


ENGLEWOOD POLICE DEPARTMENT			
POLICY & PROCEDURES			
SUBJECT: DIVERSITY PLANNING			
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BY ORDER OF: Deputy Chief Thomas Greeley		EFFECTIVE DATE: February 3, 2022	
Accreditation Standards:			Supersedes Order # N/A

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”).

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.

I. Establishing a Program

- A. Purpose. As expressly required by the Act, the Englewood Police Department (EPD) 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.” EPD shall make a good faith effort to meet specific goals for recruiting a diverse workforce, in terms of people of color and gender diversity.
- B. Setting goals. EPD will establishing its own specific Program goals. EPD 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.
- C. 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:

- a. the identified underrepresentation of any group,
- b. the means for addressing the underrepresentation, and

c. the intended time frame for doing so.

D. 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 enforcement officer organizations based on race, ethnic group, gender, or religion; local colleges with significant student diversity; minority-serving educational institutions; 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.
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.

E. 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.

- F. 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.
- G. 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. Annual Reporting

- A. Data to be included. By January 31st of each year, EPD 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), 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 of the guideline 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.
 - a. 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
- b. Ethnicity:
 - i. Hispanic or Latino
 - ii. Not Hispanic or Latino
- c. Gender:
 - i. Female
 - ii. Male
 - iii. X or Non-Binary
- d. Sexual orientation (for applicant reporting only):
 - i. Do you identify as LGBTQ+, yes or no?

D. Additional requirements. The annual reports described in Section II.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 EPD'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 II.A shall be published in the respective annual reports of EPD.

1. EPD shall update the description of its Program on the agency's official Internet website accordingly, at least after each annual reporting.