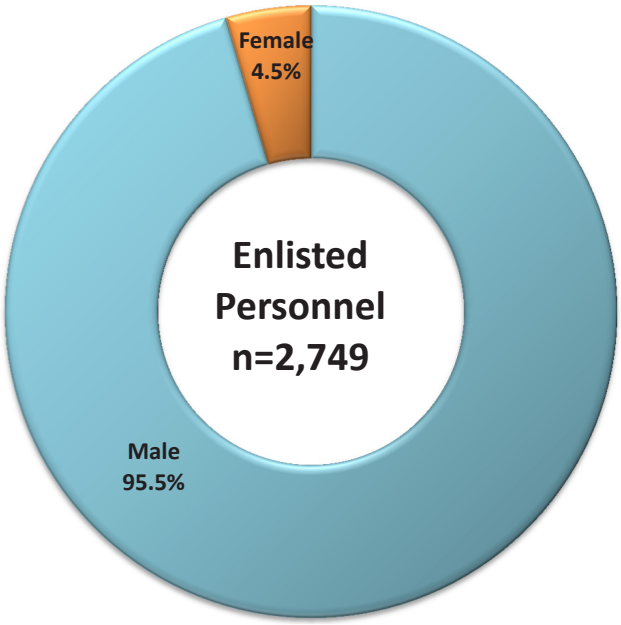
*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees.

Division of State Police (detailed metrics)
Enlisted Personnel

Race/Ethnicity



Gender



Division of State Police (detailed metrics)

Enlisted Personnel Race/Ethnicity & Gender Within Rank

Rank	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown* %	Female %	Male %	n=
Colonel	100.0	0.0	0.0	0.0	0.0	0.0	100.0	1
Lt. Colonel	100.0	0.0	0.0	0.0	0.0	0.0	100.0	4
Major	83.3	11	0.0	5.6	0.0	0.0	100.0	18
Captain	83.1	5.1	0.0	11.9	0.0	10.2	89.8	59
Lieutenant	87.9	3.4	1.3	6.9	0.4	4.7	95.3	232
Sergeant First Class	89.3	5.4	0.3	4.0	1.0	4.0	96.0	299
Sergeant	83.9	4.5	1.9	9.3	0.5	4.5	95.5	644
Trooper 2	84.2	2.9	1.8	11.2	0.0	3.6	96.4	278
Trooper 1	82.1	4.3	1.7	10.6	1.3	3.3	96.7	302
Trooper	67.4	9.0	2.9	20.2	0.5	5.2	94.8	912
Total	79.2	5.9	1.9	12.5	0.6	4.5	95.5	2,749

Job Titles are listed from highest to lowest rank.

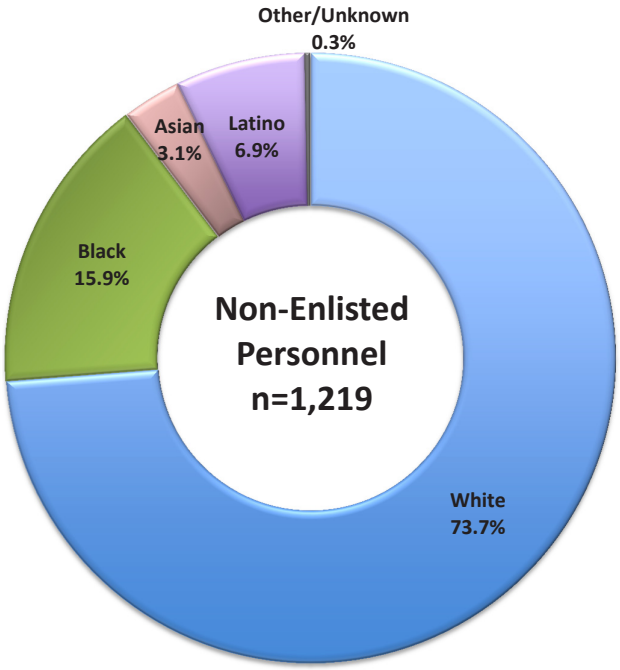
Non-Enlisted Personnel Race/Ethnicity & Gender

Race/Ethnicity	**%**	**n=**
White	73.7	899
African American/Black	15.9	194
Asian	3.1	38
Hispanic/Latino	6.9	84
Other/Unknown*	0.3	4
Gender	**%**	**n=**
Female	52.5	640
Male	47.5	579
Total	100.0	1219

*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees.

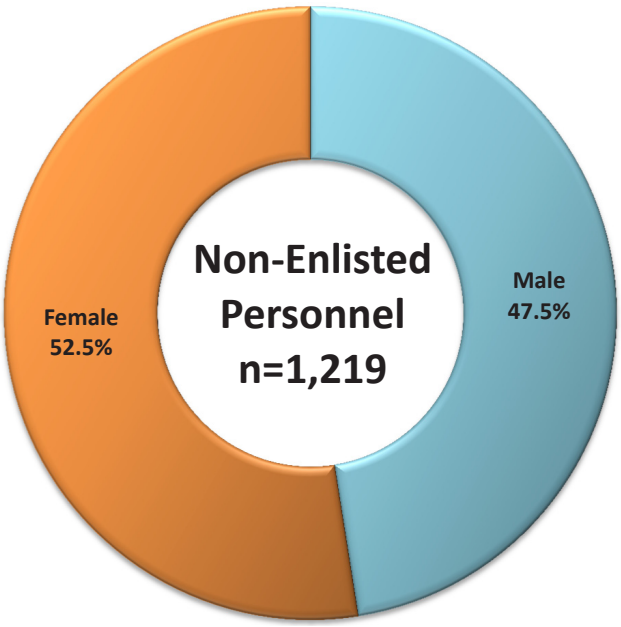
Division of State Police (detailed metrics)
Non-Enlisted Personnel

