



# **CALIFORNIA GAMBLING CONTROL COMMISSION**



**2024-2028**

## **WORKFORCE AND SUCCESSION PLAN**



## **A Message from Executive Director, Stacey Luna Baxter**

It is with great pleasure that I introduce the California Gambling Control Commission's (Commission) 2024-2028 Workforce and Succession Plan. This plan was designed to not only meet the California Department of Human Resources' mandate for agency workforce and succession planning, but to also assist the Commission identify, assess, and develop its employees to ensure a well-skilled, diverse, and inclusive workforce, as well as leadership continuity and to further build upon the talent that exists within the organization. The Commission strives to foster a culture of continued learning in support of our employees, the organization, our stakeholders, and the State of California. This plan will support our organization's business needs and goals, while identifying knowledge and skill gaps, risks within our workforce, and our plan for mitigating these concerns.

In 2023, the Commission developed and finalized its 2024-2027 Strategic Plan. The Strategic Plan provides steady direction and clear objectives around which we can align our daily activities including, but not limited to, continuous operational improvement and providing our staff the knowledge and tools to deliver outstanding work products. The Commission Workforce and Succession Plan will closely align with the Strategic Plan and further build off these objectives.

The Workforce and Succession Plan will include a number of short and long-term employee development strategies. In our 2018-2023 Workforce and Succession Plan, the Leadership Team came together and created a successful Employee Development Opportunity Program (EDOP) which provided competency-based development opportunities to ensure readiness for future executive level professional opportunities. Those in leadership and management positions also benefited from this program, as it became a valuable resource for understanding succession challenges, opportunities, and workforce needs. Over the course of our new plan, the Commission will continue building the EDOP, expanding further on new opportunities, robust trainings, and mentorship opportunities.

Additionally, the Commission's Workforce and Succession Plan will align with the risk controls that have been identified in the State Leadership Accountability Act (SLAA) [report](#), which evaluates, monitors, and maintains a catalog of risks along with internal controls to address and mitigate those risks.

I hope you find this report informative and enlightening as we strive to demonstrate our commitment to our Commission workforce and to the State of California.

Sincerely,

A handwritten signature in blue ink that reads "Stacey Luna Baxter".





## Introduction

---

### Foreword

The California Gambling Control Commission (Commission) Workforce and Succession Plan is the action planning tool for Commission leaders. This planning process is an ongoing practice that seeks to align the needs and priorities of the Commission to the number of staff and their respective knowledge, skills, and abilities required of our workforce. This is an active process that takes a proactive approach to develop current employees to obtain the knowledge, skills, and abilities to fill key agency positions and identify and close organizational competency gaps. It demonstrates an ongoing desire to develop the organization's greatest resource – its employees. Succession planning is a tactic undertaken by organizations as part of workforce planning efforts. Without a comprehensive workforce and succession plan, organizations are unable to align the workforce to the organizational business needs, and will not be prepared to fill critical positions vacated by unexpected departures or retirements.

The Commission's Workforce and Succession Plan aims to take a proactive and strategic approach towards identifying and implementing comprehensive planning strategies to increase the competency levels throughout the agency. The last Workforce and Succession Plan was very beneficial so this update will provide further guidance for the next five years. The plan will identify key positions and several strategic initiatives that will align with our new Strategic Plan, as well as coincide with our SLAA, to ensure continuity, encourage employee growth and development, and address potential risks identified within the Commission.

### Strategic Direction

The Commission's Mission is:

*We are committed to protecting the public by ensuring integrity and justice in the controlled gambling industry through effective regulations and fair application of the law.*

The Commission's Vision is:

*Enhance public trust in California's regulated gambling industry by prioritizing compliance, stakeholder engagement, and operational excellence.*

The Commission's Core Values include (listed in no particular order):

*Excellence – Teamwork – Accountability – Transparency – Integrity*



The Commission's Strategic Goals are:

- Foster constructive and respectful stakeholder engagement
- Model fiscal responsibility and enhance operational efficiency
- Champion a culture of continuous learning, development, and collaboration

The Commission's 2024-2027 Strategic Plan can be found [HERE](#), on our website.

The most recent and approved Commission SLAA Report can also be [HERE](#).

## History

In 1984 the Legislature enacted the "Gaming Registration Act", which provided the Attorney General a very limited regulatory scope and authority over the California card room industry. In 1997, recognizing the need for broader regulation and enforcement of the card room industry, the Legislature enacted the Gambling Control Act (Act) – Business & Professions Code 19800-19987, Division 8, Chapter 5, Articles 1-7. The Act created the bifurcated regulatory structure when it created the Commission and separated the roles and responsibilities between the Commission and California Department of Justice. Then, on September 1, 1999, Governor Davis signed the first tribal-state gaming compacts with 58 tribal governments. These compacts outlined limited fiduciary, regulatory and administrative Commission responsibilities.

The Commission became operative on August 29, 2000, through an Executive Order issued by Governor Davis. The first Commissioners were appointed and funding for the Commission was approved in June 2001. In Fiscal Year 2001-2002, 45 positions were authorized with approximately \$4.7 million in funding.

In 2013, the Commission underwent the Governor's Reorganizational Plan #2. This plan moved some functions for gaming regulation from the independent Commission to the Bureau of Gambling Control within the Department of Justice. The plan ensured that the arrangement of shared oversight over gambling activities between the Commission and California Department of Justice remained, but resulted in a clear delineation of each entity's role and greater economic efficiency. Additional information on these efforts can be found on [our website](#).

## What We Do

The Commission ensures integrity in California's controlled gambling environment through:

- The development and implementation of sound policy and regulations
- Efficient, effective, and transparent licensing and finding of suitability processes
- Gaming industry education





- Promoting public involvement in Commission decision-making
- Sustaining collaborative Tribal partnerships consistent with the Tribal-State Gaming Compacts that support California's interests.

The Commission acts as the regulatory body over:

- Gambling establishments (cardrooms), Third Party Providers of Proposition Players Services, and all owner persons or entities associated.
- Cardroom Key Employees, Holders of Work Permits issued by the Commission, and Third-Party Providers of Proposition Players Services Supervisors, Players, and "other" employees.
- Tribal casinos, pursuant to the Commission's authority under the Tribal-State Compacts.

