

Workforce and Succession Plan

Cannabis Control Appeals Panel



2025 – 2029

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Message from the Executive Team

The Cannabis Control Appeals Panel (Panel) is a quasi-judicial body formed by the passage of Proposition 64 in 2016. The Panel provides a forum of appeal for annual licensees and applicants to address licensing decisions and disciplinary actions by the Department of Cannabis Control (Department). The Panel issues written decisions with orders affirming, reversing, or remanding the Department's final decisions. Additionally, the Panel provides an accessible process for appellants to file an appeal with or without an attorney. The Panel is a small state agency comprised of one Chair, four Panel Members, one Executive Director, and five civil service staff.

Smart workforce planning is an essential attribute to all high-performing organizations. The Panel is small. So, it is a priority to find highly competent talent who can meet the demands of their jobs and the organization. The Panel relies on a skilled workforce who are knowledgeable and committed professionals to achieve its mission.

To meet our business needs, the Panel's workforce plan prioritizes strategic recruitment, employee retention, and development through targeted training, knowledge sharing, and succession planning.

Workforce planning and succession planning are essential components of the Panel's success. Investing in these areas enables the development of a more competent team and a resilient organization, ultimately allowing it to fulfill its mission and serve the people of California effectively.

Introduction

History

In November 2016, voters approved Proposition 64. It established the Control, Regulate and Tax Adult Use of Marijuana Act (AUMA). This law authorizes adults 21 years of age or older to legally grow, possess, and use cannabis for non-medicinal purposes with certain restrictions. Beginning January 1, 2018, AUMA made it legal to sell and distribute cannabis through a regulated business. AUMA also requires recreational cannabis businesses to obtain state licenses in categories like those in the Medicinal and Adult-Use Cannabis Regulation and Safety Act (MAUCRSA). AUMA also established the Panel, consisting of one chair and two additional members appointed by the Governor and subject to confirmation by the Senate.

In June 2017, California enacted Senate Bill 94, which authorizes the Senate Committee on Rules and the Speaker of the Assembly to each appoint one member to the Panel, for a total of five Panel Members, including the chair.

In September 2020, California enacted Assembly Bill 1872, which made technical changes

to the Governor’s appointments to the Panel by requiring each appointee – at the time of their appointment – to be a resident of a different county from the other Governor’s Appointees. Additionally, the Panel was organized under the Business, Consumer Services and Housing Agency.

Purpose of Workforce Planning

The Panel plans its small workforce to align with the organization's needs and priorities. The staff must have a high level of competency, knowledge, skills, and abilities to enable the Panel to fulfill its mission, achieve its goals, and meet its objectives.

Strategic Direction

The detailed components of the Panel’s strategic plan are identified in **Appendix F: Mission, Vision, Values, and Strategic Map**.

The Panel’s Workforce Plan supports the following strategic plan’s objectives and workforce-related risk controls indicated in the Statewide Leadership Accountability Act (SLAA) report.

This plan outlines specific strategies for reviewing, mitigating, and resolving workforce needs that align with the Panel's strategic objectives and foster a diverse and competent workforce. This is achieved through the establishment and maintenance of inclusive recruitment practices, unbiased hiring procedures, and the promotion of a diverse and inclusive organizational culture. For background, CalHR approved the Panel for a workforce composition exemption (including underutilized classifications) due to the Panel’s small size.

The Panel contracts with Department of General Services (DGS), Office of Human Resources (OHR) for personnel services. The Panel leverages DGS’ resources to ensure that the Panel recruits, develops, and maintains the most competent and diverse staff.

Recruitment

The Panel strives to create a diverse pool of candidates through a strategic and inclusive approach.

- Use Inclusive Job Descriptions: The Panel uses neutral language that does not favor a particular group. We explicitly state the Panel’s commitment to diversity, equity, and inclusion in job openings. Additionally, we avoid including too many “preferred” qualifications that may deter diverse candidates.
- Expand Recruitment Channels: The Panel posts job openings on job boards that serve diverse communities, and community colleges through their career centers. For positions that require specific qualifications, for example a legal degree, outreach is conducted to diverse legal associations and their listservs. The Panel works with the Department of Rehabilitation (DOR) to leverage their

expertise in outreach to people with disabilities. Other recruitment opportunities include participating in career fairs that focus on underrepresented populations.

- Ensure a Diverse Hiring Panel: When the Panel conducts interviews, we assemble diverse interview panels to bring different perspectives and reduce biases in the hiring process.

Development of Staff

The Panel strives to develop staff to meet core competencies through a structured and ongoing approach. Below are the Panel's best practices for staff development.

- Define Clear Competencies: Clearly define the core competencies required for each position. This includes technical skills, soft skills, and any specific knowledge areas.
- Align with Organizational Goals: Ensure these competencies align with the overall goals and values of the Panel.
- Align with Risk Controls: Ensure these competencies align with risk controls identified in the SLAA report.
- Regular Assessments: Conduct regular assessments through the annual review process and probationary reviews to understand the current competency levels of staff.
- Gap Analysis: Identify gaps between current competencies and desired competencies.
- Create Individual Development Plans (IDP): Develop personalized plans that address the gaps identified. The plans include specific goals, timelines, and resources needed.
- Provide Training and Resources: Utilize CalHR's workshops and classes to offer training tailored to the necessary core competencies and addressed gaps.
- Mentorship: Pair less experienced employees with seasoned staff who can provide guidance and support.
- Ongoing Feedback: The Executive Director will provide regular feedback and create an environment where employees feel comfortable seeking feedback.