Race/Ethnicity



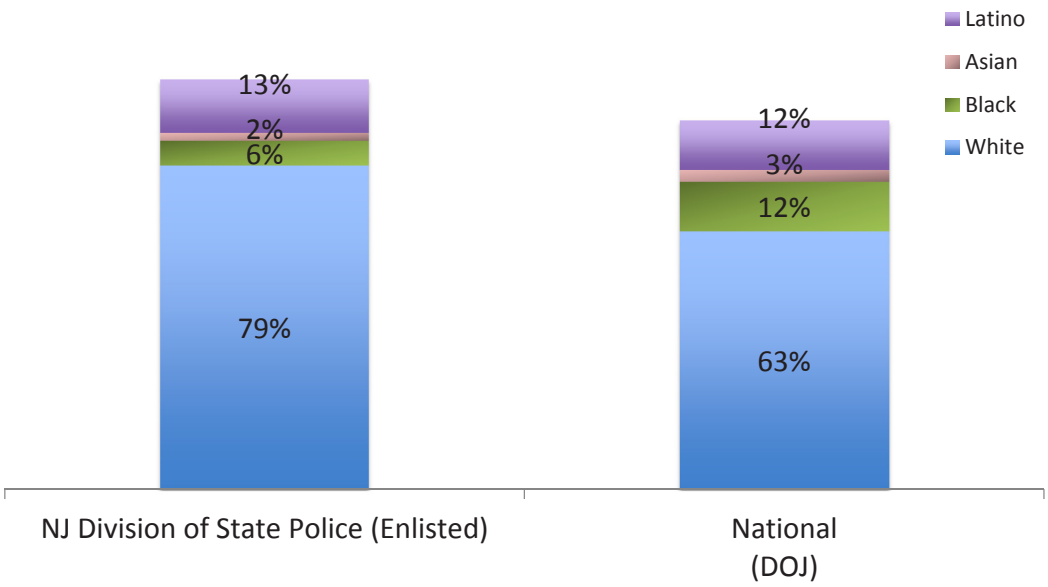
*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees

Gender

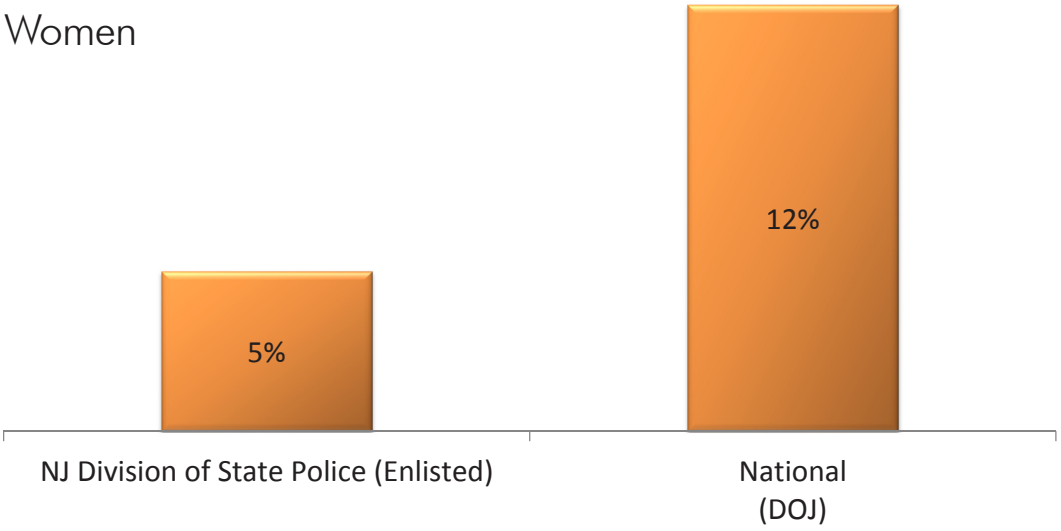


Division of State Police (detailed metrics)
Comparative Benchmarks: Police Officers

Race/Ethnicity



Women



Within the Division of State Police, "Enlisted" personnel means the following sworn law enforcement officers: Colonel, Lt. Colonel, Major, Captain, Lieutenant, Sergeant First Class, Sergeant, and Troopers
Source: Department of Justice (DOJ) Bureau of Justice Statistics as of 2013 (https://www.justice.gov/tribal/pr/percentage-local-police-officers-who-were-racial-or-ethnic-minorities-nearly-doubled'. Note: the FBI's Uniform Crime Report for Full-Time Law Enforcement Employees, 2016 reflects that the overall representation of Female officers across all agencies nationally is 12.1%, with representation varying between 8% -17.8% based on the relevant population group of the community served by the law enforcement agency. See, https://ucr.fbi.gov/crime-in-the-u.s/2016/crime-in-the-u.s.-2016/tables/table-25. There is an additional source of data provided by the U.S. Census that lists the Women percentage as 13% as of 2016 (https://datausa.io/profile/soc/333050/#demographics)

DIVISION OF CRIMINAL JUSTICE
Sworn Officers
Race/Ethnicity & Gender

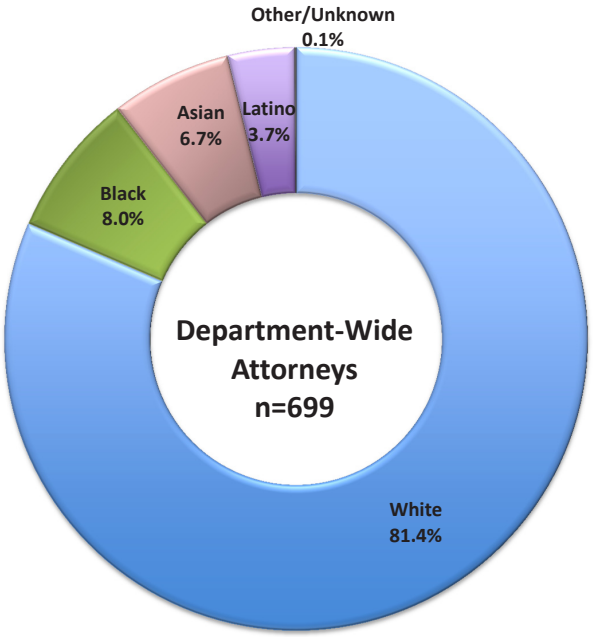
JOB TITLE	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %	Female %	Male %	n=
LIEUTENANT	86	14	0	0	0	14	86	22
SERGEANT	72	20	4	4	0	24	76	25
DETECTIVE 2	77	11	6	6	0	28	72	88
DETECTIVE 1	67	15	7	11	0	37	63	46
DETECTIVE TRAINEE	75	6	6	13	0	31	69	16
TOTAL	75	13	5	7	0	28	72	197

“LIEUTENANT” means the job title LIEUTENANT - STATE INVESTIGATOR, DIVISION OF CRIMINAL JUSTICE;
“SERGEANT” means the job title SERGEANT - STATE INVESTIGATOR, LAW AND PUBLIC SAFETY.
“DETECTIVE 2” means the job title DETECTIVE 2 STATE INVESTIGATOR, LAW AND PUBLIC SAFETY;
“DETECTIVE 1” means the job title DETECTIVE 1 STATE INVESTIGATOR, LAW AND PUBLIC SAFETY; and
“DETECTIVE TRAINEE” means the job title DETECTIVE TRAINEE STATE INVESTIGATOR LAW & PUBLIC SAFETY.

