

# Virginia Cannabis Control Authority

## Diversity Opportunity and Inclusion Plan

### Goal 1: Access and Success

*Recruit and retain a diverse workforce by increasing access to diverse populations for recruiting.*

#### Objective 1

*Continue to improve hiring processes and increase access to potential applicants from diverse populations.*

- Utilize job boards outside of the jobs.virginia.gov website to reach out to a more diverse population.
- Continue to partner with V3 on recruiting and hiring military veterans and military spouses.
- Continue working with TAP programs on military installations.
- Continue partnering with higher education doing tabling and resources fairs.
- Expand recruitment opportunities of individuals from underrepresented and lower-income neighborhoods.
- Always utilize a diverse hiring committee (gender, race, level of position).

#### Objective 2

*Continue to retain and promote a diverse workforce.*

- Employee onboarding includes a discussion of the CCA's culture, emphasizing inclusive workplace practices.
- Continue working with Managers and staff on creating training plans for individuals, teams and the authority.
- Provide the necessary resources and support for employees to excel in their roles.
- Regularly review internal promotion processes to ensure fairness, transparency, and consistency across all levels of the organization.
- Support managers in creating individualized development plans that help employees build skills and prepare for advancement.
- Leadership maintains an open-door policy for employee feedback and conducts regular check-ins to foster a supportive and inclusive environment.

### Goal 2: Welcoming and Respectful Culture

*Create and sustain a culture that welcomes and embraces diverse opinions, independent thinking, and respectful interactions to deliver optimal results for the organization and its customers.*

#### Objective 1

*Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.*

- Foster teamwork and open communication among staff and stakeholders.
- Cultivate a workplace culture centered in respect, positivity, and transparency.
- Establish clear goals and expectations to drive alignment and success.
- Recognize and celebrate employees for their contributions and achievements.

- Regularly assess workplace culture through surveys, feedback sessions, and engagement activities to identify areas for improvement

### **Objective 2**

*Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.*

- Address inappropriate workplace behavior promptly when it occurs.
- Maintain a respectful and fair work environment by ensuring timely and appropriate action.
- Train supervisors and managers on early conflict-resolution techniques to address issues before they escalate.
- Conduct regular check-ins with teams to proactively surface challenges and resolve emerging issues.

## **Goal 3: State Agency DOI Infrastructure and Training**

*Maintain a plan and infrastructure that continues to provide individualized skills training and career development for state employees. Agencies report annually on DOI goals and accomplishments.*

### **Objective 1**

*Continue to amplify opportunities to advance the goals outlined in this framework.*

- Continue working and planning through Strategic Planning committees.
- Creating Professional Development courses for all staff on a quarterly basis
- Promote a positive work environment that fosters honesty, communication, and respect.
- Promote growth, diversity of thought.
- Promote and sponsor events that honor diversity and independent thinking.

### **Objective 2**

*Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.*

- Maintain policy effectiveness that align with CCA mission and goals.
- Foster a culture of accountability.

### **Objective 3**

*Continue to provide training and educational workshops available to all employees.*

- Plan and organize regular training sessions to include in-person and online training.
- Work with subject matter experts to create engaging materials and training that align with CCA mission and goals.
- Get feedback from staff and analyze training outcomes to help improve future training and ensure we have continuous training opportunities.

## **Plan Goals for 2026**

1. Expand Diversity, Opportunity, and Inclusion (DOI) training to all leadership, ensuring supervisors, managers, and executives are equipped with the knowledge and skills needed to model and reinforce an inclusive workplace.
2. Develop and deliver DOI training for employees at all levels of the organization to promote shared understanding, inclusive behaviors, and equitable practices throughout the authority.
3. Continue to foster and strengthen a positive, inclusive culture by encouraging open communication, collaboration, and respect; recognizing contributions; and reinforcing CCA's values in daily operations.