Retention

Retaining a workforce, especially a diverse and talented one, requires a multifaceted approach that addresses various aspects of employee satisfaction and engagement. In addition to the State's comprehensive benefits, below are the Panel's best practices for

workforce retention:

- Professional Development: As stated earlier, provide ongoing training and development opportunities to help employees advance their skills and careers.
- Work-Life Balance: The Panel offers a hybrid work schedule for eligible positions. Management encourages employees to use their paid vacation time.
- Positive Work Environment: The Panel fosters a workplace culture that values diversity, equity, and inclusion. Management consistently offers praise and recognition to employees for exemplary performance. Management engages employees through annual reviews and other check-ins to understand employee satisfaction and address any concerns or issues promptly and effectively.
- Leadership and Management: Ensure that managers are effective, supportive, and aligned with the organization's values. Encourage open and transparent communication between employees and management. Provide training for managers to improve their leadership skills and their ability to support their teams.
- Organizational Culture: Clearly communicate the Panel's mission, values, and goals, and ensure employees feel connected to them. Foster a sense of teamwork through our weekly staff meeting and other activities.

Environmental Factors

The Panel's internal and external factors that uniquely effect the Panel include lack of appeal cases, internal communication and collaboration, and electronic document version control.

Lack of Appeal Cases

As of July 2024, the Panel has not received an appeal case for the following reasons:

- The Department of Cannabis Control (Department) mostly focuses its enforcement efforts on the illicit market. Operators who engage in illegal activities do not have the right to appeal before the Panel.
- Provisional licenses, which make up roughly 32% of the active licenses, have no appeal rights.
- Annual licenses have appeal rights, but the "annual" nature of cannabis licenses vs "permanent nature" of alcohol licenses creates an incentive for cannabis licensees to work with the Department rather than litigate an appeal.
- "Local control" is a core tenet of Proposition 64. Counties and cities control whether to even allow cannabis businesses in their communities. 54% of cities

and counties do not allow any type of cannabis business.

Internal Communication and Collaboration

A hybrid work schedule offers many advantages, but it also poses challenges to internal communication and collaboration. The shift toward email-based communication has made collaboration on projects more difficult, potentially leading to reduced organizational effectiveness.

The Panel created a Microsoft SharePoint site, which can be accessed by all employees. This site acts as an internal website and houses all administrative documents for various projects, policies, and procedures. The site also has a shared calendar and collaboration planner where projects are assigned, workload is tracked, and progress is monitored by the Executive Director. The planner enables management and employees to assign tasks, share files, communicate deadlines, and collaborate more effectively.

Electronic Document Version Control

When working in a collaborative, online environment, it is imperative that staff work from the latest version of a document. Productivity can sharply decline if a staff member has accidentally edited the wrong version of a document. Or, they have overwritten another team member's edits. Without proper document version control, frustration and confusion can escalate and deadlines missed.

Version control procedures were developed for the following documents: legal briefs, policies, documents involving other departments such as contracts, statements of work and other procurement documents. Staff received training videos. The videos were on using version control tools in Microsoft SharePoint, Word, and Excel. This provides clarity and consistency in version control procedures for the Panel.

Methodology

Because the Panel is a relatively new state entity, this is the first workforce plan submitted to CalHR, and will provide a baseline for future workforce plans.

The Panel's workforce planning is led by the Executive Director and with input from staff. The implementation is the primary responsibility of the Executive Director with assistance by the Assistant Chief Counsel and the Associate Governmental Program Analyst (AGPA).

Workforce Overview

The Panel is a small state entity organized under the Business, Consumer Services and Housing Agency. As of July 31, 2024, the Panel has eleven (11) funded positions and (13) authorized positions. The Department of Finance removed funding for the Legal Assistant and Legal Secretary positions starting in FY 2023-24.

(1) Panel Chair (exempt/full-time) ([Government Code, Section 11553](#))

(4) Panel Members (exempt/full-time) ([Government Code, Section 11553.5](#))

(1) Executive Director (exempt/appointed by the Panel Members.)

(1) Assistant Chief Counsel

(2) Attorney III

(1) Associate Governmental Program Analyst

(1) Office Technician (vacant)

The Panel has three (3) members appointed by the Governor and subject to confirmation by the Senate. The Senate Committee on Rules and the Speaker of the Assembly each appoint one (1) member to the Panel, for a total of five (5) Panel Members. The Chair is elected annually by the Panel Members. The Executive Director reports to the Chair and Panel Members. The Panel's organization chart can be found on **Appendix H**.

Retirement Eligibility

No employees are currently eligible for retirement. The average age of the Panel's employees is 44 years. See **Appendix A: Retirement Eligibility chart**.

Separation Snapshot

Since the Panel's creation in 2018, there has been zero percent separation in permanent civil service positions. Accurately forecasting which individuals will leave state service soon is a challenge, as none of the staff members are approaching retirement age. See **Appendix B. Separation Snapshot chart**.

Turnover

There has been zero percent of voluntary separations from the Panel since 2018. See **Appendix C, Turnover Chart**.

Generational Breakout

The demographic composition of the Panel's civil service workforce is as follows: one quarter of the employees belong to the Millennial generation, three quarters to Generation X, and none to the Baby Boomer generation. **See Appendix D, Generational Breakout Chart**.

Demographics

The Panel's civil service workforce is comprised of 50% men and 50% women. Four civil service positions are filled and there is one vacancy. The Panel's ethnic composition is 75.0% White-Alone and 25.0% Asian-Korean Alone. The **Appendix E: Demographics** table shows the Panel's ethnicity and gender statistics compared to civil service statewide data.

Competencies

In the context of workforce and succession planning, core competencies determine the essential knowledge, skills, abilities, tasks, and personal attributes necessary for achieving success in mission-critical roles.

The Panel has adopted [CalHR's Statewide Core and Leadership Competency Models](#).

Appendix G: Competency Model includes the necessary competencies for each civil service position.