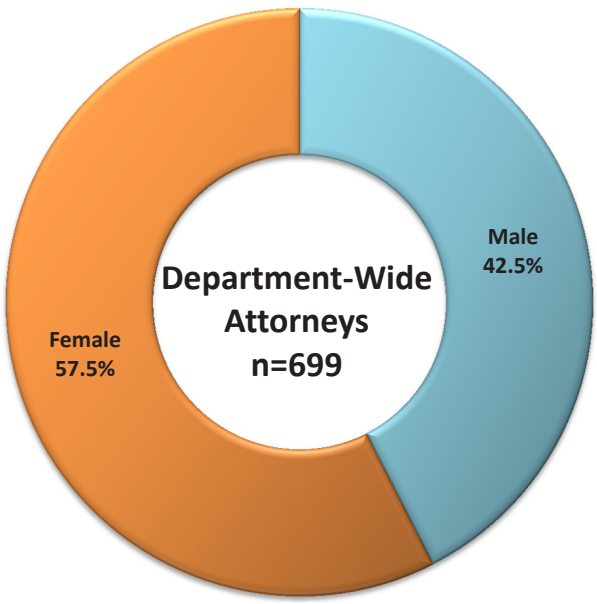
Job Titles are listed from highest to lowest rank.

Attorneys Detailed Metrics Department-wide

Race/Ethnicity



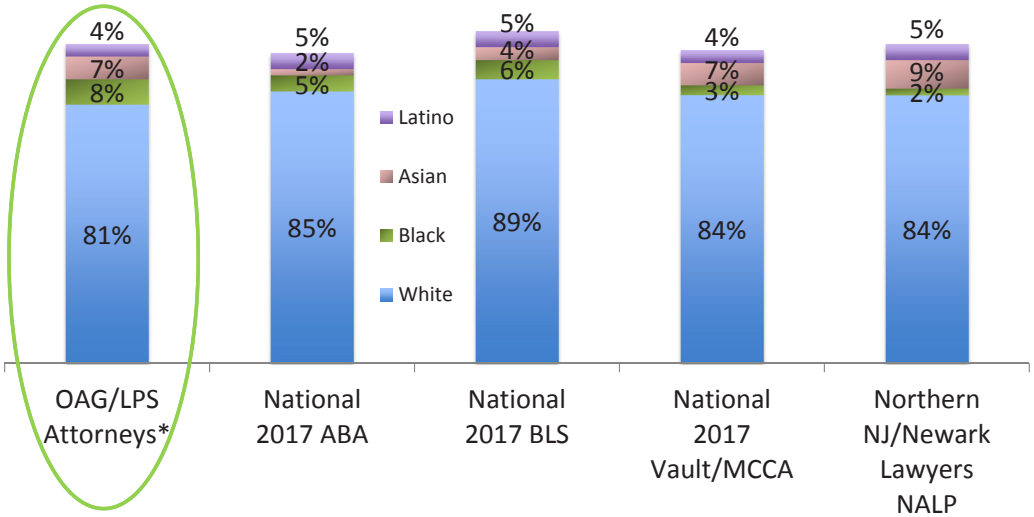
Gender



"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st Asst. AG"); Assistant Attorney General ("AAG"); Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

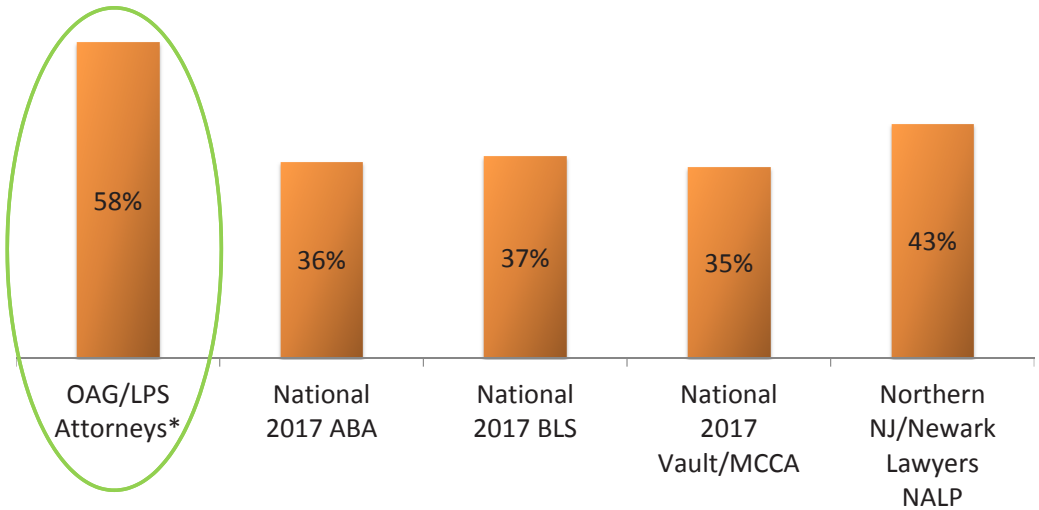
Comparative Benchmarks: Attorneys

Race/Ethnicity



*All employees within the Department of Law & Public Safety with the following job titles: Attorney General;1st Asst. Attorney General; Asst. Attorney General; Asst. Deputy Attorney General; Deputy Attorney General (all levels)
American Bar Association (**ABA**), https://www.americanbar.org/content/dam/aba/administrative/market_research/National_Lawyer_Population_Demographics_2008-2018.authcheckdam.pdf
Bureau of Labor Statistics (**BLS**) https://www.bls.gov/cps/cpsaat11.htm (page 4)
2017 Vault MCCA Law Firm Diversity Report https://www.mcca.com/wp-content/uploads/2017/12/2017-Vault-MCCA-Law-Firm-Diversity-Survey-Report.pdf
National Association for Law Placement (**NALP**), http://www.nalp.org/uploads/Membership/2016NALPReportonDiversityinUSLawFirms.pdf

