

Juvenile Justice Commission



Recruitment Strategic Plan

Introduction

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

Recruitment Goals and Objectives

GOAL #: 1 Continue the JJC Youth Worker Apprentice Program, hiring released JJC youth as part time JJC youth worker trainees, and subsequently into full-time positions, increasing diversity among the JJC workforce and among those qualified for employment at various social service/youth-service organizations.	
Specific: What are we going to do?	<ul style="list-style-type: none">• Recruit, train, and hire former JJC residents into part-time Trainee positions with the JJC.• Transition/hire trainees into full-time Youth Worker positions with the JJC or otherwise support trainees as they seek full-time employment elsewhere in the social service/youth serving arena.
Measurable: How will we know that we accomplished what we want to do?	<ul style="list-style-type: none">• Track the number and demographics of former JJC residents who are hired as trainees and as full-time JJC youth workers.
Relevant: How is this goal connected to the mission?	<ul style="list-style-type: none">• This initiative will ensure employment opportunity at the JJC is afforded to youth of color; 88% of JJC residents are youth of color, so therefore 88% of the candidate pool is youth of color.• Continuing the JJC youth worker apprentice program will increase workforce diversity at JJC, both in terms of race/ethnicity, but also in terms of the number of JJC staff who have lived experience that mirrors the experience of youth in our care. Formerly incarcerated individuals are often marginalized and disqualified from employment opportunities.• The training, skills, and experience obtained by youth of color in the JJC youth worker apprentice program will also increase the number of youth of color who meet the qualifications for employment at other youth-serving organizations in the public and private sectors.

GOAL #2: Implement a focused recruitment initiative to reach a broad candidate pool and to foster interest in working for the JJC, advancing JJC's ability to fill critical vacancies.

Specific:
What are we going to do?

- Establish a Recruitment Committee to identify and implement new recruitment strategies to increase the number of eligible candidates to fill current JJC vacancies and to create a candidate pool to address critical staffing shortages.
- As one strategy, identify and participate in multiple Career Fairs throughout the state.

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

- Tracking the number of Career Fairs attended.
- Tracking the number of additional strategies implemented.
- Measuring the number of individuals who access JJC vacancy postings/applications through the QR code on promotional materials distributed at Career Fairs.
- Tracking the number/percentage of positions filled at JJC.

Relevant:
How is this goal connected to the mission?

This goal includes focusing recruitment efforts on recruiting diverse candidates through expanded or untapped outlets including Career Fairs at colleges and in the community and social media.

GOAL # 3: Implement an Alternate Route Program to recruit Correctional Police Officer candidates who may have been previously discouraged from applying or otherwise disqualified based on the traditional Civil Service process and requirements.

Specific:
What are we actually going to do?

Establish a process to allow interested individuals to apply for JJC Correctional Police Officer positions through an alternate process that does not require taking a Civil Service exam.

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

Compare the data from the previous classes and report any increase in the representation of certain demographics and diversity amongst candidates and the expansion of the candidate pool.

Relevant:
How is this goal connected to the mission?

It aims to attract a more diverse candidate pool.