Key Positions

A key leadership position at the Panel is held by an employee who can positively influence and maximize efforts of others to accomplish mission-critical objectives. They play critical leadership roles in setting operational direction and achieving the strategic plan's objectives. The Panel's key leadership positions are:

- Panel Chair (1) (exempt)
- Panel Members (4) (exempt)
- Executive Director (exempt)
- Assistant Chief Counsel (excluded)

Entrance, Stay, and Exit Survey Results

Entrance (or Onboarding) Survey

The Panel is developing an entrance (or onboarding) survey. It will ask new employees to share their thoughts on the new hire orientation program. The Panel wants to ensure the onboarding program answers a new employee's questions and prepares them for their new job. The **Appendix I: Action Plan** will include this project.

Stay Survey

Giving employees a chance to offer feedback to leaders is helpful. Because the Panel is small, management will hold stay interviews instead of an online survey. The Panel's performance reviews are in January/February. We schedule stay interviews in July/August. We use open-ended questions to enable more robust conversation to identify what is working or not working for the employee. The data gathered is qualitative. It will give managers information on an employee's morale, engagement, achievement, and satisfaction. The stay interview process is under development. We will include it in **Appendix I: Action Plan**.

Exit Survey

When an employee leaves the Panel, they may be leaving state service or moving to another state agency. The Panel will ask them to complete an exit survey. The survey's

purpose is to rate employee satisfaction, provide findings about manager performance, workforce development, and succession planning. The employee will also get a chance to do an in-person (or via teleconference) exit interview. We are currently developing the exit survey and will include it in **Appendix I: Action Plan**.

Workforce Gap Analysis

Recruitment Gaps and Risks

Recruitment gaps and risks include:

The Office Technician position is eligible to telework two days per week. Because the core duties of the position require an office-centered schedule, it may be hard to attract candidates.

- The Panel's small size necessitates the outsourcing of human resources functions to the Department of General Services, Office of Human Resources. Consequently, this arrangement may lead to delays in the recruitment and hiring process.
- California is currently facing a highly competitive labor market. The occurrence of a vacancy in the Assistant Chief Counsel or Attorney III positions could present recruitment difficulties, potentially jeopardizing operational excellence.
- The 2023 Workforce Analysis Report conducted by the Panel revealed a shortage in hiring individuals with disabilities.

Retention Gaps and Risks

Retention gaps and risks include:

- Retention could be affected because the State's pay structure is not competitive with the private sector.
- Because of the Panel's small size, there is a lack of opportunity for promotion and career growth.
- Unable to create a monetary reward/incentive program for high performers due to the State's HR policies and lack of resources.
- We cannot offer a remote-centered telework schedule for entry level positions (Office Technician). This is due to the nature of the job classification.

Knowledge Transfer Gaps and Risks

Knowledge transfer gaps and risks include:

- Institutional knowledge may be compromised if an employee relocates to another

state agency or the private sector.

- The absence of documented business processes and cloud-based operational guides poses an additional risk.

Succession Management Gaps and Risks

The Panel's small size hinders implementing a conventional succession plan that develops staff for leadership positions. The Panel is budgeted for only five civil service positions, so there is limited opportunity for career advancement.

The Panel possesses sufficient talent in its legal positions to effectively manage potential turnover situations. The Associate Governmental Program Analyst's exit could briefly hinder operations. Their role in contracts, procurements, and inter-agency payments is crucial. The organization may face temporary setbacks without this key position filled.

Workforce Planning Strategies

Based on identified issues, gaps, and risks, the Panel will implement or expand on the following initiatives to meet current and future workforce needs. See **Appendix I for Action Plan**.

Recruitment Strategies

To attract and retain top talent, we will launch and enhance the following recruitment initiatives, ensuring our workforce is equipped to meet current and future demands.

- The Panel is expanding its outreach to ethnic and affinity bar associations. This will raise awareness of its mission and purpose. For future recruitment efforts, we could use this list to attract a larger pool of qualified candidates for the attorney classifications.
- Coordinate with DGS-OHR to map the work processes for recruitment outreach on behalf of the Panel.
- Confirm that DGS-OHR recruitment efforts include social media channels, popular job posting websites, community and occupational organizations, disability organizations, community colleges, and Sacramento-area community colleges for entry-level positions.
- Update the Panel's online desk manual for hiring packages to aid in efficient processing by DGS-OHR.

Retention Strategies

The following retention initiatives will be implemented or enhanced to address current and future workforce requirements. Due to the organization's limited size, an upward mobility program is not feasible.

- Continue to offer a hybrid work schedule to attract and retain a high-skilled workforce.
- Improve the Panel's new hire orientation program.
- Develop and implement an entrance survey for new employees.
- Develop and implement an annual stay interview to check in with employees and gather qualitative data.
- Continue to provide employees with career development information and opportunities.

Employee Development Strategies

- Establish a comprehensive employee training program that enables employees and managers to acquire proficiency in essential core competencies.
- Identify training programs for employees and managers focusing on diversity, equity, and inclusion.

Knowledge Transfer Strategies

Below are knowledge transfer initiatives that will be implemented or improved on to meet current and future workforce needs.

- Complete onboarding training program and handbook for new hires and current employees on the Panel's rules, procedures, and processes to ensure fair and efficient processing of appeals.
- Complete onboarding training program and handbook for new hires and current employees on administrative issues. (For example, how to book travel reservations, how to submit expense reimbursement forms, timesheet submittals...etc.)
- Complete business process mapping for both legal and administrative procedures and processes and include in online desk manuals.
- Complete online desk manuals for each position. Desk manuals will be housed on the Panel's SharePoint site for all to access.

Succession Management Strategies

Key Positions and Competencies

The limited size of the Panel underscores the significance of each civil service position in contributing to the organization's success. The following outlines the essential

responsibilities associated with each civil service role.