Women



*All employees within the Department of Law & Public Safety with the following job titles: Attorney General;1st Asst. Attorney General; Asst. Attorney General; Asst. Deputy Attorney General; Deputy Attorney General (all levels)
American Bar Association (**ABA**), https://www.americanbar.org/content/dam/aba/administrative/market_research/National_Lawyer_Population_Demographics_2008-2018.authcheckdam.pdf
Bureau of Labor Statistics (**BLS**) https://www.bls.gov/cps/cpsaat11.htm (page 4)
National Association for Law Placement (**NALP**), http://www.nalp.org/uploads/Membership/2016NALPReportonDiversityinUSLawFirms.pdf
2017 Vault MCCA Law Firm Diversity Report https://www.mcca.com/wp-content/uploads/2017/12/2017-Vault-MCCA-Law-Firm-Diversity-Survey-Report.pdf

Department-wide: Attorneys Within Job Title

Race/Ethnicity & Gender

Job Title	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown* %		Female %	Male %	n=
AG	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
1st Asst. AG	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
AAG/ADAG	83.3	9.3	7.4	0.0	0.0		48.1	51.9	54
DAG 1	83.7	4.7	0.0	11.6	0.0		48.8	51.2	43
DAG 2	75.7	11.4	5.7	5.7	1.4		60.0	40.0	70
DAG 3	83.1	10.6	4.2	2.1	0.0		55.6	44.4	142
DAG 4	81.2	6.7	8.5	3.6	0.0		60.3	39.7	388
Total	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

*Other/Unknown may include Native Americans, Pacific Islanders and/or unidentified employees.

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st Asst. AG"); Assistant Attorney General ("AAG"); Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

Job Titles are listed from highest to lowest rank.

Department-wide Attorneys
Race/Ethnicity & Gender Within Division

Division	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
ALCOHOLIC BEVERAGE CONTROL	91.7	8.3	0.0	0.0	0.0		58.3	41.7	12
CRIMINAL JUSTICE	84.5	6.2	5.4	3.1	0.8		59.7	40.3	129
GAMING ENFORCEMENT	93.8	0.0	0.0	6.3	0.0		37.5	62.5	16
LAW	80.9	7.5	7.5	4.1	0.0		57.6	42.4	507
OFFICE OF THE ATTORNEY GENERAL (OAG)	72.7	21.2	6.1	0.0	0.0		57.6	42.4	33
VICTIMS CRIME COMPENSATION OFFICE	0.0	100.0	0.0	0.0	0.0		50.0	50.0	2
DEPARTMENT-WIDE	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st Asst. AG"); Assistant Attorney General ("AAG");
Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

ALCOHOLIC BEVERAGE CONTROL
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
ALCOHOLIC BEVERAGE CONTROL	91.7	8.3	0.0	0.0	0.0		58.3	41.7	12
DEPARTMENT-WIDE ATTORNEYS	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

Job Title	White	African American/ Black	Asian	Hispanic/ Latino	Other/ Unknown*		Female	Male	n=
AAG/ADAG	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
DAG 1	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
DAG 2	n/a	n/a	n/a	n/a	n/a		n/a	n/a	0
DAG 3	100.0	0.0	0.0	0.0	0.0		66.7	33.3	3
DAG 4	85.7	14.3	0.0	0.0	0.0		71.4	28.6	7

“Attorneys” means employees with the following job titles:
Attorney General (“AG”);1st Assistant Attorney General (“1st AAG”); Assistant Attorney General (“AAG”); Assistant Deputy Attorney General (“ADAG”); Deputy Attorney General (“DAG”) levels 1 through 4.

Job Titles are listed from highest to lowest rank.

OFFICE OF THE ATTORNEY GENERAL
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
OFFICE OF THE ATTORNEY GENERAL	72.7	21.2	6.1	0.0	0.0		57.6	42.4	33
DEPARTMENT-WIDE ALL ATTORNEYS	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

Job Title	White	African American/ Black	Asian	Hispanic/ Latino	Other/ Unknown*		Female	Male	n=
AG	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
1st Asst. AG	100.0	0.0	0.0	0.0	0.0		0.0	100.0	1
AAG/ADAG	83.3	8.3	8.3	0.0	0.0		50.0	50.0	12
DAG 1	100.0	0.0	0.0	0.0	0.0		66.7	33.3	3
DAG 2	50.0	50.0	0.0	0.0	0.0		75.0	25.0	4
DAG 3	25.0	75.0	0.0	0.0	0.0		50.0	50.0	4
DAG 4	75.0	12.5	12.5	0.0	0.0		75.0	25.0	8

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st AAG"); Assistant Attorney General ("AAG");
Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

Job Titles are listed from highest to lowest rank.

DIVISION OF CRIMINAL JUSTICE
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
CRIMINAL JUSTICE**	84.5	6.2	5.4	3.1	0.8		59.7	40.3	129
DEPARTMENT-WIDE ALL ATTORNEYS	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

Job Title	White	African American/ Black	Asian	Hispanic/ Latino	Other/ Unknown*		Female	Male	n=
AAG/ADAG	80.0	10.0	10.0	0.0	0.0		60.0	40.0	10
DAG 1	100.0	0.0	0.0	0.0	0.0		33.3	66.7	6
DAG 2	71.4	14.3	7.1	0.0	7.1		50.0	50.0	14
DAG 3	90.9	0.0	4.5	4.5	0.0		54.5	45.5	22
DAG 4	84.4	6.5	5.2	3.9	0.0		64.9	35.1	77

“Attorneys” means employees with the following job titles:
Attorney General (“AG”);1st Assistant Attorney General (“1st Asst. AG”); Assistant Attorney General (“AAG”); Assistant Deputy Attorney General (“ADAG”); Deputy Attorney General (“DAG”) levels 1 through 4.

Job Titles are listed from highest to lowest rank.

DIVISION OF GAMING ENFORCEMENT
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
GAMING ENFORCEMENT	93.8	0.0	0.0	6.3	0.0		37.5	62.5	16
DEPARTMENT-WIDE ALL ATTORNEYS	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699

Job Title	White	African American/ Black	Asian	Hispanic/ Latino	Other/ Unknown*		Female	Male	n=
AAG/ADAG	100.0	0.0	0.0	0.0	0.0		50.0	50.0	2
DAG 1	100.0	0.0	0.0	0.0	0.0		33.3	66.7	3
DAG 2	n/a	n/a	n/a	n/a	n/a		n/a	n/a	0
DAG 3	100.0	0.0	0.0	0.0	0.0		50.0	50.0	2
DAG 4	88.9	0.0	0.0	11.1	0.0		33.3	66.7	9

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st AAG"); Assistant Attorney General ("AAG");
Assistant DeputyAttorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

Job Titles are listed from highest to lowest rank.