### **Policies and Regulations**

The Commission is responsible for setting policy, establishing regulations, and making determinations of suitability for gaming employees and other individuals and entities. The Commission develops and implements regulations pursuant to the Gambling Control Act.

### **Findings of Suitability**

The Commission's primary responsibilities include making determinations of suitability for the issuance of licenses/registrations to owners, supervisors, players, and key employees; issuing work permits to cardroom employees in specific jurisdictions; adjudicating recommendations concerning license denials, revocations, or disciplinary actions; assessing and acting upon certain restricted transactions including ownership changes and lending arrangements; and, granting temporary/interim licenses, permits or approvals on appropriate terms and conditions.

### **Administrator/Trustee**

The Commission has fiduciary, regulatory, and administrative responsibilities related to Tribal gaming that include: (1) distributing specified Tribal gaming revenues to eligible Non-Compact, Non-Gaming or Limited-Gaming Tribes; (2) making suitability determinations for key employees, gaming resource suppliers, and financial sources; and (3) serving as the administrator of the Indian Gaming Revenue Sharing Trust Fund, Indian Gaming Special Distribution Fund, and the Tribal Nation Grant Fund.



## Table of Contents

---

Overview .....	6
Challenges and Trends .....	6
Methodology .....	6
Workforce Overview.....	6
Current Workforce Profile .....	6
Gap Analysis .....	10
Methodology .....	12
Our Leadership Pipeline.....	12
Workforce and Succession Plan Initiatives .....	13
Staff to Leadership Bridging .....	13
Leaders as Supervisors .....	13
Leaders as Managers.....	14
Employee Development Opportunity Program (EDOP) .....	14
Program Overview .....	14
Critical Leadership Positions .....	14
Candidate Pool .....	15
Components.....	17
Conclusion.....	17
Appendices.....	18
Appendix A: Action Plan .....	19
Appendix B: Accountability and Communication Plan .....	22
Appendix C: Strategy Map .....	24
Appendix D: Organization Chart .....	25
California Gambling Control Commission Contact.....	26



## Overview

---

The goal of the Commission's Workforce and Succession Plan is to build and retain a quality sustainable workforce by developing internal resources to prepare for turnover and maintain continuity of critical department functions. The Commission will strive to further develop and implement various initiatives over the next five years that will aid the Commission in addressing identified workforce gaps, which, if not addressed, could threaten the Commission's ability to accomplish its core mission or workload, as well as pose risk to achieving its Strategic Plan goals. The gaps identified can be categorized into four areas: knowledge transfer, leadership development, succession planning, and retention. All outlined initiatives support developing Commission staff through significant knowledge transfer and retention efforts, and ensuring we retain those staff through succession planning and other professional development efforts.

## Challenges and Trends

The Commission is not unique in its workforce challenges within California state government, with gaps identified in the area of knowledge transfer, leadership development, succession planning, and retention. The Commission continues to work towards strengthening its infrastructure while focusing on its strategic goals, in addition to working to address risks identified in the Commission's SLAA report.

## Methodology

The Commission's workforce planning approach included executive staff input representing all business areas within the Commission to help identify workforce challenges as well as development goals to assist the divisions in meeting their strategic plan objectives, as well as working to mitigate risks addressed in the SLAA report.

As the workforce and succession plan is implemented within the Commission, the communication plan outlined in Appendix B: Accountability and Communications Plan, will help facilitate workforce efforts in the coming years, and ensure all responsible parties are identified and appropriately trained for full implementation of the plan.

## Workforce Overview

---

### Current Workforce Profile

The Commission is a small department, with only 39 permanent staff. The organization is composed of five divisions: Executive, Operations Services, Legal, Legislative and Regulatory Affairs, and Licensing. The Commission organization chart can be found in Appendix E: Organization Chart.