Assistant Chief Counsel (ACC)

The ACC acts as the Panel's top legal advisor. They work with Panel Members and the Executive Director to create departmental policies and procedures. The ACC also serves as primary contact on all legal issues before the Governor's Office, the Legislature, control agencies and others. This position is also responsible for supervising the legal staff. They review legal work product from staff attorneys, distribute assignments, and manage caseloads for legal staff.

Attorney III (2)

Under the ACC's direction, the Attorney III independently performs many duties. They prepare legal proceedings before the panel, including writing case analyses and summaries. They also review legal documents created by other staff attorneys. They give legal advice when asked by Panel Members, the Executive Director, and/or the ACC. Also, this position will respond to public inquiries, promulgate regulations, and develop and refine policies and procedures when necessary.

Associate Governmental Program Analyst

Under the direction of the Executive Director, this position is responsible for a variety of complex administrative tasks. They relate to the Panel's budget, accounting, procurement, contracts, and human resources. They also handle the numerous reports required by the State of California. This position works closely with the Department of General Services' (DGS) Office of Contracted Fiscal Services, Office of Human Resources, and the Procurement Division.

Office Technician

This position is responsible for answering phones, processing mail, and maintaining supplies and equipment. They copy documents, organize materials for panel hearings, and assist Panel Members and staff with travel arrangements.

Assessment Strategy

Self-assessment is a critical foundation for a well-functioning department. By establishing an exit survey and interview process for management and staff, the Panel will stay better aligned with organizational needs, and ease management and staff transition. Additionally, by ensuring that business processes are well documented, this will mitigate risk due to vacancies in critical positions.

Key Position Development Strategies

Currently, management supports competency development for employees through mentoring and stretch assignments. It has been an effective strategy to enhance skills, foster growth, and improve overall performance.

Mentoring: The Panel offers mentoring on an as-needed basis due to its small size. The program is informal. Mentors and mentees are matched based on skills, goals, compatibility, and the nature of the assignment. Mentors provide guidance and support during stretch assignments. This ensures employees have a support system to navigate challenges and learn effectively from a peer.

Stretch Assignments: Management has offered opportunities for the legal staff to work on assignments for other State departments. They have gained new perspectives and skills through these assignments. Additionally, managers have assigned employees projects that go beyond their current skills but they can achieve with support and guidance. These projects match employees' career goals and key position development needs.

The Panel's small size would result in filling almost all civil service positions with external candidates. If the Assistant Chief Counsel position were to become vacant, we could consider an Attorney III, but they would need four years of experience at this level.

The knowledge transfer systems to be implemented are outlined in the corresponding section of this report, entitled [Knowledge Transfer Strategies](#).

Conclusion

The Executive Director will be responsible for implementation, evaluation and accountability of the workforce plan to ensure the Panel's ongoing organizational health.

Below is the timeline and process for evaluating the workforce plan's effectiveness in meeting its goals:

1. Monthly progress checks
2. Quarterly data analysis
3. Mid-year comprehensive review
4. Annual performance assessment
5. Three-year strategic evaluation

This systematic approach ensures timely adjustments and long-term success. That said, challenges may arise in implementing the workforce plan due to limited resources, both financial and staffing.

The Panel's workforce plan will act as a guide for the development of our employees and managers so there is operational continuity when vacancies do occur. The Panel's leadership is committed to workforce planning to help employees build their careers, and reach their potential. Each employee is highly valued and an important member of the team who is responsible for the execution of Panel's mission—to provide fair, accessible, and timely quasi-judicial resolution of appeals.

Appendices

The following appendices are included in this workforce plan.

Appendix A: Retirement Eligibility

Appendix B: Separation Snapshot

Appendix C: Turnover

Appendix D: Generational Breakout

Appendix E: Demographics

Appendix F: Mission, Vision, Values, and Strategic Map

Appendix G: Competency Model

Appendix H: Organizational Chart

Appendix I: Action Plan

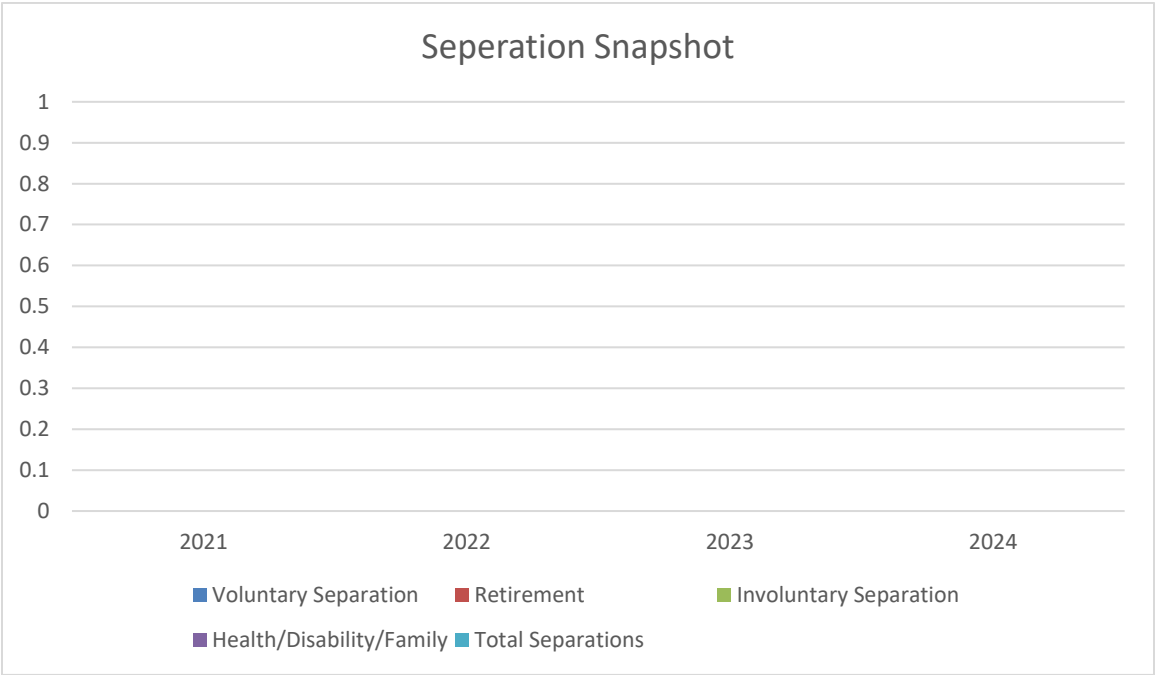
Appendix A: Retirement Eligibility

This appendix relates to the Workforce Overview: [Retirement Eligibility](#) section of the plan.