DIVISION OF LAW
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %		Female %	Male %	n=
LAW	80.9	7.5	7.5	4.1	0.0		57.6	42.4	507
DEPARTMENT-WIDE ALL ATTORNEYS	81.4	8.0	6.7	3.7	0.1		57.5	42.5	699
Job Title	**White**	**African American/ Black**	**Asian**	**Hispanic/ Latino**	**Other/ Unknown***		**Female**	**Male**	**n=**
AAG/ADAG	88.9	3.7	7.4	0.0	0.0		44.4	55.6	27
DAG 1	76.7	6.7	0.0	16.7	0.0		53.3	46.7	30
DAG 2	78.8	7.7	5.8	7.7	0.0		61.5	38.5	52
DAG 3	82.9	10.8	4.5	1.8	0.0		55.9	44.1	111
DAG 4	80.1	6.6	9.8	3.5	0.0		59.2	40.8	287

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st AAG"); Assistant Attorney General ("AAG");
Assistant DeputyAttorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

Job Titles are listed from highest to lowest rank.

VICTIMS OF CRIME COMPENSATION
Attorneys Overall & Within Job Title
Race/Ethnicity & Gender

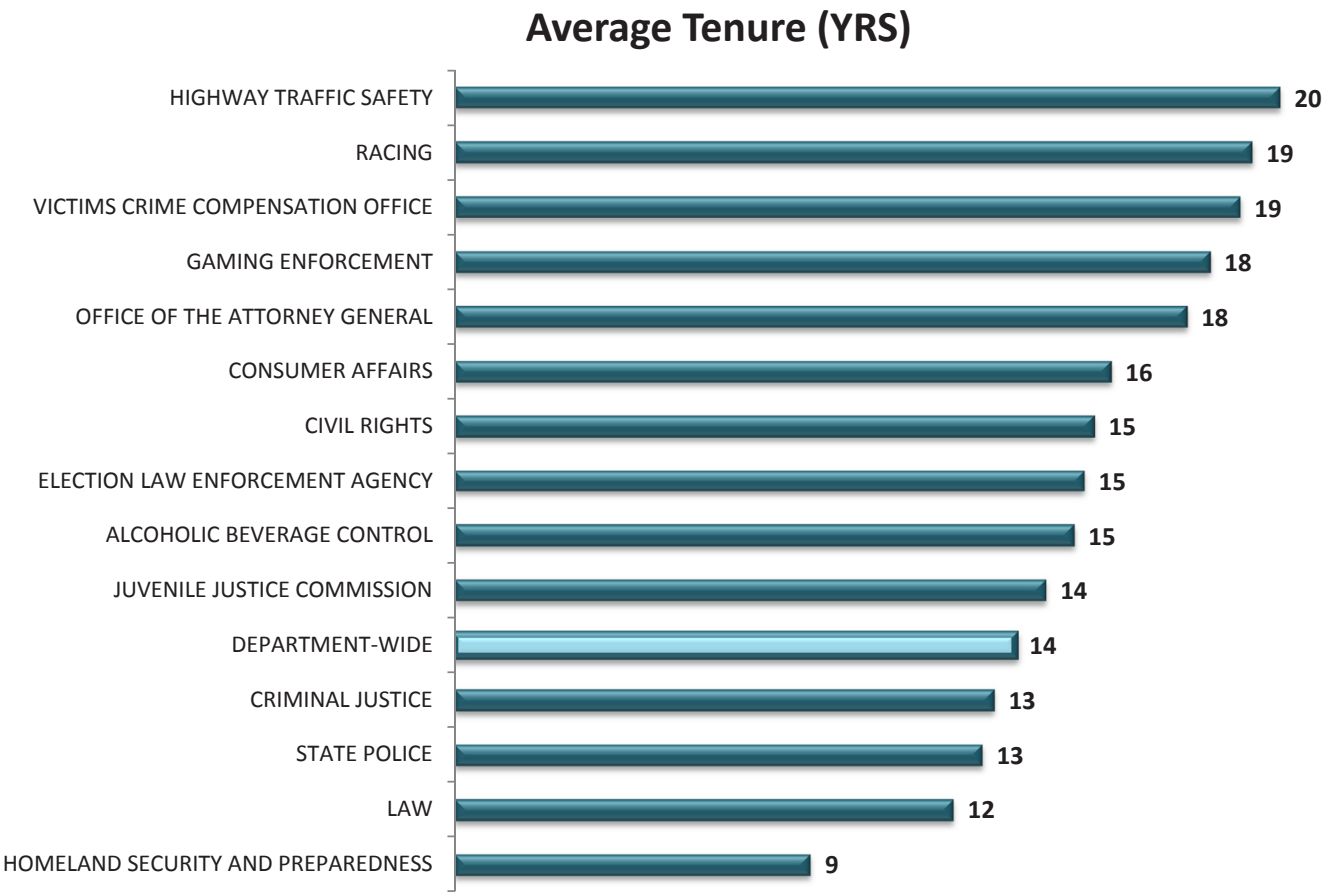
	White %	African American/ Black %	Asian %	Hispanic/ Latino %	Other/ Unknown %	Female %	Male %	n=
VICTIMS OF CRIME COMPENSATION OFFICE	0.0	100.0	0.0	0.0	0.0	50.0	50.0	2
DEPARTMENT-WIDE ALL ATTORNEYS	81.4	8.0	6.7	3.7	0.1	57.5	42.5	699

Job Title	White	African American/ Black	Asian	Hispanic/ Latino	Other/ Unknown*	Female	Male	n=
AAG/ADAG	0.0	100.0	0.0	0.0	0.0	50.0	50.0	2
DAG 1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0
DAG 2	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0
DAG 3	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0
DAG 4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0

