



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:

Monday | December 11, 2023 | 2:00 p.m.  
**VIA REMOTE ACCESS: 1-646 -741-5292**  
**MEETING ID/ PARTICIPANT CODE: 112 475 9929**

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 #5**

1. Call to Order – Nakisha L. Skinner, Chairwoman
2. Meeting Minutes
  - a. November 28, 2023 **VOTE**
  - b. December 1, 2023 **VOTE**
3. Review of Interview Questions – Nakisha L. Skinner, Chairwoman, Commissioner Brad Hill, David Muldrew, Chief People and Diversity Officer
4. Executive Session
  - a. Discussion of IEB Director Candidate Pool – Nakisha L. Skinner, Chairwoman, Commissioner Brad Hill, David Muldrew, Chief People and Diversity Officer

The Committee anticipates that it will meet in executive session, in accordance with G.L. c. 30A, § 21(a)(8), in conjunction with the initial screening process to consider specific applicants for Director of the Investigations and Enforcement



Massachusetts Gaming Commission

Bureau as the Chair has declared that an open meeting will have a detrimental effect on obtaining qualified applicants for the position.

- b. Executive Session Meeting Minutes
  - i. November 28, 2023
  - ii. December 1, 2023

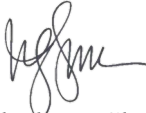
**VOTE**  
**VOTE**

The Committee anticipates that it will meet in executive session, in accordance with G.L. c. 30A, § 21(a)(7), to review minutes from previous executive sessions, as their discussion at an open meeting may frustrate the intended purpose for which the executive sessions were convened.

5. 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: December 7, 2023 | 10:00 a.m. EST

December 6, 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 28, 2023, 9:00 a.m.  
**Place:** Massachusetts Gaming Commission

VIA CONFERENCE CALL NUMBER: 1-646-741-5292  
PARTICIPANT CODE: 111 166 3390

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

### **Committee Members Present:**

Committee Chair Nakisha Skinner  
Commissioner Bradford Hill  
Chief People and Diversity Officer David Muldrew

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

Committee Chair Skinner called to order the 3rd Public Meeting of the Screening Committee for Director of the IEB. All committee members were present for the meeting.

#### 2. [Discussion of IEB Director Candidate Pool](#) (01:03)

Committee Chair Skinner stated that the committee planned to perform a preliminary review of twenty-eight resumes in an executive session. She stated that the majority of outlets in receipt of the job posting had listed it, but that Massachusetts Lawyers Weekly and the LGBTQ Chamber of Commerce were still waiting on fees before posting the listings. She noted that one of the submissions to the committee was a cover letter without a resume and expressed an interest in following up with HR about the resume for that candidate.

#### 3. [Executive Session](#) (04:07)

Committee Chair Skinner stated that the Committee anticipated that it would meet in executive session in conjunction for 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 Committee Chair declares that an open meeting will have a detrimental effect on obtaining qualified applicants for the position. She stated that the committee anticipated that the open session of the meeting will not reconvene at the conclusion of the executive session.

Commissioner Hill moved that committee go into executive session for the reasons stated by Chairwoman Skinner, and further noted that the committee would not reconvene in the public session. Chief Muldrew seconded the motion.

*Roll call vote:*

*Commissioner Hill: Aye.*

*Chief Muldrew: Aye.*

*Committee Chair Skinner: Aye.*

*The motion passed unanimously, 3-0.*

*Transcriber's Note: The committee entered executive session. The public meeting of the committee did not reconvene at the end of the executive session.*

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

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



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** December 1, 2023, 11:00 a.m.  
**Place:** Massachusetts Gaming Commission

VIA CONFERENCE CALL NUMBER: 1-646-741-5292  
PARTICIPANT CODE:

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

### **Committee Members Present:**

Committee Chair Nakisha Skinner  
Commissioner Bradford Hill  
Chief People and Diversity Officer David Muldrew

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

Committee Chair Skinner called to order the 4<sup>th</sup> Public Meeting of the of the Screening Committee for Director of the Investigations and Enforcement Bureau ("IEB"). All committee members were present for the meeting.

#### 2. [Meeting Minutes](#) (01:07)

##### a. November 15, 2023

Committee Chair Skinner stated that a few corrections needed to be made to the November 15 minutes, as the screening committee was incorrectly referred to as a subcommittee. She suggested further formatting edits.