<i>Class Code</i>	<i>Class Title</i>	<i>Number of Employees</i>	<i>Avg. Age</i>	<i>Total Number of Retirements (last 6 or 12-month timeframe)</i>	<i>Avg. Retirement Age for (last 6 or 12-month timeframe)</i>	<i>Avg. Years of Service at Retirement (last 6 or 12-month timeframe)</i>	<i>At Retirement Eligibility (50+)</i>	<i>With 5 Years of Retirement Eligibility</i>
5871	Assistant Chief Counsel	1	N/A	0	N/A	N/A	0	0
5795	Attorney III	2	41	0	N/A	N/A	0	0
5393	Associate Governmental Program Analyst	1	N/A	0	N/A	N/A	0	0
1379	Office Technician (vacant)	0	N/A	0	N/A	N/A	0	0

Appendix B: Separation Snapshot

This appendix relates to the Workforce Overview: [Separation Snapshot](#) section of the plan. There have been no separations from the Panel.



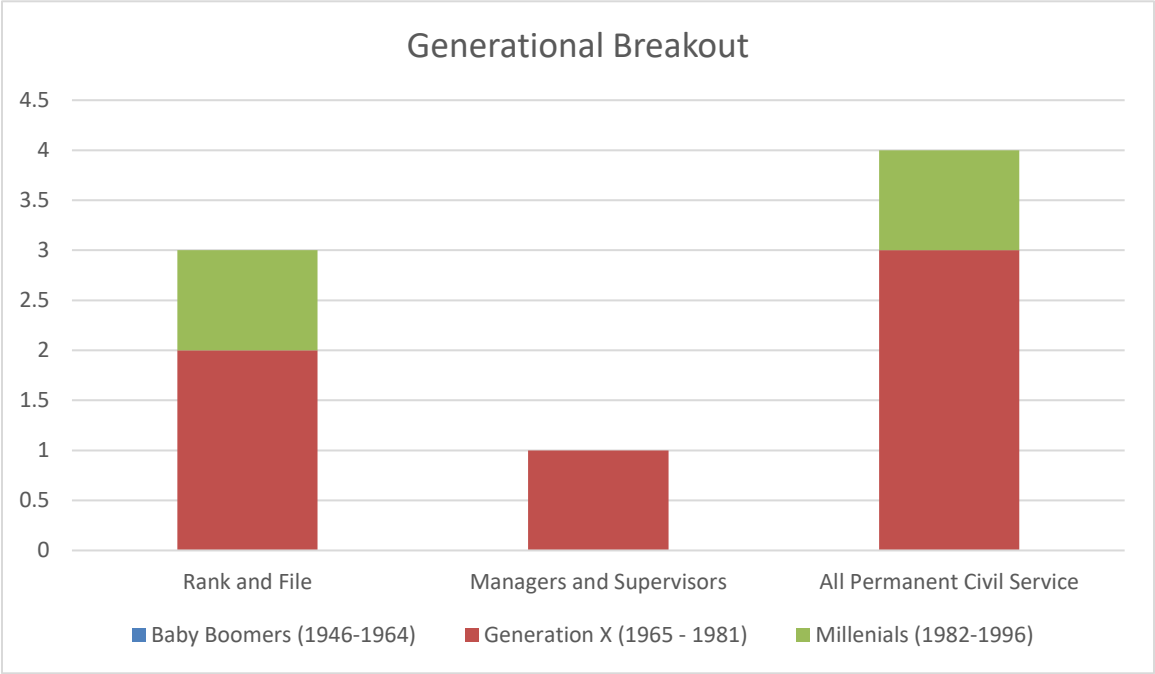
Appendix C: Turnover

This appendix relates to the Workforce Overview: [Turnover](#) section of the plan.

<i>Class Code</i>	<i>Class Title</i>	<i># of Employees July 1, 2023</i>	<i># of Employees July 1, 2024</i>	<i>Average # of Employees</i>	<i>Voluntary Separations</i>	<i>Turnover Rate</i>
5871	Assistant Chief Counsel	1	1	1	0	0%
5795	Attorney III	2	2	2	0	0%
5393	Associate Governmental Program Analyst	1	1	1	0	0%
1379	Office Technician (vacant)	0	0	1	0	0%

Appendix D: Generational Breakout

This appendix relates to the Workforce Overview: [Generational Breakout](#) section of the plan.



Appendix E: Demographics

This appendix relates to the [Workforce Overview](#) section of the template.