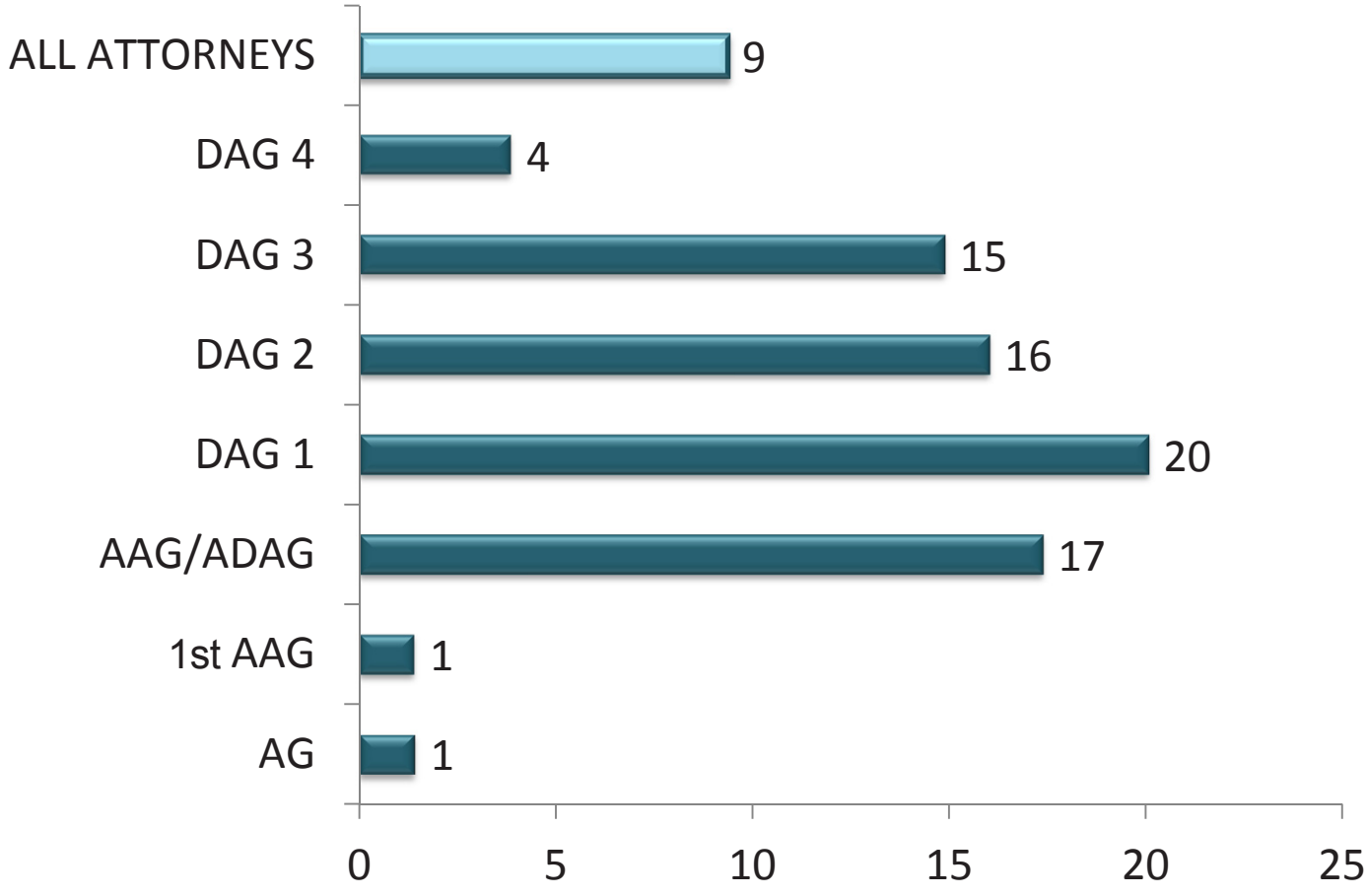
“Attorneys” means employees with the following job titles:
Attorney General (“AG”);1st Assistant Attorney General (“1st AAG”); Assistant Attorney General (“AAG”); Assistant DeputyAttorney General (“ADAG”); Deputy Attorney General (“DAG”) levels 1 through 4.

Job Titles are listed from highest to lowest rank.

Tenure and Salary Metrics
Department-Wide Average Tenure Across All Jobs Overall and Within Division



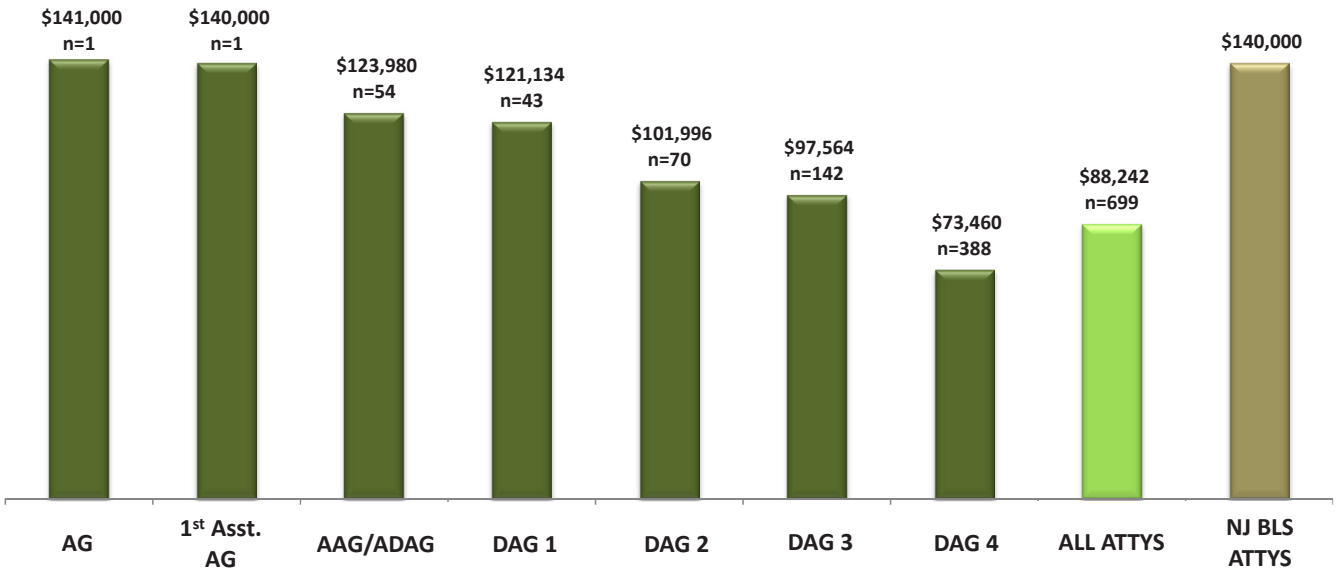
Department-Wide Average Tenure of Attorneys Overall and Within Job Title



"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistantt Attorney General ("1st AAG"); Assistant Attorney General ("AAG"); Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

Job Titles are listed from lowest to highest rank.