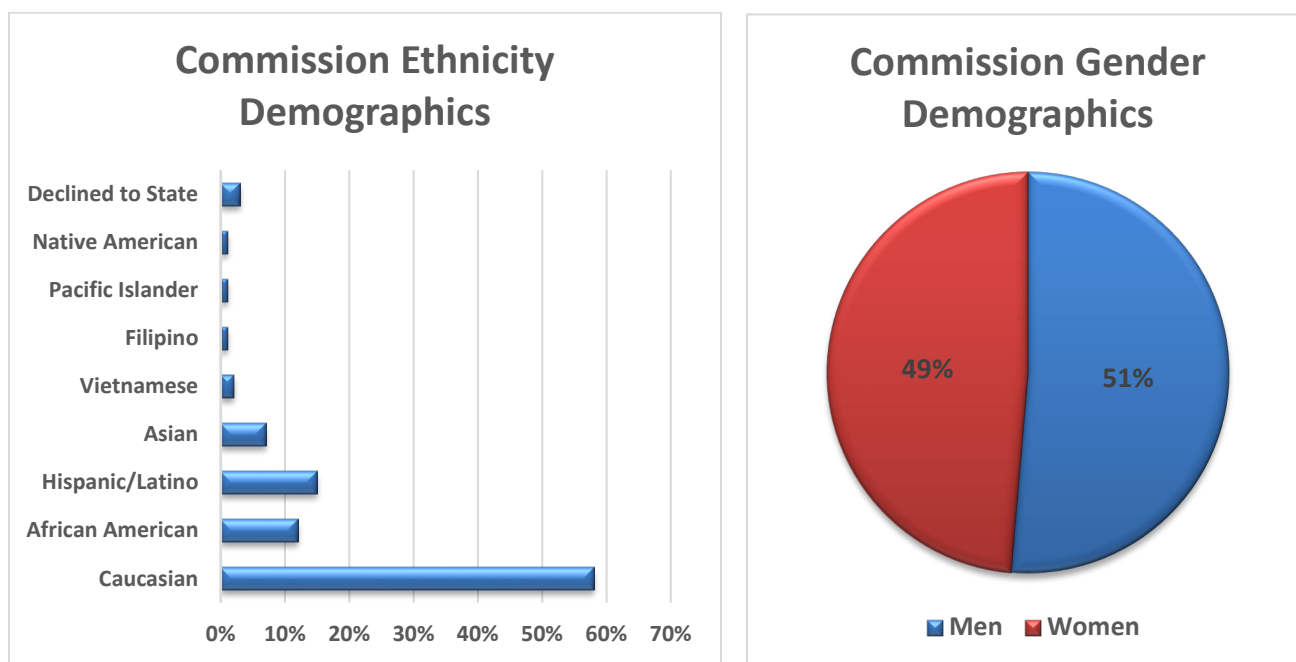


## Demographic Overview

### Ethnicity and Gender

As of January 2024, the Commission's overall ethnic composition is 58 percent Caucasian, 12 percent African American, 15 percent Hispanic/Latino, and 7 percent Asian. Pacific Islander and Native American make up 1 percent each of the workforce and 3% are unknown and declined to state. The Commission's workforce is comprised of 49 percent women and 51 percent men.

**Figure 1 & 2. Commission Ethnicity and Gender Demographics**



### Disabled Employee Representation

The Commission's representation for people with disabilities is less than one percent. The statewide workforce representation for people with disabilities is 7.3 percent. Although the Commission's representation of people with disabilities is low, given its small workforce, the organization is proud to host a Disability Advisory Committee that strives to educate employees about disabilities, act as a resource and support for employees with a disability, and highlights the abilities of individuals with a disability. The committee is committed to ensure equal access to employment opportunities for those with disabilities.

### Age Demographics

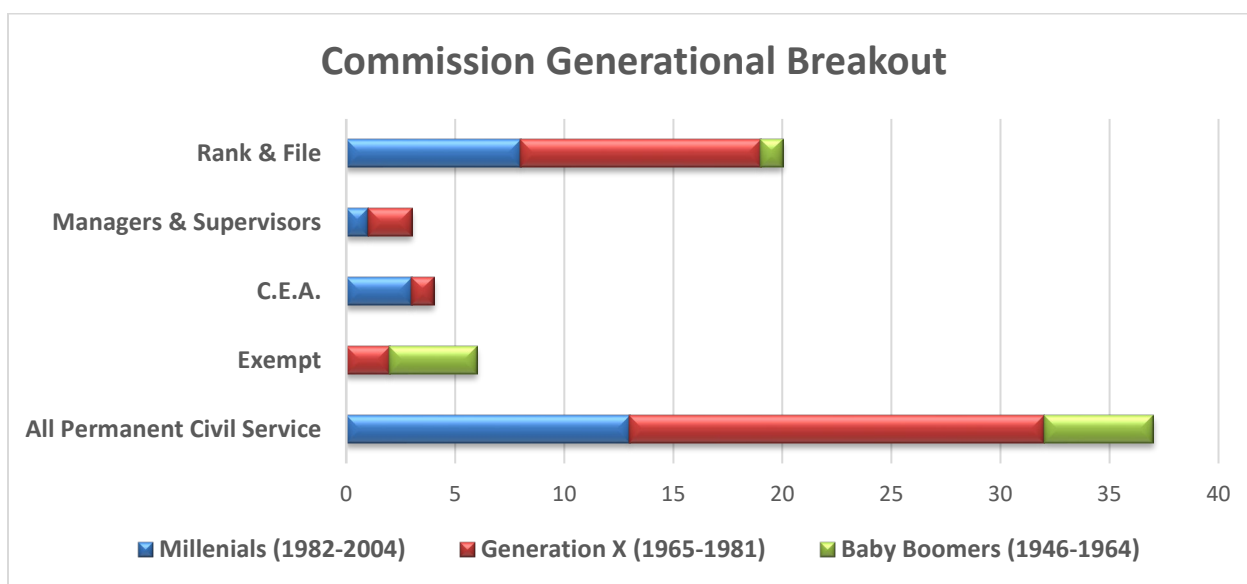
The average age of a Commission employee is 46 years old, while their average tenure in state service is 16 years. Currently, 30 percent of the workforce are at



retirement age (or are eligible to retire at age 50), and another 13 percent are within five years of the average retirement age.

Similar to the statewide generational representation of civil service employees, the largest generational representation population for the Commission are the Generation X, who make up 51 percent of the Commission's workforce. This trend of the workforce impacts the future, as these employees are nearing retirement eligibility. The Generation X are followed closely by the Millennials who make up 35 percent of the workforce. This reinforces the need for significant knowledge transfer and professional development initiatives. This information also informs us of where we have a higher risk of knowledge loss due to impending retirements.

**Figure 3: Generational Breakout**



## Bench Strength Challenges

The Commission's Leadership Team identified a lack of bench strength when developing the last Workforce and Succession Plan, which resulted in a workforce risk at various levels within the organization. While this risk has been a priority to the Commission, it continues to be at the forefront of the Leadership Team to fully eliminate. Throughout the organization there are a number of program experts who are the only experts within their respective program, however the Leadership Team has addressed these risks by incorporation cross-training, back-up coverage plans, and auditing and updating all policies, procedures, and desk manuals. If an employee separates from the Commission, either temporarily or permanently, historic program knowledge is not as high of a risk as it once was. However, this is still a priority the Leadership Team must stay on top of to ensure the management of program knowledge. Additionally, as the Commission welcomes new hires, who do not yet



possess in-depth program knowledge, training will be vital to ensuring the risk does not re-elevate. These risks have also been captured in the Commission's SLAA report.

It is these challenges that have resulted in the Commission identifying a number of knowledge transfer opportunities and professional development initiatives that will help us support the ongoing development to bridge the gaps we are undergoing.