Demographic	Cannabis Control Appeals Panel Total	Cannabis Control Appeals Panel Total Percentage	Statewide Total	Statewide Total Percentage
Women	2	50.0%	103705	46.2%
Men	2	50.0%	120908	53.8%
American Indian or Alaska Native Alone	0	0.0%	1338	0.6%
Asian - Cambodian Alone	0	0.0%	317	0.1%
Asian - Chinese Alone	0	0.0%	8341	3.7%
Asian - Filipino Alone	0	0.0%	11560	5.1%
Asian - Indian Alone	0	0.0%	5490	2.4%
Asian - Japanese Alone	0	0.0%	1475	0.7%
Asian - Korean Alone	1	25.0%	1281	0.6%
Asian - Laotian Alone	0	0.0%	285	0.1%
Asian - Other Alone	0	0.0%	8393	3.7%
Asian - Vietnamese Alone	0	0.0%	4127	1.8%
Black or African American Alone	0	0.0%	18165	8.1%
Hispanic or Latino Alone	0	0.0%	58431	26.0%

Pacific Islander - Guamanian Alone	0	0.0%	185	0.1%
Pacific Islander - Hawaiian Alone	0	0.0%	173	0.1%
Pacific Islander - Other Alone	0	0.0%	1277	0.6%
Pacific Islander - Samoan Alone	0	0.0%	122	0.1%
White Alone	3	75.0%	82322	36.7%
Multiple Races	0	0.0%	21331	9.5%
Veteran	0	0.0%	10298	4.6%
Persons with Disabilities	0	0.0%	15867	7.1%

Appendix F: Mission, Vision, Values, and Strategic Map

Mission

The Cannabis Control Appeals Panel provides fair, accessible, and timely quasi-judicial resolution of appeals from the Department of Cannabis Control's licensing decisions.

Vision

Cultivating a transparent and respectful forum for cannabis businesses within all California communities.

Values

- Efficiency
- Fairness
- Professionalism
- Respect
- Transparency

Below is the Panel's goals and objectives.

Goal 1 – Decision Making

Ensuring appeals from decisions of the Department of Cannabis Control are resolved in a fair and timely manner.

- 1.1 Make decisions efficiently once cases are received for effective utilization of Panel resources.
- 1.2 Create impartiality through the decision-making process to provide fairness to the Panel's stakeholders.
- 1.3 Ensure clarity and transparency to promote public and stakeholder confidence.
- 1.4 Identify and develop trainings for Panel Members to provide a solid foundation on decision making.
- 1.5 Identify and develop trainings for staff on issues that impact the Panel to improve decision-making outcomes.

Goal 2 – Outreach and Education

To provide education on the appeals process for cannabis stakeholders.

- 2.1 Develop innovative approaches to educate and increase public awareness.
- 2.2 Expand accessibility through engagement with stakeholders to ensure they

are aware of the Panel's existence.

2.3 Explore ways to ensure that diverse constituencies are aware of and have access to the Panel.

2.4 Develop an outreach and educational plan to inform potential appellants and licensees of their due process rights.

Goal 3 – Organizational Effectiveness

To develop an effective and collaborative work environment while maximizing resources.

3.1 Develop an internal evaluation to share the Panel's effectiveness and adjust as needed.

3.2 Create an external survey related to the appellants' experience to improve processes by centralizing feedback from participants in the appeals process.

3.3 Establish a metric for evaluating the effectiveness of interactions and agreements between the Panel and its partner agencies to encourage the Panel to build an effective, cooperative relationship with partner agencies, and address issues that impact the Panel.

3.4 Evaluate the Panel's fiscal responsibility to ensure prudent financial stewardship.

3.5 Report quarterly on progress made on strategic plan objectives to inform Panel Members and to ensure objectives are met within designated timeframe.

Goal 4 – Diversity, Equity, and Inclusion

Ensure equity practices exist in operations, programs, and policies.

4.1 Continue equitable hiring practices to eliminate favoritism and bias in hiring processes.

4.2 Maintain an inclusive culture that values input from all members of the staff and the Panel so that every staff and Panel member, regardless of background, feels empowered to voice their thoughts and opinions.

4.3 Demonstrate respect for opinions voiced by the public and stakeholders to encourage public participation in government agency operations.

4.4 Explore and continue to recommend methods of addressing accessibility, translation, or similar requests to promote participation by members of the public.

Appendix G: Competency Model

This appendix relates to the Workforce Overview: Competencies section of the plan.

Core Competencies for Assistant Chief Counsel

<i>Teamwork</i>	Inspires teams to accomplish long-term strategic goals and objectives. Acknowledges contributions, recognizes accomplishments, celebrates achievement; actively monitors team morale, seeks to engage team with meaningful work.
<i>Resilience</i>	Overcomes challenges, does the job, and remains optimistic under pressure and adversity.
<i>Communication (listening, speaking, writing)</i>	Creates an environment that encourages and supports active listening and feedback throughout the organization. Speaks with confidence on complex and sensitive matters. Addresses most senior executive and legislative audiences. Publicly recognizes excellence in individual and team performance.
<i>Leverage Technology</i>	Champions innovative use of technology. Authorizes <i>the use of IT</i> resources to support the organization's mission and strategic goals.
<i>Diversity and Inclusion</i>	Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals. Ensures a work environment that is free of harassment and discrimination. Develops and applies strategies to promote a culture that benefits from diverse strengths. Ensures that there are policies, processes, and procedures that address the organization's expectations for respectful behavior. Ensures that there are appropriate policies processes and procedures established to respond expeditiously and fairly to complaints of harassment and discrimination.
<i>Innovative Mindset</i>	Sees the big picture and supports innovation through open communication and collaboration. Embraces

	forward thinking and experimentation. Champions the development of collaborative opportunities inside and outside the organization including the adoption of new methods or processes to foster and encourage innovation. Creates a culture of informed and measurable risk taking and experimentation to align innovative efforts with the organization's vision and strategic goals. Anticipates and identifies highly sensitive problems which may affect the organization, other departments, and/or outside stakeholders.
<i>Interpersonal Skills</i>	Assesses non-verbal cues and unspoken complex sub-messages to identify the concerns and interests of others. Mentors others in the development of perception skills. Resolves conflicts impacting the organization due to competing objectives, limited resources, or differing perspectives. Holds self and others accountable; maintains confidentiality. Resolves ethical dilemmas and conflicts of interest; takes appropriate action.