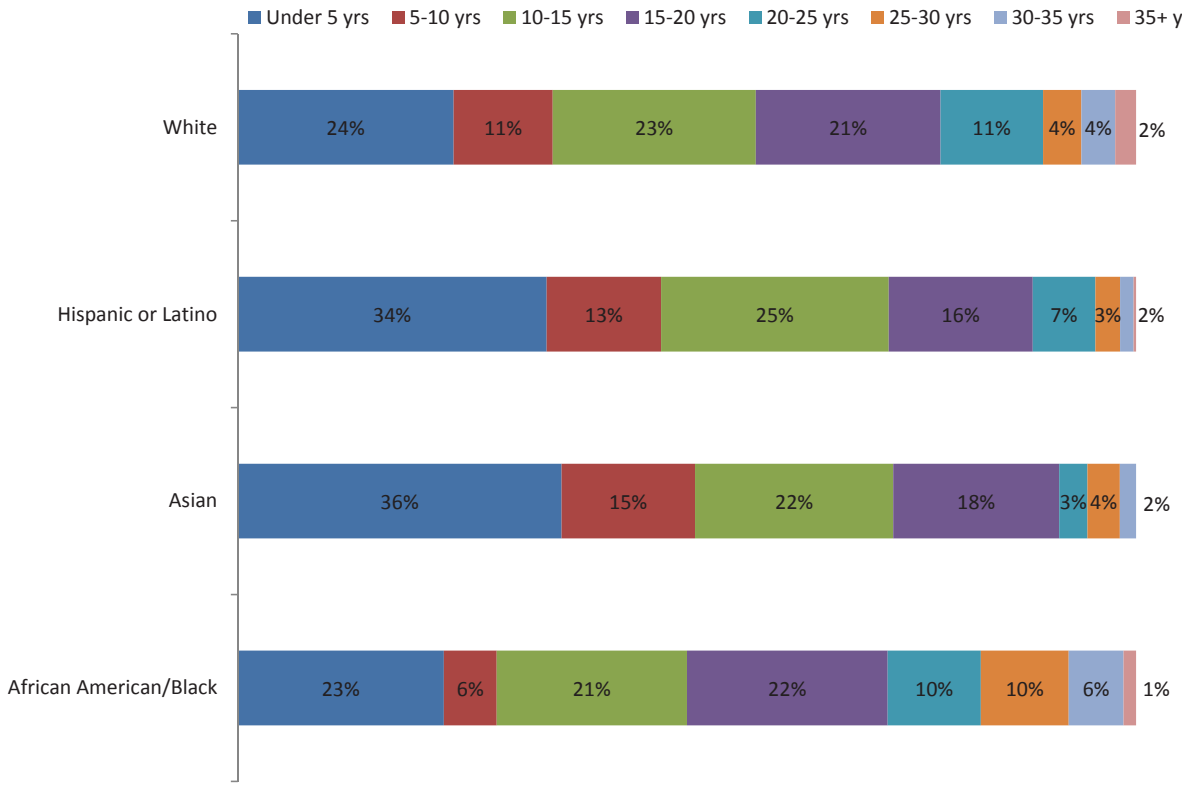
Department-Wide Average Salary of Attorneys Within Job Title and Overall



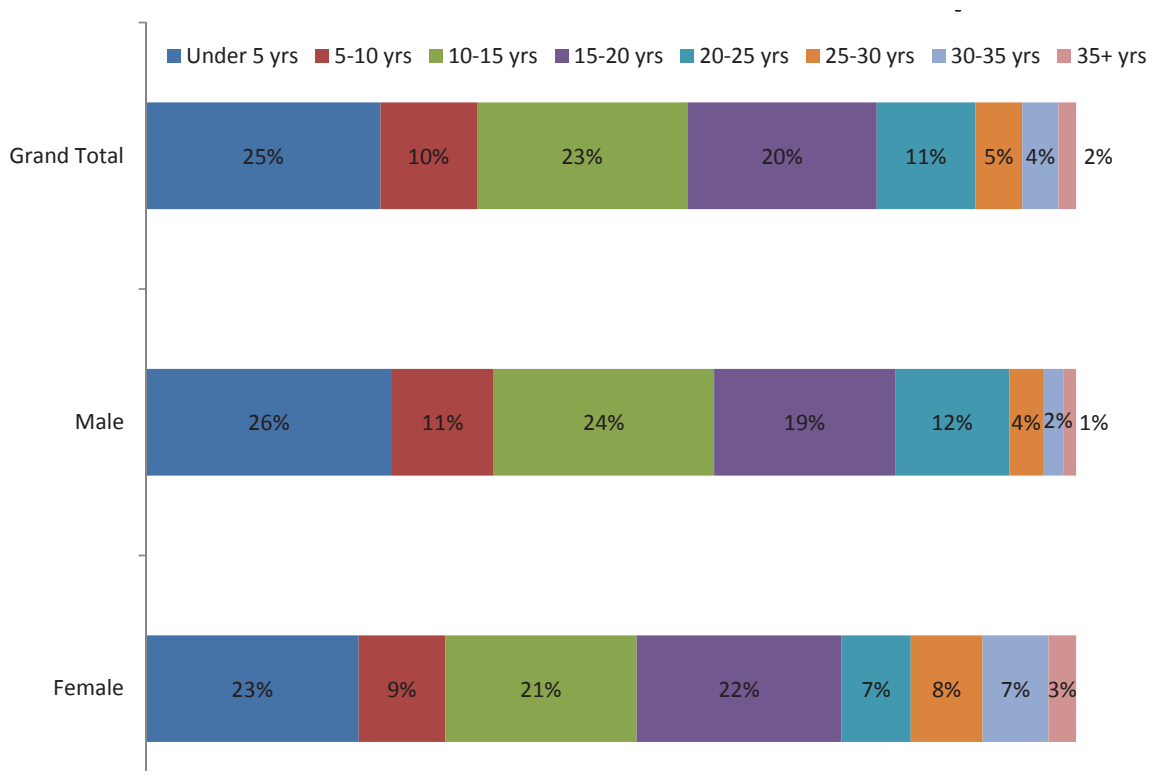
Benchmark: Bureau of Labor Statistics, 2017 National Employment Statistics – for New Jersey Lawyers Annual Mean Wage (https://www.bls.gov/oes/current/oes231011.htm)

"Attorneys" means employees with the following job titles:
Attorney General ("AG");1st Assistant Attorney General ("1st Asst. AG"); Assistant Attorney General ("AAG"); Assistant Deputy Attorney General ("ADAG"); Deputy Attorney General ("DAG") levels 1 through 4.