Commissioner Hill moved that the Committee approve the meeting minutes from the November 15, 2023, public meeting as included in the Commissioner's Packet, subject to any necessary corrections for typographical errors or other non-material matters. Chief Muldrew seconded the motion.

Commissioner Skinner offered an amendment to include the language “subject also to edits as discussed this morning”.

*Roll call vote:*

*Commissioner Hill: Aye.*

*Chief Muldrew: Aye.*

*Committee Chair Skinner: Aye.*

*The motion passed unanimously, 3-0.*

Committee Chair Skinner noted that the job description had been posted at all outlets. She asked when the job posting would be through. Chief Muldrew stated that the job posting would be listed through December 20, 2023. Committee Chair Skinner asked for confirmation that the job had been posted internally. Chief Muldrew stated that it should have happened, and that he would confirm that the internal communication had occurred.

### 3. [Review of Process for Finalist Selection](#) (07:36)

Outside Counsel from the law firm Anderson & Krieger Mina Makarious stated that the committee was legally required to provide no fewer than two final candidates. He stated that preliminary interviews could occur in an executive session. Committee Chair Skinner expressed an interest in the committee performing preliminary interviews with candidates. Commissioner Hill and Chief Muldrew agreed. Committee Chair Skinner stated that she would want to identify which candidates would be interviewed before the final date of the job listing.

Commissioner Hill requested that the committee begin preliminary interviews on a rolling basis as applications were still being received. Committee Chair Skinner noted that the job listing was just posted to Lawyers Weekly the prior day. She stated that there may be an issue with efficiency in interviewing on rolling basis. She expressed a preference in having the interviews closer to each other so that the committee would have fresh recollection between candidate interviews.

Chief Muldrew stated that waiting to hold the interviews might result in candidates pursuing other job opportunities. He expressed a preference for interviewing on a rolling basis. Committee Chair Skinner stated that the risk of applicants pursuing other opportunities would exist with either approach. Commissioner Hill stated that some candidates might be waiting seven to eight weeks before receiving notice of the interview. Committee Chair Skinner stated that communication could occur prior to the end of the job posting.

Committee Chair Skinner stated that the candidate pool for preliminary interviews should only be a handful of applicants. She expressed an interest in waiting to see how many candidates would apply, so that the pool could be whittled down to those who would advance to interviews.

Chief Muldrew stated that he wanted to ensure that candidates would still be available by the time the committee begins preliminary interviews. Committee Chair Skinner noted that she had never been contacted regarding the status of her interest in a position.

Committee Chair Skinner asked if the screening committee for the executive director position had publicly discussed their preliminary interview process. Mr. Makarious stated that the screening committee for the executive director had not discussed the preliminary interview step. Commissioner Hill expressed concern that the hiring process was taking longer than necessary. He stated that he could accept waiting to conduct interviews until January.

Committee Chair Skinner stated that she wanted to be mindful of the schedules of each committee member and the outside legal counsel. She expressed concern that time between interviews could affect the committee's ability to accurately compare the applicants.

Commissioner Hill stated that he would prefer interviews be conducted on a rolling basis but was willing to wait. Chief Muldrew stated that waiting to conduct interviews was not something he considered a dealbreaker. He stated that it would be beneficial to take time to identify consistent questions for the interviews.

Committee Chair Skinner stated that there should be communication from the Commission staff to the applicants before interviews are conducted. Chief Muldrew stated that an email could be sent indicating that the Commission was in receipt of the applicants' resume, and that the Commission would be in touch shortly. He stated that this email would inform candidates that their application was live. Mr. Makarious stated that the email could be sent, but that discussion of any replies would have to occur during a meeting of the committee.

Chief Muldrew stated that he would develop a response email and distribute it to the committee for their review. Mr. Makarious clarified that if the email was sent to the committee members, it would not be discussed until the next committee meeting.

Committee Chair Skinner noted that there were standard HR questions to ask in interviews, and asked if the committee could go more in depth during the preliminary interviews. Chief Muldrew advised that the committee should identify skills essential to the position and develop open-ended situational or behavioral questions based on those criteria. He stated that this would test applicants' collaborative skills and methodologies. He noted that other avenues of questioning could arise based upon the applicants' answers.