## Retention Data Challenges

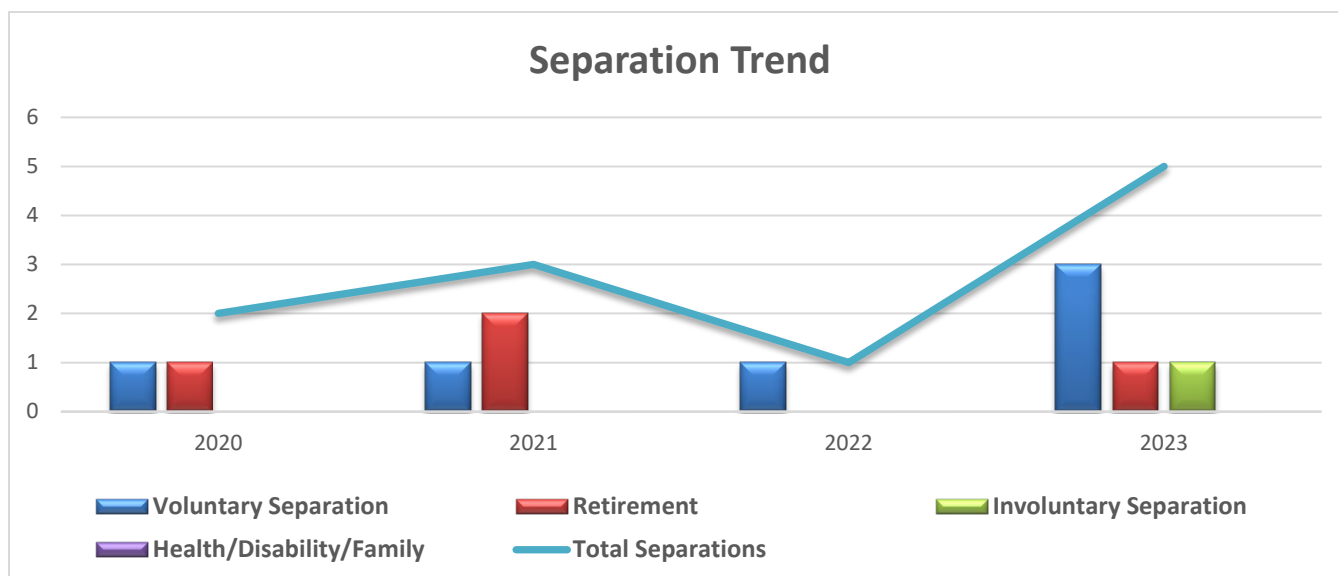
Recruitment and retention in the public sector have continued to be increasingly challenging. The COVID-19 pandemic has played a major part in the overall civil service workforce. The civil services workforce decreased by 715 persons from 222,837 in 2020 to 222,122 in 2021. In addition, the State continues to lose large applicant pools for many state jobs to higher paying jobs in the private sector. Additionally, the sense of job security and public service that have long been state employment's strongest selling points are not the drivers that motivate the incoming millennial workforce. A key factor in retaining our current employees is ensuring that those employees are engaged. Vacancy and turnover data were analyzed to determine if the Commission had recruitment and/or retention issues. As a result, the Commission does not have a recruitment issue but retaining our current employees is important to the organization. In strengthening our retention efforts, our organization will have a workforce that is engaged. An engaged employee is a person who is fully involved in and enthusiastic about his or her work and is more likely to stay with the organization for a longer period of time. The charts below reflect the Commission's turnover rate, as well as separation trends for 2022-2023.

**Figure 4: Turnover Rate (2023)**



**Figure 5: Separation Trend**





## Gap Analysis

A gap analysis determines the gap between workforce supply and demand. Performing a competency gap analysis will identify the current supply and demand in skill, knowledge, and ability in the Commission's leadership pipeline. The gap analysis will primarily be focused on addressing the competency gaps between the candidate pool in all classifications held within the Commission and key leadership staff members.

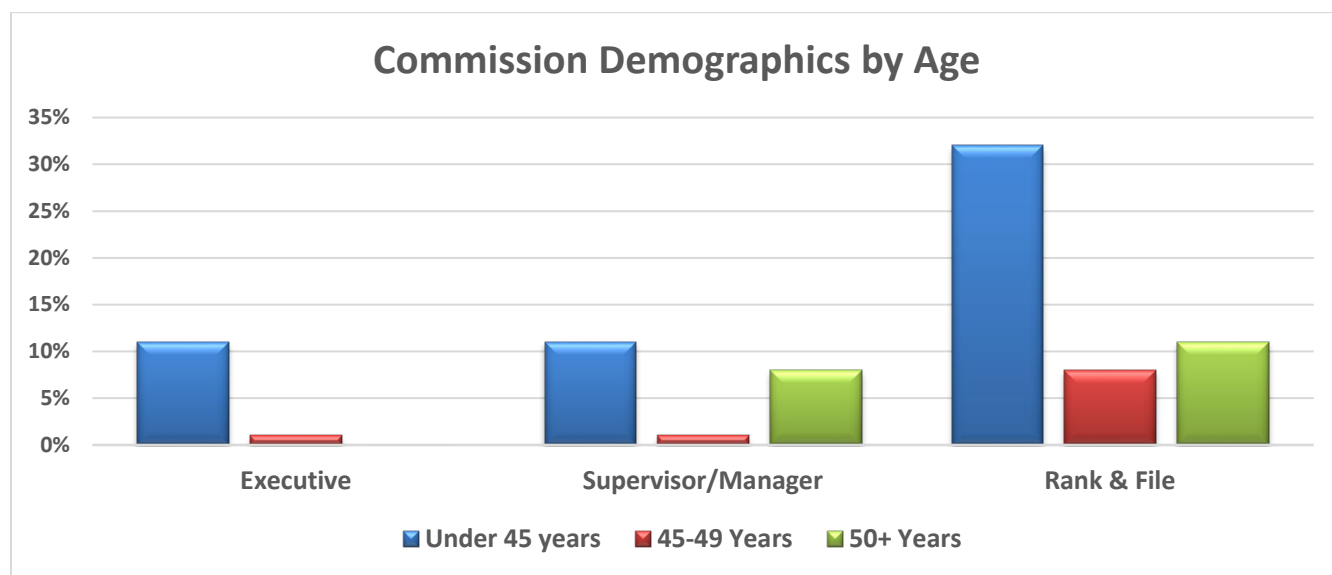
The methodology to assess the current and future competency gaps between the pipelines is through surveys, self-assessments, and employee development topic recommendations by seasoned executive management staff. The Commission has provided a multitude of surveys to Commission employees to assess these topics. In May 2020, during the COVID-19 pandemic, an employee survey was sent out to ensure staff had all necessary resources, equipment, etc. in order to successfully telework. Any gaps were identified and the Commission not only recommended a variety of telework-focused trainings, but also conducted many as well. In May 2021, a follow up survey was sent to all Commission staff evaluating if the changes put in place from the May 2020 survey feedback were still effective, and if there were any additional needs or gaps. Additionally in 2021, the Employee Development Internal Training Committee conducted a survey to collect information regarding internal training desires and needs. Then, in 2023, a Leadership Feedback survey was sent out to employees to gain feedback on the management within the Commission. Again, any gaps that were identified were provided to executive management to address. Additionally, an Employee Pulse Survey was sent in August 2023, which gathered data on employee well-being, skill utilization, growth, development opportunities, and more. This again generated even more data to use in the EDOP development. Lastly, in July 2023, the Executive Director created an anonymous Ongoing/Open Staff