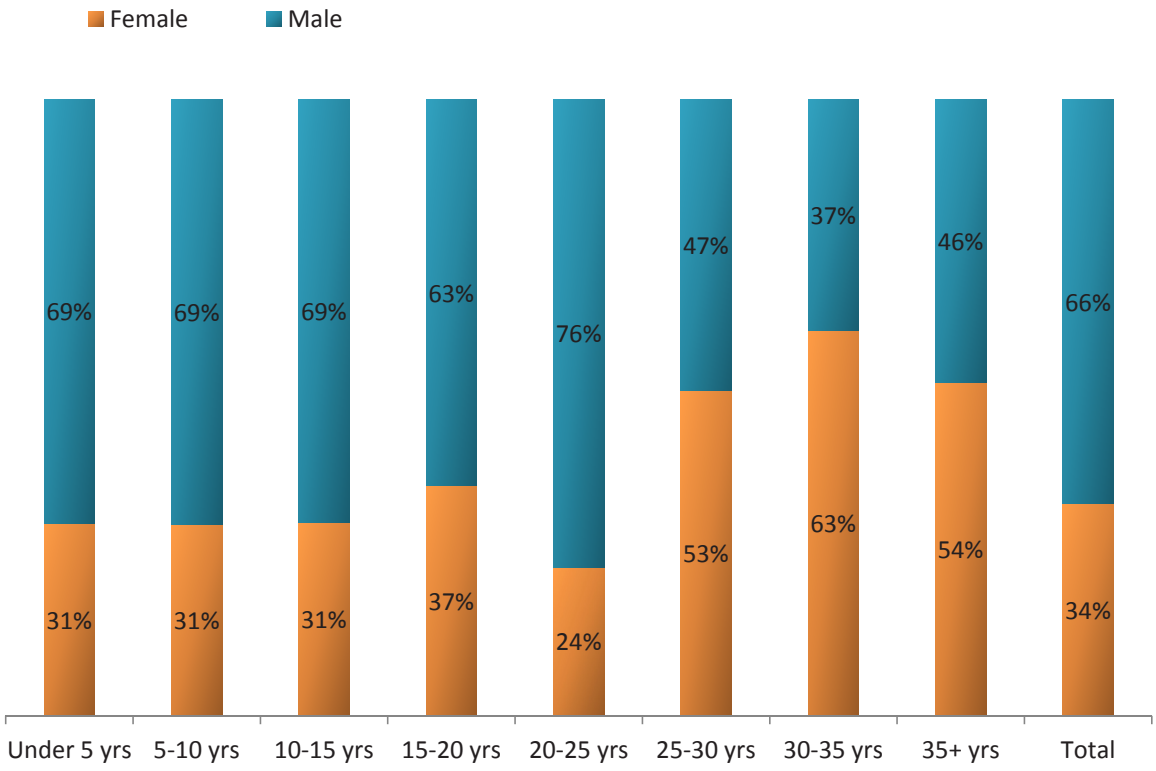
Department-Wide Average Tenure within Racial/Ethnic Group



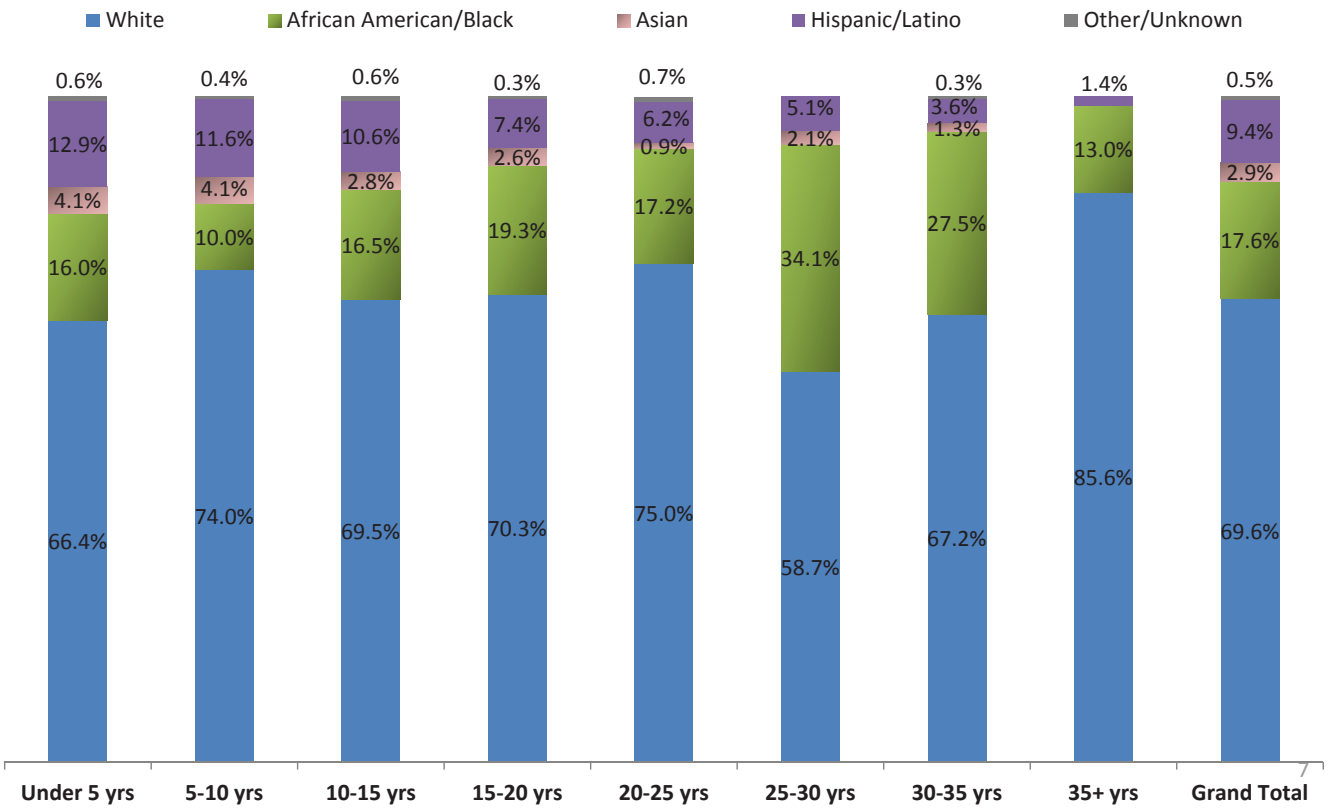
Department-Wide Average Tenure Overall and Within Gender Group



Department-Wide Gender Within Tenure Groups



Department-Wide Race/Ethnicity Within Tenure Groups



Diversity & Inclusion

2017 Annual Report

Office of the Attorney General
Department of Law & Public Safety