Committee Chair Skinner asked if she and Commissioner Hill would have the opportunity to weigh in on the questions without discussing it in a public meeting. Mr. Makarious stated that they would be able to provide input in identifying the core competencies of the IEB Director role. He stated that this would shape the question topics for the interview. He stated that the committee could set up fifteen-minute periods before and after each interview to discuss areas of interest in the applicants' resumes in an executive session.

Committee Chair Skinner asked if the committee could finalize interview questions without discussing them in public. Mr. Makarious stated that the committee was not limited to asking solely HR's identified questions in the executive session for preliminary interviews.

Commissioner Hill stated that he often discovered lines of questioning based on an applicant's answer to the generic interview questions. Committee Chair Skinner stated that she wanted to ensure the committee members were on the same page and requested that Chief Muldrew draft generic interview questions. Commissioner Hill stated that the ten questions the Commission staff developed for the Director of Sports Wagering role, were a good starting point.

Mr. Makarious stated that there was also the logistical question as to whether interviews would be conducted in-person. Commissioner Hill noted that the committee was meeting virtually and stated that preliminary interviews could be virtual. Committee Chair Skinner stated that the Commission might want the finalist interviews to be in-person, but that preliminary interviews could be virtual. She stated that Chief Muldrew should begin identifying initial interview questions for the committee to discuss at the next meeting.

#### 4. [Discussion of IEB Director Candidate Pool](#) (41:01)

Commissioner Hill asked if a committee member could send an email requesting to discuss a resume that was not previously reviewed in executive session. Mr. Makarious stated that due to the open meeting law, the issue would have to wait to be raised in the meeting. Committee Chair Skinner stated that the committee could go back to review an application in the executive session when reviewing the newly submitted applications.

##### a. [Executive Session](#) (42:10)

Committee Chair Skinner stated that the committee anticipated 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 the position. She stated that the committee anticipated that the open session of the meeting would not reconvene at the conclusion of the executive session.

Commissioner Hill moved to enter an Executive Session for the reasons stated by the Chair. The motion was seconded by Chief Muldrew.

*Roll call vote:*

*Commissioner Hill: Aye.*

*Chief Muldrew: Aye.*

*Committee Chair Skinner: Aye.*

*The motion passed unanimously, 3-0.*



*Transcriber's Note: The committee entered executive session. The public meeting of the committee did not reconvene at the end of the executive session.*

**List of Documents and Other Items Used**

1. [Notice of Meeting and Agenda](#) dated November 28, 2023

## **Director, Investigations and Enforcement Bureau (IEB)**

The Massachusetts Gaming Commission (“Commission”) regulates all retail casino, horse racing, parimutuel, and sports wagering along with online sports wagering and parimutuel betting in the Commonwealth (G.L. c. 23K, 128A and 128C, and 23N). The Commission exercises this authority using a fair, transparent, participatory process to maximize the economic benefits and minimize any negative consequences from these industries.

Under the direction, control, and supervision of the Chair of the Commission, the Director of the Investigations and Enforcement Bureau (Deputy Director of Investigations and Enforcement pursuant to G.L. c. 23K § 6) is the executive and administrative head of the bureau and shall be responsible for administering and enforcing the laws relative to the bureau and each administrative unit of the bureau. The bureau, which is within the Commission, is the primary enforcement agent for regulatory matters.

The bureau shall perform such functions as the Chair may determine in relation to enforcement, including the investigation of all licensees of the Commission.

The Director of the IEB has supervision over four divisions within the bureau:

- The Licensing Division
- The Gaming Agents Division
- The Financial Investigations Division
- The Chief Enforcement Counsel’s Office

The Director of the IEB also has supervisory authority, in conjunction with the Colonel of the State Police of the Gaming Enforcement Unit of the Massachusetts State Police, and works with local police departments, the Attorney General’s Office, and the Alcohol Beverage Control Commission relative to public safety as well as regulatory and criminal enforcement matters.

The bureau is a law enforcement agency, and its employees shall have such law enforcement powers as necessary to effectuate the purposes of G.L. c. 23K, 128A, 128C, and 23N as designated by the Commission, including the power to receive intelligence on an applicant or licensee under those chapters and to investigate any suspected violations.