Survey communication tool that is a standing, ongoing way for staff to elevate any concerns, suggestions, or general thoughts directly to the Executive Director, at any time. Together, these assessments are just some of the ways the Commission has identified a variety of potential gaps and has provided the valuable information that assisted in shaping not only this plan, but also the Commission's Strategic Plan, SLAA, and the EDOP.

As with many other state agencies, the Commission is facing the risk of losing some of its experienced workers due to its aging workforce. In addition, the majority of the Commission's employees are at the rank and file level, displaying how essential staff development is for these employees. Figure 6 shows an overview of the Commission's age demographics. The information below is displayed by classification level and includes the total percentage of employees eligible for retirement now (50 or older), and the percentage of employees within five years of the average age of retirement. Current data indicates that 19 percent of supervisory/management staff are at or nearing retirement age. Additionally, 19 percent of Commission staff in a rank and file classification are at or nearing retirement age, with 11 percent of those within the next five years of being eligible to retire following close behind.

**Figure 6. Demographics by Age**



The Commission's strategy to close the overall competency gaps within the department are as follows:

- Reinforce the importance and increase the overall rate of the Individual Development Plan for all Commission employees



- Ensure managers and supervisors complete the mandatory leadership development training courses, while encouraging them to continuously sharpen their skillset by attending leadership training course whenever possible
- Develop in-house training session opportunities to address competency gaps
- Cultivate informal mentorship opportunities to strengthen knowledge transfer within the agency
- Continue to encourage career development training for all staff

## Methodology

One of the most vital roles as a leader is to ensure that teams not only have the resources needed to perform their responsibilities to the best of their abilities, but also equally important is to provide opportunities for staff to expand their skill sets and knowledge in support of further development to reach their career aspirations and life goals. Moreover, an organization's success depends upon its ability to embrace diversity and realize the benefits. The Commission prides itself on having a diverse workforce, one that is made up of individuals with a wide range of characteristics and experiences. Our agency will continue to make diversity an integral part of our succession program. The Commission's 2024-2027 Strategic Plan reflects the Commission's dedication of enhancing staff knowledge, as identified in our goal of championing a culture of continuous learning, development and collaboration.

Within the Commission's Executive and Management staff, there are decades of experience in State management, and knowledge of State policies and procedures. The Executive and Management staff, in addition to Commission subject matter experts, will provide in-house training opportunities to interested staff to assist in their further development. To do so, a number of subject matters have been identified as excellent training topics to build upon one's foundational knowledge as a State employee.

The Commission will continue to utilize the EDOP, which consists of short, one-hour or less, informal brown-bag style sessions for each of the subject matters identified. The EDOP sessions will be open to any Commission employee who is interested. Staff are NOT required to attend; however, they are encouraged to take advantage of these opportunities.

The EDOP sessions are not intended to provide a full, in-depth understanding of each subject matter, but rather to increase foundational knowledge of these topics.

## Our Leadership Pipeline

The Commission is a small department with just 39 permanent positions. The Commission's critical positions are comprised of level I managers, a Staff





Management Auditor, an IT Manager I, who is the Commission's Chief Information Officer, CEAs, and one Executive Director who leads the organization.

**Figure 7. Commission's Critical Positions**

Classification	Number of Positions	Number of positions that manage staff
CEA and Exempt	5	5
Information Technology Manager I	1	1
Staff Services Manager I (Supervisor)	2	2
Staff Management Auditor	1	1
TOTAL	9	9

## Workforce and Succession Plan Initiatives

The need to develop strong future leaders is a significant driver for the Commission's Workforce and Succession Plan. Executive and Management Commission staff, along with staff volunteers, came together to outline the Commission's mission, vision, and strategic goals and finalized the Commission's 2024-2027 Strategic Plan. The initiatives and objectives aim to provide opportunities for professional growth and development to the critical position pipeline to ensure enhancement of their abilities and readiness for future promotional opportunities.

### Staff to Leadership Bridging

In addition to the professional benefits afforded to the employee, the Commission can expect to increase staff retention, enhanced recruitment, and the ability to maintain continuity of leadership as the workforce demographics change. Each role at the Commission contributes to the ongoing success as an organization. The Commission recognizes that the associate-level analysts and journey level staff are the next generation of leaders. These unique development opportunities will benefit management development, and will also provide key competencies that are useful in many of the day-to-day responsibilities of staff such as leading teams, development initiatives, collaborating with others, and effective problem-solving.

### Leaders as Supervisors

Commission supervisors provide day-to-day operational support and are the Commission's first level of leadership. These positions are typically the entry into



management for many staff who join with little or no prior leadership training and/or experience. The foundational development of supervisors supports the success and ability of the supervisor to deliver positive results.

Establishing strong leadership competencies across the Commission's supervisory team is critical to maintain the department's commitment of providing a quality work environment and excellent service to our customers and stakeholders. As supervisors learn through their day-to-day job responsibilities, the Commission will provide continuing leadership development opportunities to refresh and enhance their management abilities.

