



SCREENING COMMITTEE FOR DIRECTOR OF THE INVESTIGATIONS  
AND ENFORCEMENT BUREAU  
NOTICE OF MEETING AND AGENDA

Pursuant to the Massachusetts Open Meeting Law (G.L. c. 30A, §§ 18-25), St. 2022, c. 107, and St. 2023, c. 2, notice is hereby given of a public meeting of the Screening Committee for Director of the Investigations and Enforcement Bureau of the Massachusetts Gaming Commission. The meeting will take place:

Friday | December 1, 2023 | 11:00 a.m.  
**VIA REMOTE ACCESS: 1- 646-741- 5292**  
**MEETING ID/ PARTICIPANT CODE: 111 841 8201**

Please note that the Committee will conduct this public meeting remotely utilizing collaboration technology. Use of this technology is intended to ensure an adequate, alternative means of public access to the Committee's deliberations for any interested member of the public. If there is any technical problem with the Committee's remote connection, an alternative conference line will be noticed immediately on [www.massgaming.com](http://www.massgaming.com).

All documents and presentations related to this agenda will be available for review on the morning of the meeting date by visiting our website and clicking on the News header, under the Meeting Archives drop-down.

**PUBLIC MEETING #4**

1. Call to Order – Nakisha L. Skinner, Chairwoman
2. Meeting Minutes
  - a. November 15, 2023 **VOTE**
3. Review of Process for Finalist Selection – Mina Makarious, Anderson & Kreiger LLP
4. Discussion of IEB Director Candidate Pool – Nakisha L. Skinner, Chairwoman, Commissioner Brad Hill, David Muldrew, Chief People and Diversity Officer
5. Executive Session **VOTE**

The Committee anticipates that it may meet in executive session in conjunction with the initial screening process to consider specific applicants for Director of the Investigations and Enforcement Bureau in accordance with G.L. c. 30A, § 21(a)(8), if the Chair declares that an open meeting will have a detrimental effect on obtaining qualified applicants for



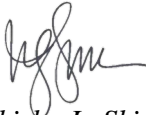
Massachusetts Gaming Commission

the position. The committee anticipates that the open session of the meeting will not reconvene at the conclusion of the executive session.

6. Other Business - Reserved for matters not reasonably anticipated at the time of posting.

I certify that this Notice was posted as “Screening Committee for Director of the Investigations and Enforcement Bureau” at [www.massgaming.com](http://www.massgaming.com) and emailed to [regs@sec.state.ma.us](mailto:regs@sec.state.ma.us). Posted to Website:  
November 29, 2023 | 11:00 a.m. EST

November 28, 2023



*Nakisha L. Skinner, Chairwoman*

*If there are any questions pertaining to accessibility and/or further assistance is needed, please contact Gertrude Lartey at [gertrude.lartey@massgaming.gov](mailto:gertrude.lartey@massgaming.gov).*



Massachusetts Gaming Commission



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** November 15, 2023, 10:00 a.m.  
**Place:** Massachusetts Gaming Commission  
VIA CONFERENCE CALL NUMBER: 1-646-741-5292  
PARTICIPANT CODE: 112 433 6261

The Commission conducted this public meeting remotely utilizing collaboration technology. Use of this technology was intended to ensure an adequate, alternative means of public access to the Commission's deliberations for any interested member of the public.

### **Commissioners Present:**

Commissioner Bradford Hill  
Subcommittee Chair Nakisha Skinner

#### 1. [Call to Order](#) (00:00)

Subcommittee Chair Skinner called to order the 2<sup>nd</sup> Public Meeting of the of the Screening Subcommittee for Director of the Investigations and Enforcement Bureau ("IEB"). Subcommittee Chair Skinner, Commissioner Hill, and Chief People and Diversity Officer David Muldrew were present for the meeting.

#### 2. [Meeting Minutes](#) (01:16)

##### a. October 17, 2023

Commissioner Hill moved that the Commission approve the minutes from the October 17, 2023, meeting that are included in the Committee Packet subject to any necessary corrections for typographical errors or other non-material matters. Chief Muldrew seconded the motion.