Core Competencies for Attorney III

<i>Communication (listening, speaking, writing)</i>	Encourages feedback from others. Incorporates feedback for improvement. Incorporates diverse information into clear, cohesive message. Incorporates diverse information into clear, cohesive message. Messaging is well organized, relatable and informs audience.
<i>Diversity and Inclusion</i>	Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals. Treats others fairly and without prejudice or bias. Invites others to engage in conversations and work-related activities to seek varied input. Learns from different perspectives and adheres to related departmental policies. Models respect when dealing with staff and supervisor.

Innovative Mindset

Demonstrates curiosity, develops new insights, considers creative approaches, and applies novel solutions. Explores with others and actively contributes to formulation of new approaches, methods, and techniques. Identifies what needs to be done, considers impact to policy and procedures prior to acting. Consults with subject matter experts and supervisor. Recognizes and prioritizes problems and needs to develop alternatives and solutions.

Interpersonal Skills

Considers what others are feeling based on their choice of words, tone of voice, expressions, and other nonverbal behavior, and adjusts appropriately. Demonstrates truthfulness, reliability and ethical behavior when making decisions and taking action.

Resilience

Displays composure and easily adjusts to major or last-minute changes and while maintaining a high degree of effectiveness. Continual learning: Identifies competency gaps. Seeks to improve own skills, knowledge, and abilities. Contributes and provides input into own individual development plan.

Core Competencies for Associate Governmental Program Analyst

Critical Thinking

Approaches a situation or problem by defining the problem or issue, determining its significance, collecting data, and using tools to find meaning and patterns in the data. And uses logic to arrive at conclusions, makes decisions, and presents recommendations.

Interpersonal Skills

Considers and responds appropriately to different situations. Relates well with others. Maintains confidentiality. Demonstrates consistency and fairness. Anticipates and resolves confrontations, disagreements,

	and complaints in a win-win way. Is compassionate and treats others with respect.
<i>Small Project Management</i>	Defines a project and creates a plan for handling assigned projects. Plans, organizes, and controls resources to achieve specific goals within project scope, time frame, budget, and available resources.
<i>Diversity and Inclusion</i>	Works effectively in an inclusive workplace where individual differences and perspectives are respected and leveraged to achieve organizational goals. Treats others fairly and without prejudice or bias. Invites others to engage in conversations and work-related activities to seek varied input. Learns from different perspectives and adheres to related departmental policies. Models respect when dealing with staff and supervisor.
<i>Statistics, Research, and Analysis</i>	Applies research techniques, developing instruments for data collection. Uses statistics and critical thinking to analyze data and measure results. Prepares report summaries of results.
<i>Advanced Computer Skills</i>	Mastery of Microsoft Office Suite and applications, and other job-specific software.
<i>Written Communication</i>	Writes clear, complete content to convey a credible, professional message. Organizes written ideas clearly. Tailors writing to effectively reach audience. Uses correct spelling, grammar, and punctuation.