## **Leaders as Managers**

The Commission Executive staff are responsible for articulating the Commission's mission and vision and fostering an inclusive, engaged workforce. The Executive staff demonstrate the highest level of proficiency in leadership competencies and serves as role models within the Commission. The Executive staff routinely demonstrates effective collaboration and engages in cooperative partnerships with external stakeholders. Executive level staff will champion, support, mentor, and coach participants in the employee development opportunities to accelerate growth in the next generation of leaders.

## **Employee Development Opportunity Program (EDOP)**

---

### **Program Overview**

To prepare staff for promotional opportunities, the Commission will continue building upon the EDOP, which was created and established in the last Workforce and Succession Plan. The program was successful in helping participants gain the personal insight and perspective to further expand their knowledge base and enhance their leadership skills in a variety of subject areas. The goal is for participants to acquire the knowledge, skills, and competencies in various focuses that will enable them to become qualified competitors for future job opportunities.

While the EDOP will help to develop staff, it does not guarantee promotional opportunities. The program operates within the parameters of the merit based civil service system to maintain an equitable hiring process and candidate selections remain transparent.

### **Critical Leadership Positions**

The Executive and Management teams are the positions identified as the most critical in supporting the Commission's operations. As a result, these positions are helping to develop and present the various training sessions of the EDOP. However, now that the



EDOP is well established, the Executive and Management Teams encourage rank and file staff who are subject matter experts in their respective disciplines, to conduct trainings for the EDOP.

**Figure 8. Divisions and Leadership Positions**

Division	Working Title	Classification
<b>Executive Division</b>	Executive Director	Exempt
<b>Legal</b>	Deputy Director	CEA C
<b>Licensing</b>	Deputy Director	CEA A
<b>Legislative &amp; Regulatory Affairs</b>	Deputy Director	CEA A
<b>Operations Services</b>	Deputy Director	CEA A
<b>Operations Services</b>	Chief Information Officer	IT Manager I

**Figure 9: Gender and Classification**

Gender	IT MGR I	CEA A	CEA C	Exempt	Total
<b>Female</b>	0	2	0	1	<b>3</b>
<b>Male</b>	1	1	1	0	<b>3</b>

## Candidate Pool

With the Commission being a very small agency, the EDOP aims to address all non-executive management positions in the agency, which equates to approximately thirty-three (33) employees. The EDOP is open to all Commission staff, including management, and is strictly optional. There is no application or selection process.

## Leadership Development Plan

sdfnjunction with setting development goals. A project team has been established within the Commission's Strategic Plan who will work collaboratively to identify development topics and goals. An appropriate timeline within the duration of the EDOP and desired results to monitor the progress on achieving the goals will also be identified. The goal of development planning is to understand the strengths and gaps, and then to develop a plan of action that will address the gaps and prepare the participants to successfully assume new roles. To assist with this endeavor, Commission managers and supervisors are consistent with providing employees with annual performance reviews and/or Individual Development Plans. Additionally, the Strategic

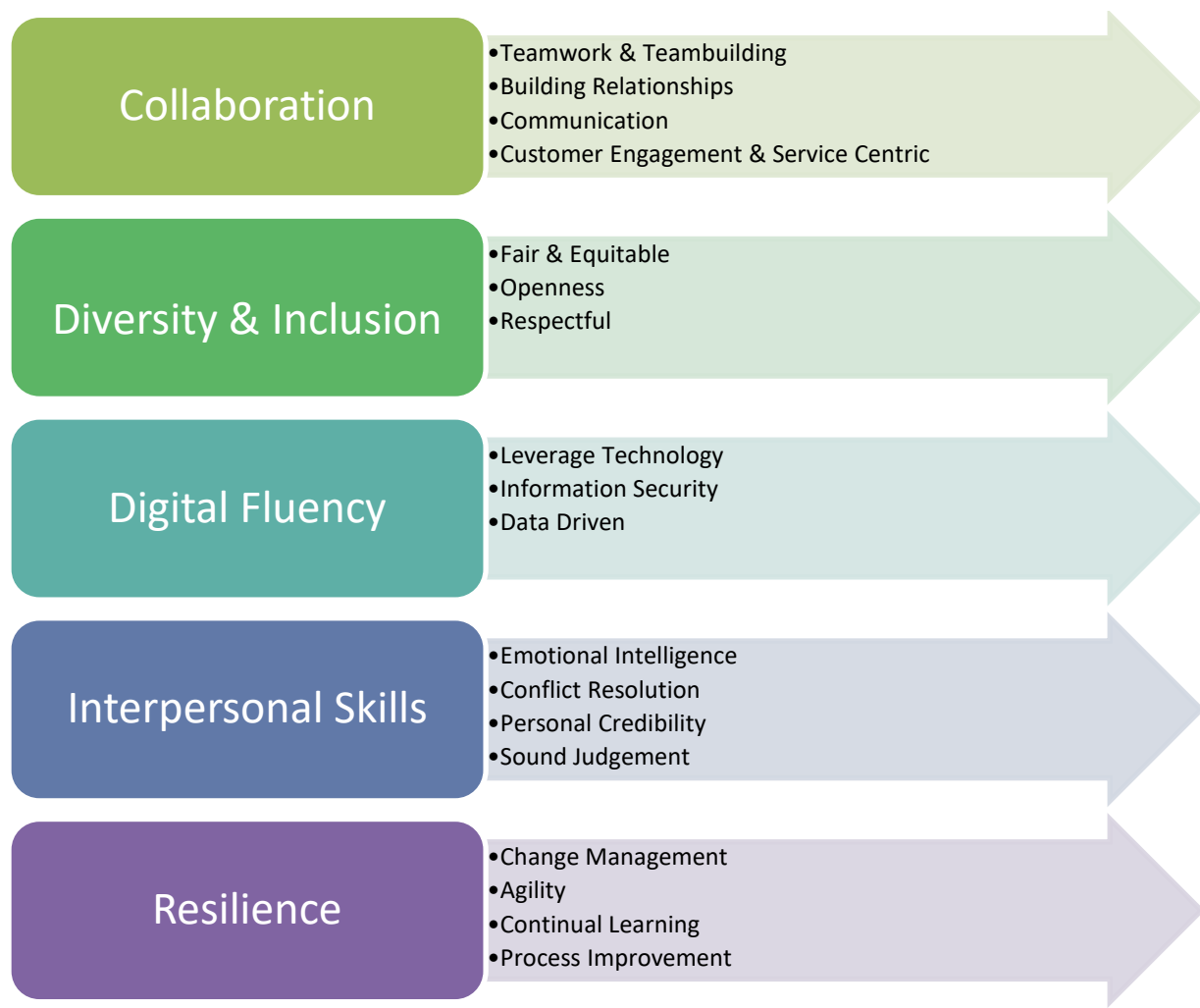




Planning Group, who is championing this workgroup, will communicate with Commission staff to gain insight and perspective as to the areas of trainings needed and requested by staff.