#### *Roll call vote:*

<i>Commissioner Hill:</i>	<i>Aye.</i>
<i>Chief Muldrew:</i>	<i>Aye.</i>
<i>Commissioner Skinner:</i>	<i>Aye.</i>

*The motion passed unanimously, 3-0.*

3. [Review of Selection Process for Permanent IEB Director](#) (03:39)

Subcommittee Chair Skinner stated that the position was posted as of November 8. Outside Counsel from the law firm Anderson & Krieger Mina Makarious stated that there was great flexibility in how the screening committee did its work. He stated that executive sessions may be used to discuss individual candidates but that the discussion of process was limited to public sessions. He stated that a member of the legal team would be present at all sessions to answer any questions about what topics are appropriate to discuss in the executive session. He noted that the screening committee was tasked with referring two or more candidate finalists to be interviewed publicly by the Commission.

Mr. Makarious stated that the screening committee may also conduct interviews. Subcommittee Chair Skinner asked what the contingency was for allowing interviews in executive sessions. Mr. Makarious stated that the committee would have to decide whether it wanted to do preliminary interviews or send all interviews to the full Commission.

Mr. Makarious stated that Commission staff could convey information to the committee and counsel. He stated that the committee had to be mindful of not carrying their opinions to others involved in the process. Subcommittee Chair Skinner asked if the committee had any other decisions to make other than whether to interview. Mr. Makarious stated that the committee could decide the pace of the hiring and whether to use search firms.

Subcommittee Chair Skinner stated that while the committee reserved the option to use search firms, it was too early to revisit that. Chief Muldrew stated that all candidates' applications would flow through HR to the committee.

4. [Human Resources Hiring Management and Recruitment Processes](#) (14:42)

Human Resources Manager Trupti Banda stated that the executive director position was posted with a salary range of \$130,000 to \$172,000. She stated that, in addition to posting on the master list and state website, she had compiled a list of other associations and groups that HR planned to extend the job posting out to.

Commissioner Hill asked which organizations the listing would be sent to. Ms. Banda stated that the listing will be sent to the Greater Boston Chamber of Commerce, Massachusetts Lawyers Weekly, Massachusetts Black Lawyers Association, Massachusetts Black Women Attorneys, the LGBTQ Chamber of Commerce, Circa, the Professional Diversity Network, Diversity.com, Pink Jobs, Recruit Military, Hire Autism, Workplace Diversity and Commonwealth MA Careers.

Subcommittee Chair Skinner asked if posting to the Commonwealth's website would have the job listing aggregated to other job boards. Trupti stated that job search sites aggregate from a

variety of postings. She stated that she was unsure which job sites would aggregate the information, but that Indeed and LinkedIn would likely do so.

Subcommittee Chair Skinner suggested distributing the posting to law enforcement associations. Commissioner Hill recommended the Massachusetts Municipal Association, the Massachusetts Police Chiefs Association, and the Massachusetts Fire Chiefs Associations be added to the list. Mr. Makarios recommended the Massachusetts Municipal Lawyers Association and Massachusetts Bar Association also be included.

Subcommittee Chair Skinner asked if HR would be able to take additional suggestions after the meeting. Ms. Banda replied that was correct. Commissioner Hill recommended the job listing be sent to the State Police Association of Massachusetts.

Chief Muldrew stated that he forwarded a list of twenty applicants to be reviewed. He stated that going forward the list of candidates would be sent by Ms. Banda. Ms. Banda stated that a spreadsheet of data would be kept updated. Subcommittee Chair Skinner stated that it was good to hear there were twenty candidates when the job had only been posted for a week.

Subcommittee Chair Skinner stated that resumes should be uploaded to SharePoint once or twice a week. She stated that the committee members could individually indicate whether the applicants met the requirements of the job listing, which would then be discussed at the next committee meeting. She stated that it would be easier to track which resumes had been reviewed if there were multiple folders set up.

Commissioner Hill suggested using a masked screening process where HR redacts names, ages, and other identifying details. He stated that HR would then determine whether the candidates had met the criteria of the job listing and submit the anonymized resumes that met the criteria to the committee for review. He stated that a potential drawback with anonymizing the data was that it could affect the diversity, equity, and inclusion part of the process.

Ms. Banda noted that the Commission had not previously utilized this process. Subcommittee Chair Skinner stated that an anonymized process would assist in not inserting any biases, which could be beneficial for the diversity, equity, and inclusion efforts.