### **Duties and responsibilities include, but are not limited to, the following:**

- Administer the complete licensing and registration process within the bureau, including investigations of individual and entity applicants for licensure or registration.
- Oversee on-site compliance of gaming establishments, race tracks, and retail sportsbooks with all applicable laws, as well as compliance with approved casino internal control submissions.
- Oversee adverse action process, including issuing civil administrative penalties for serious non-compliance by licensees.
- Provide effective management of and leadership for all divisions within the bureau.
- Continually review and develop policies and procedures, and internal controls within the bureau for all investigations and enforcement activities.
- Develop and administer appropriate training for IEB staff, ensuring all are competent and knowledgeable of all regulations, laws, policies, and procedures.

- Partner with the Finance Department to develop and oversee the IEB annual budget in coordination with the Executive Director.
- Monitor IEB operations to assess performance against budget and legal requirements and implement changes as necessary.
- Attend and participate in all Commission meetings and work with staff to manage correspondence and communication regarding all IEB matters reflecting the official Commission action.

**Skills and Qualifications:**

- Ability to understand gaming, horse racing, and sports wagering regulatory requirements, particularly internal control submissions.
- Experience in complex investigations, including the ability to understand the suitability investigatory process for individual and entity applicants for licensure or registration.
- Experience in creating administrative efficiencies through technological solutions and system innovations.
- Demonstrated competence in the leadership and management of a diverse workforce and experience in recruiting, mentoring, promoting, and retaining a diverse group of talented individuals.
- Superior written and verbal communication skills.
- Capable of handling many tasks that are time-sensitive in high-pressure situations.
- Attention to detail and ability to implement plans efficiently and effectively.
- Ability to synthesize, summarize, and disseminate important details in an accessible fashion, in a public forum, and in a timely manner.
- Ability to read, analyze, and interpret business and financial reports.
- Highest level of good character, honesty, and integrity.
- Ability to exercise discretion in the handling of confidential and sensitive information.
- Knowledge of modern investigative techniques and legal processes.
- Strong public speaking and presentation skills.

**Experience, Education, and Training:**

- Bachelor's degree and at least 10 years of management experience in complex investigations and enforcement.
- Juris Doctor degree preferred.
- Regulatory compliance experience in the gambling industry or other regulatory organizations preferred.

Salary is commensurate with experience.

**The successful candidate will be required to pass an extensive background check that includes a full credit check, CORI (Criminal Offender Record Information), fingerprinting, drug screen, and a review of income tax standing with the MA DOR (Dept. of Revenue) and IRS (Internal Revenue Service).**

It is the policy of the Massachusetts Gaming Commission and the Commonwealth of Massachusetts to afford equal employment opportunities to all qualified individuals, without regard to their race, color, ancestry, religion, sex, sexual orientation, national origin, age, physical or mental disability, citizenship status, veteran status, gender identity or expression, or any other characteristic or status that is protected by federal, state, or local law.

## I.E.B. Director Interview Questions (DRAFT)

1. What motivated you to apply for this position? Why this particular job?
2. As we expect you know, the sports wagering law in Massachusetts was just put into effect. What is your understanding of what steps may need to be taken when implementing a mobile, state-wide sports gaming regulatory operation?
3. What technical expertise do you possess which would allow you to be successful in the IEB Director role. Do you have any specific technical expertise related to the gaming industry?
4. What do you see as the biggest challenges facing the regulation of the gaming industry including sports gaming. Your thoughts on how they may be resolved.
5. Define your level of management experience. What challenges have you faced? Explain your approach to problem solving such challenges.
6. How do you manage your relationships with your direct reports? How do you get them to trust you?
7. What is your experience in exhibiting and implementing D.E.I. policies and business practices to your direct reports and staff?
8. What experience have you had dealing with the public while being in a highly visible role? Have you had experience reporting to a public board or entity? Are you familiar with the Open Meeting Law (OML)?
9. What key points do you believe an IEB Director needs to assess before making any critical agency decision?
10. How would you address the importance of integrity and compliance in this position? Please provide an example, when your business philosophy and ethics were tested?
11. When did you have to make a highly visible, tough a decision against a prevailing view? What was the issue? What was the result?
12. Please set stage with reviewing MGC Statement of Purpose – Equity and Inclusion plan. In this role, how would you mitigate inadvertent negative impacts against individuals and/or communities of color.
13. How do you handle conflict? Please give examples.
14. Describe your leadership and communication style.