## Competencies

Competencies are the knowledge, skills, and behaviors needed for individuals to succeed in their jobs. To achieve the mission, strategic goals, critical functions and overall success of our agency, the Commission has identified critical core and leadership competencies. Core and leadership competencies do not attempt to describe all competencies that are necessary to successfully perform a job, however the below model outlines competencies that are foundational to all Commission employees, including leaders.





## Components

The EDOP will include the following components:

- EDOP Project Team who will gather training topics and ensure trainings take place
- Leadership Competency Self-Assessment by Executive Managers
- Leadership Competency Self-Assessment by all non-executive staff
- Quarterly (approximate) Brown-Bag style training sessions that are aligned with the specific competency gaps identified by the executive team
- Evaluation sessions with randomly selected participants and executive team

## Conclusion

---

The employees at the Commission are our most valuable resource. The Commission strives to foster a culture that supports the development of its staff. Securing the leadership and workforce resources are necessary to accomplish our mission and vision. With many of the initiatives already underway, we are excited to roll out our workforce and succession planning objectives as the next phase of securing and developing our workforce. Leadership will review this plan annually and obtain feedback from initiative owners each quarter. As we move forward to build a deeper bench to continue to ensure the success of the Commission's important mission, values, and goals, we will continue to listen to the voices of our valued employees.

## Appendices

---

[Appendix A: Action Plan](#)

[Appendix B: Accountability and Communication Plan](#)

[Appendix C: Strategy Map](#)

[Appendix D: Organizational Chart](#)

## Appendix A: Action Plan

<u>Initiative</u> <i>What is the name of the initiative?</i>	<u>Responsible Person(s)</u> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal and what will success look like?</i>	<u>Strategic Goal Focus</u>	<u>Due Date</u> <i>When will it be completed?</i>
<b>Commission-wide Initiatives</b>				
<b>Educate and mentor employees via Individual Development Plans (IDP)</b>	Supervisors / Managers	Strive for 100% completion rate of IDPs for all Commission employees who request an IDP each year	<i>Champion a culture of continuous learning, development, and collaboration</i>	Ongoing (annually due during birthday month of employee)
<b>Identify and notify Commission employees quarterly of trainings targeted toward staff development</b>	Operations Services Deputy Director	Conduct annual survey of Commission employees – Do employees feel they have sufficient information provided to them on available trainings geared toward staff development?  Goal: 90% Yes	<i>Champion a culture of continuous learning, development, and collaboration</i>	Annual
<b>Staff to Leadership Initiatives: Bridging Development</b>				
<b>Offer brown-bag style workshops</b>	Executive Management	While attendance is optional, the Commission will	<i>Champion a culture of continuous</i>	Quarterly



<u>Initiative</u> <i>What is the name of the initiative?</i>	<u>Responsible Person(s)</u> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal and what will success look like?</i>	<u>Strategic Goal Focus</u>	<u>Due Date</u> <i>When will it be completed?</i>
hosted by Commission leaders/staff that discuss a variety of employee development topics <i>(Staff attendance and participation is strictly optional)</i>		strive to have an average of 50% of its non-supervisory / managerial employees present, measuring attendance with a sign-in sheet. Evaluations will be sent to attendees via email after the workshops to receive feedback.	learning, development, and collaboration	
<b>Leaders as Supervisors/Managers Initiatives: Supervisor/Manager Development</b>				
<b>Ensure all new supervisors / managers attend the mandatory 80-hour training within the first year of hire</b>	Operations Services Deputy Director	100% of supervisors shall complete the required training and submit certificates of completion.	Champion a culture of continuous learning, development, and collaboration	Ongoing
<b>Ensure all managers attend the mandatory 20 hours of management and/or</b>	Operations Services Deputy Director	Every 2 years, 100% of Commission managers will participate in a minimum of 20 hours of	Champion a culture of continuous learning, development,	Every two years

<u>Initiative</u> <i>What is the name of the initiative?</i>	<u>Responsible Person(s)</u> <i>Who is responsible for overseeing successful implementation of the initiative?</i>	<u>Performance Indicators</u> <i>How will we know we achieved our goal and what will success look like?</i>	<u>Strategic Goal Focus</u>	<u>Due Date</u> <i>When will it be completed?</i>
<b>leadership development training every two years.</b>		management / leadership development training classes	and collaboration	
<b>Offer coaching and/or mentoring resources</b>	Executive Management Team	100% of supervisors / managers will complete their annual evaluation discussions with their staff, on an annual basis, to provide tools, tips, and resources to assist with their development	Champion a culture of continuous learning, development, and collaboration	January 2024; ongoing

## Appendix B: Accountability and Communication Plan

The Commission workforce and succession plan will be shared with all Commission employees. The plan will be discussed at the Commission's quarterly all staff meetings, as well as at the monthly Leadership Team meetings. All Commission managers and supervisors will be tasked with discussing the plan with their teams at their regular staff meetings, to allow staff to ask questions, offer ideas, and work to always keep our plan up to date. Managers will demonstrate how the plan connects to the Commission's Strategic Plan and discuss how this plan will benefit each employee and the department. Monthly status updates will be provided to the Executive Director by the Deputy Director of the Operations Services Division to monitor implementation activities.