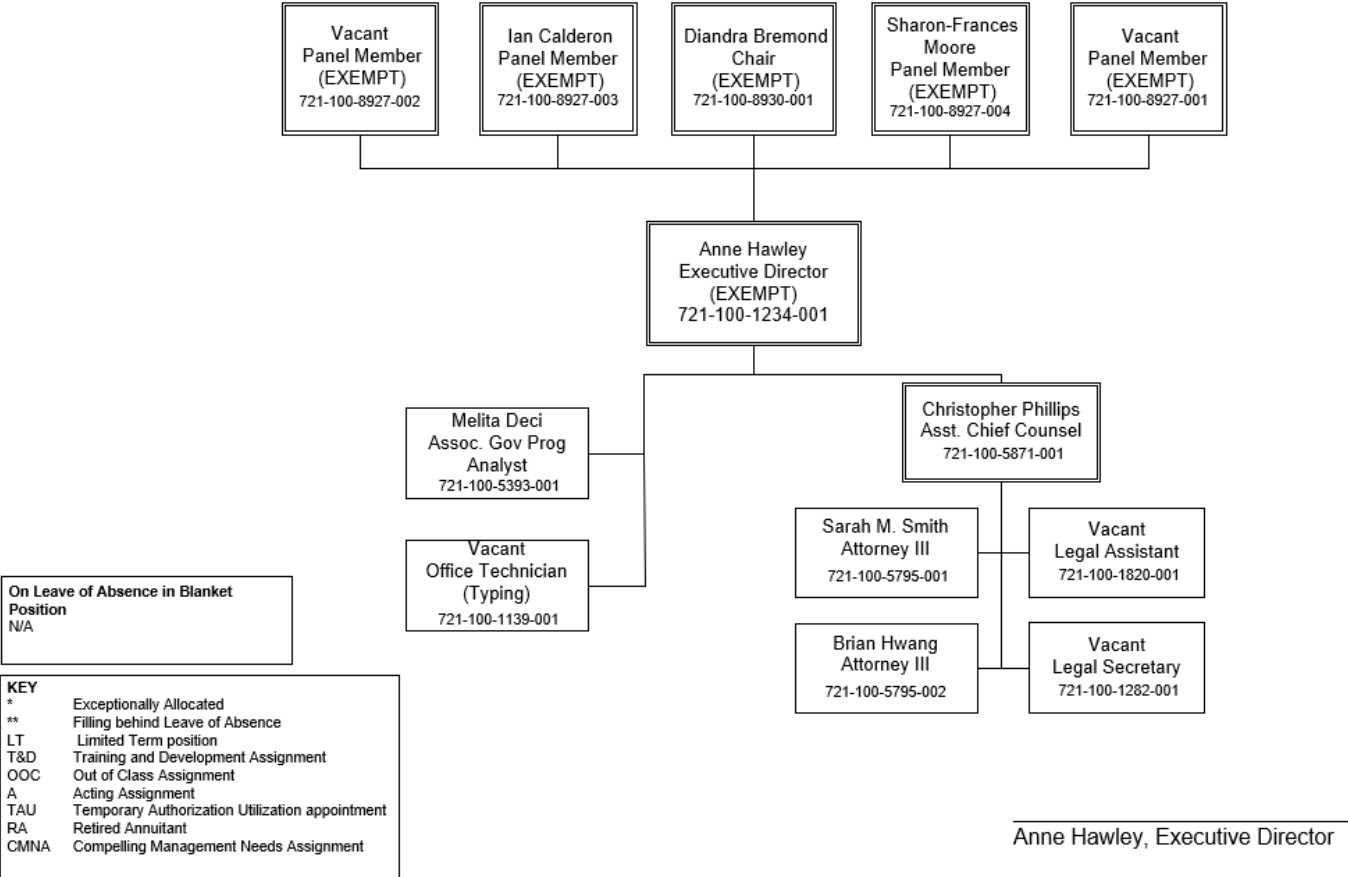
Core Competencies for Office Technician

<i>Accountability</i>	Takes responsibility for personal performance. Meets deadlines. Proactively keeps Executive Director informed of progress, issues, and potential problems. Takes ownership of projects and work assignments.
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<i>Oral Communication</i>	Articulates information in a clear and concise manner. Tailors oral communication to the level and experience of the audience. Listens effectively.
<i>Customer Service Orientation</i>	Responds to public inquiries, customer requests, and complaints. Delivers high-quality customer service by being attentive, asking and responding to questions, confirming understanding, and providing accurate information about the organization's services. Maintains confidentiality with sensitive documents.
<i>Technical Staff Work</i>	Demonstrates general knowledge of job functions specific to the position, which may include <i>appeals</i> intake, reception, typing, filing, administrative processing, etc. Complies with administrative policies and procedures.
<i>Cultural Sensitivity</i>	Awareness of cultural diversity and understanding of how perceptions, attitudes, and stereotypes of self and others influence interpersonal relationships.
<i>Time Management</i>	Effectively organizes and prioritizes tasks to comply with due dates and manages time efficiently to address organizational needs. Ability to multi-task and be flexible to handle fluctuations in workload.
<i>Basic to Intermediate Computer Skills</i>	Proficient in Microsoft Office, and applications, and other job-specific software tools.
<i>Planning and Organization</i>	Anticipates and prepares for upcoming events and projects. Considers the impact of something before it happens and makes necessary preparations. Organizes tasks and goals into management steps.
<i>Records Management</i>	Files and maintains records inventory and schedules per state guidelines.

Appendix H: Organizational Chart

State of California
Cannabis Control Appeals Panel
Proposed as of July 2024
Total Positions: 13



Appendix I: Action Plan

This appendix relates to the [Workforce Planning Strategies](#) section of the plan.

Strategy Description	Gap Which workforce planning gap does the strategy address?	Person(s) Accountable Who is responsible for overseeing successful implementation of the strategy?	Timeline Begin/End	Key Performance Indicators & Benchmarks	Alignment Which Strategic, workforce analysis, and/or SLAA goal(s) does the strategy support?
Increase diversity of candidate pool.	Recruitment	Executive Director	July 2024-July 2025	Increase diversity in candidate pool by 25%	Strategic goal: diversity, equity & inclusion; WFA; SLAA.
Entrance (onboarding) survey	Retention	Executive Director	July 2024-October 2024	8/2024 – first draft 9/2024 - final	Strategic goal: Organizational Effectiveness; WFP.
Stay survey/interview	Retention	Executive Director	July 2024-July 2025	1/2025 – first draft 3/2025 – 2 nd draft 7/2025 – interview staff	Strategic goal: Organizational Effectiveness; WFP.

Exit survey/interview	Succession Management	Executive Director	July 2024-July 2025	1/2025 – first draft 3/2025 – 2 nd draft 7/2025 - final	Strategic goal: Organizational Effectiveness; WFP. Mitigate future risks.
Create “in the cloud” desk manuals for all positions	Knowledge transfer	Executive Director	July 2024-July 2025	1/2025 – first draft 3/2025 – 2nd draft 7/2025 – final	Strategic goal: Organizational Effectiveness; WFP.
Identify diversity, equity and inclusion trainings for management and staff	Employee Development	Executive Director	July 2024-July 2025	Complete two trainings per year.	Strategic goal: Diversity, Equity and Inclusion; WFP; SLAA.
Identify trainings that will support management and employees in gaining expertise in required core competencies.	Employee Development	Executive Director	July 2024-July 2025	Discuss at employee’s annual review in January. Schedule trainings throughout the year.	Strategic goal: Organizational Effectiveness; WFP; SLAA.

Expand outreach list for ethnic/affinity bar associations & other organizations	Recruitment	Executive Director	July 2024-July 2025	Increase outreach touches from once a year to quarterly.	Strategic goal: Diversity, Equity, and Inclusion; WFP; SLAA.
Map work processes for recruitment outreach	Recruitment	Executive Director	July 2024-July 2025	1/2025 – first draft 3/2025 – 2nd draft 7/2025 – final	Strategic goal: Organizational Effectiveness; WFP; SLAA.
Complete onboarding program for new hires (legal & admin)	Knowledge transfer	Assistant Chief Counsel	July 2024-July 2025	1/2025 – first draft 3/2025 – 2nd draft 7/2025 – final	Strategic goal: Organizational Effectiveness; WFP.



Executive Director, Cannabis Control Appeals Panel

July 7, 2025

Date

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