Subcommittee Chair Skinner stated that she wanted to separate the processes of redacting the resumes and determining whether applicants had met the criteria of the job listing. She noted that HR already saw the names prior to the redaction process so that it would not be truly anonymized for them. She suggested that HR anonymize the information, but that committee members individually review whether the applicants' resumes meet the job description criteria.

Chief Muldrew stated that the HR team had information regarding masked screening that suggested the process supported diversity, equity, and inclusion. He stated that HR would send that information to the committee. Subcommittee Chair Skinner expressed support for masked

screening and suggested that HR could upload anonymized resumes to SharePoint for the committee members to review individually.

Ms. Banda stated that the resumes could be redacted and categorized by number. She stated that she would put the anonymized resumes in a folder and send a link to the committee.

Commissioner Hill expressed support for anonymization due to concern of potential bias if he or another committee member recognized the name of a candidate. Subcommittee Chair Skinner stated that the masked screening was excellent as it stopped decisions based on potential biases.

Ms. Banda asked if the resumes should be put in a single link or different folders done on a weekly basis. Subcommittee Chair Skinner stated that multiple folders would help the committee keep track of which applicants had already been reviewed.

Mr. Makarios suggested that the committee might want to know the applicants' names later in the process to screen for red flags or credibility issues that would not appear on a resume. Subcommittee Chair Skinner stated that the committee would likely conduct interviews to narrow down the pool of finalists. She stated that a review of names would occur prior to the initial interviews. Commissioner Hill agreed.

Chief Muldrew asked what the committee's responsibilities were in documenting why certain applicants were screened out. Subcommittee Chair Skinner stated that as it is a public process the committee did not have to go into great detail as to why a resume was screened out. She stated that if any member of the committee believes a candidate should move forward there would be a discussion.

Subcommittee Chair Skinner stated that she wanted the job listing to remain posted during the committee's process. Ms. Banda stated it was typical to send an email notifying candidates if the committee chose not to move forward with their application. Subcommittee Chair Skinner stated that she did not propose any changes to what is done typically on the backend of HR.

Subcommittee Chair Skinner asked how the committee would handle a disagreement as to whether an applicant met the criteria of the job posting. Commissioner Hill stated that if there is a disagreement, a member of the committee could make a motion and a vote could determine if that candidate moves forward. Mr. Makarios stated that the committee could also develop a "maybe" pile.

Commissioner Hill stated that during the hiring process top candidates become clear early on. Subcommittee Chair Skinner stated that she had experience with hiring but not in a public process. Commissioner Hill stated that past hiring committees he had been a part of reached agreements quickly and easily.

Subcommittee Chair Skinner requested Ms. Banda to notify the committee once the resumes were uploaded to SharePoint. Ms. Banda stated that an email would be sent with a link to the

folders. Subcommittee Chair Skinner asked if there was a timeline as to when the job listing would be posted with the other identified job boards. Ms. Banda stated that some of the sites were waiting to post until after the payment process. She stated that the position would likely be listed on most sites by the end of the next week.

Subcommittee Chair Skinner noted that the total cost of posting was \$4,000. Ms. Banda stated that posting in Lawyers Weekly was more expensive with a cost of \$2,500. Commissioner Hill stated that he would like the process to move forward more quickly. He asked that resumes be sent to the committee members daily rather than weekly.

Subcommittee Chair Skinner stated that the subcommittee had just begun its work and stated that the committee members had packed schedules. She noted that the committee was asking a lot of HR. She stated that a more regular meeting schedule could be developed. Ms. Banda stated that HR would be able to send the resumes to the committee members on a daily basis. She stated that HR would start redacting the initial batch of applicants and that the resumes would be sent within a day or two. Commissioner Hill stated that he would be okay receiving the resumes every two to three days rather than daily.

#### 5. [Other Business](#) (1:03:48)

Hearing no other business, Subcommittee Chair Skinner requested a motion to adjourn.

Commissioner Hill moved to adjourn. The motion was seconded by Commissioner Chief Muldrew.

*Roll call vote:*

*Commissioner Hill: Aye.*

*Chief Muldrew: Aye.*

*Commissioner Skinner: Aye.*

*The motion passed unanimously, 3-0.*

### **List of Documents and Other Items Used**

1. [Notice of Meeting and Agenda](#) dated November 9, 2023