<u>Responsible Person(s)</u>	<u>Role(s)/Responsibility(ies)</u>	<u>Target Audience</u>	<u>Target Date</u>	<u>Is Additional Training Required?</u>
<b>Executive Director</b>	Executive Sponsor; Responsible for supporting communication of the plan	All-Staff	January 2024; Ongoing	No
<b>Deputy Director, Operations Services</b>	Overall plan oversight; responsible for ensuring that the action plan(s) and timelines are implemented and that all resources are available	Executive Director; CalHR; All-Staff	Ongoing	No
<b>Deputy Directors/Managers</b>	Supporters; Responsible for communicating the plan to employees, participating in initiatives and demonstrating to employees how the plan connects to the organization's Strategic Plan	Division Staff	January 2024; Ongoing	No

<u>Responsible Person(s)</u>	<u>Role(s)/Responsibility(ies)</u>	<u>Target Audience</u>	<u>Target Date</u>	<u>Is Additional Training Required?</u>
<b>Human Resource Specialist</b>	Initiatives support and oversight; Responsible for assisting with the annual compliance survey	Executive Director / Deputy Director, Operations Services	April 2024; Ongoing	No
<b>Training Coordinator</b>	Initiatives oversight and tracking	Deputy Director, Operations Services	July 2024; Ongoing	No
<b>Employees</b>	Participants in workforce and succession plan initiatives	Managers/ Deputy Directors	Ongoing	Yes



## Appendix C: Strategy Map



### MISSION

We are committed to protecting the public by ensuring integrity and justice in the controlled gambling industry through effective regulations and fair application of the law.



### VISION

Enhance public trust in California's regulated gambling industry by prioritizing compliance, stakeholder engagement, and operational excellence.



### Foster constructive and respectful stakeholder engagement

- Leverage stakeholder communications and feedback loops to inform regulatory adjustments, operational process, and user experience improvements
- Amplify stakeholder involvement through committees and forums
- Develop and execute educational initiatives to enhance awareness of industry dynamics and regulatory procedures



### Model fiscal responsibility and enhance operational efficiency

- Identify and execute operational process improvements to increase efficiency, improve service and minimize costs
- Modernize technology systems to optimize data integrity, maximize productivity, and enhance user experience
- Demonstrate prudent management of public funds



### Champion a culture of continuous learning, development, and collaboration

- Sustain communication and connectivity in today's distributed work environment
- Lead organizational and individual growth through strategic planning, performance management, and training
- Strengthen external professional relationships



### Who We Serve

- Public
- State Agencies
- Tribes
- Gambling Industry
- Local Government & Law Enforcement



### Our Values

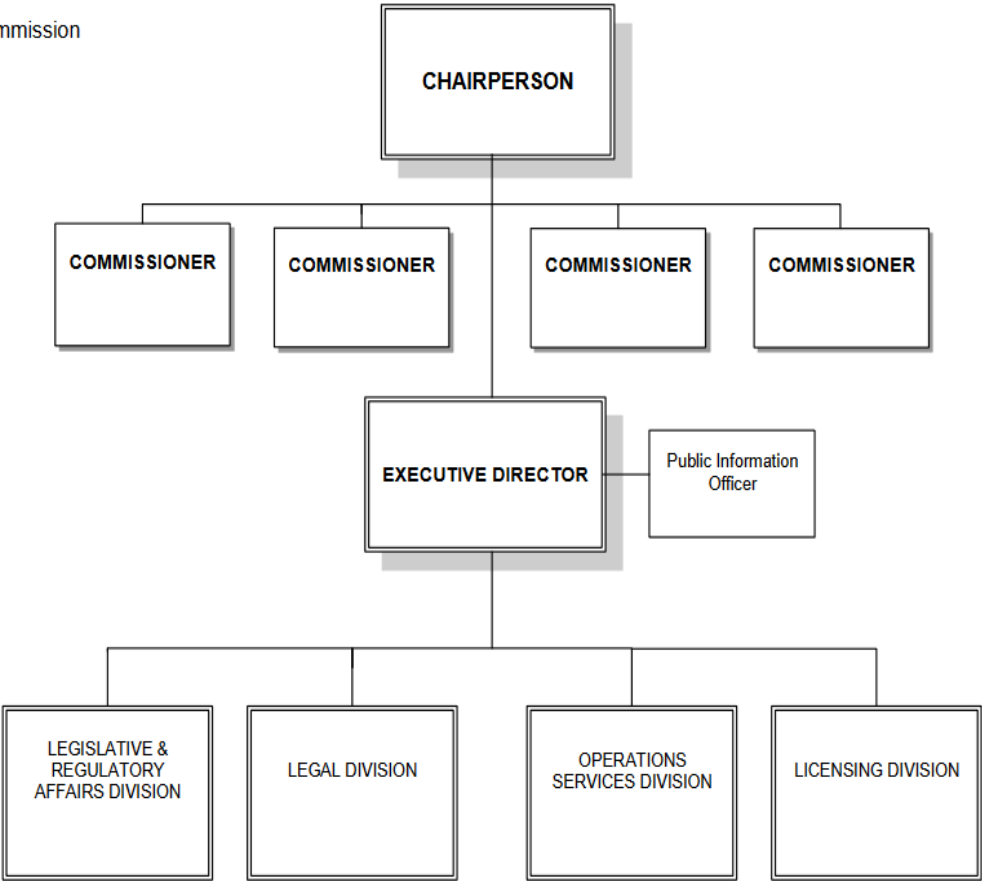
- Integrity
- Accountability
- Excellence
- Teamwork
- Transparency

CALIFORNIA  
GAMBLING CONTROL  
COMMISSION **STRATEGIC PLAN**  
2024-2027



# Appendix D: Organization Chart

California Gambling Control Commission



## California Gambling Control Commission Contact

---

Program Coordinator: **Alana Carter**, Deputy Director, Operations Services Division

Email: [acarter@cgcc.ca.gov](mailto:acarter@cgcc.ca.gov)

Phone: (916) 263-0904





916-263-0700



[comments@cgcc.ca.gov](mailto:comments@cgcc.ca.gov)



[www.cgcc.ca.gov](http://www.cgcc.ca.gov)



2399 Gateway Oaks Drive, Sacramento, CA 95833