



**NNAHRA**  
NATIONAL NATIVE AMERICAN HUMAN RESOURCES ASSOCIATION

# 27<sup>th</sup> Annual Conference

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Gila River Resorts & Casinos



# STREAMLINING YOUR RECRUITMENT CYCLE:

A Partnership With Gaming Regulatory Authorities



# AGENDA

- Application-to-New Hire in 7 Days
- Managing the Candidate Pipeline
- Understanding the GRA licensing process
- Setting goals to drive performance
- Using metrics to monitor & track progress



# Introduction

Dad joke enthusiast to 5 unamused kids, a Vizsla & a Morkie. Official Mexican food connoisseur to my amazingly supportive and dedicated Latina wife (also annoyed with my dad jokes).

Director of Licensing with Mille Lacs Band of Ojibwe - Gaming Regulatory Authority. Previous Talent Acquisitions Manager & Interim Director of Talent Collaboration for Grand Casino Hinckley (MLB gaming enterprise), Recruiting Manager for G4S Secure Solutions, and various Operations Manager & Branch Manager roles that included recruitment management responsibilities.

Mayor of the City of Braham, MN (Pop: 1,850). 17.5 years of military service, currently as a Strategic Planner for U.S. Air Force Pacific Air Forces Command. THRP certified, 3 college degrees (Criminal Justice, Law Enforcement & Business Management). 3x Combat Veteran, Volunteer Firefighter and owner of the Willy Wonka Chocolate Factory (someday...).



# APPLICATION-TO- NEW HIRE

In 7 days!!!



“Nothing changes  
if nothing  
changes.”  
-Dibs

# Comprehensive Recruiting Strategy

## What are you doing now?

- Job boards (post & pickup lines & speed dating)
- Referrals
- Bonuses



## What do you need to change? (hint: your entire perspective...)

- Talent forecasting
  - *What will be the recruiting needs looking ahead?*
  - *Start building your funnel now to produce the applicant flow to meet those needs*
  - *Scale your team*
- Identify a target date to meet the upcoming need
- Determine how to reach the right candidates for the positions you are trying to fill
- Adjust spend/3<sup>rd</sup> party resources to the best ROI
- Employer branding
- Candidate & New Hire experience
- Streamline onboarding processes

# UNDERSTANDING THE CANDIDATE PIPELINE

“Somebody call a plumber!”





“Why don’t you ever see  
elephants hiding in  
trees???

....Because they’re  
really good at it.”

# Candidate Pipeline – does yours look like this?





**I WILL GET MY CANDIDATE TO THE 6TH  
AND FINAL INTERVIEW**



# 70% of candidates lose interest after one week...

## REMOVE REDUNDANCY

- Number of interviews should be consistent with the level of the position being filled
- Remove interview questions that can be answered by reading the candidate's resume – limit to personality, leadership/work style, general fit for organization
- Limit number of questions to avoid repetitiveness
- Having candidates come back multiple times for different steps
- Combine phases into same day – be respectful of candidate's time

## IMPROVE WHAT YOU CAN CONTROL

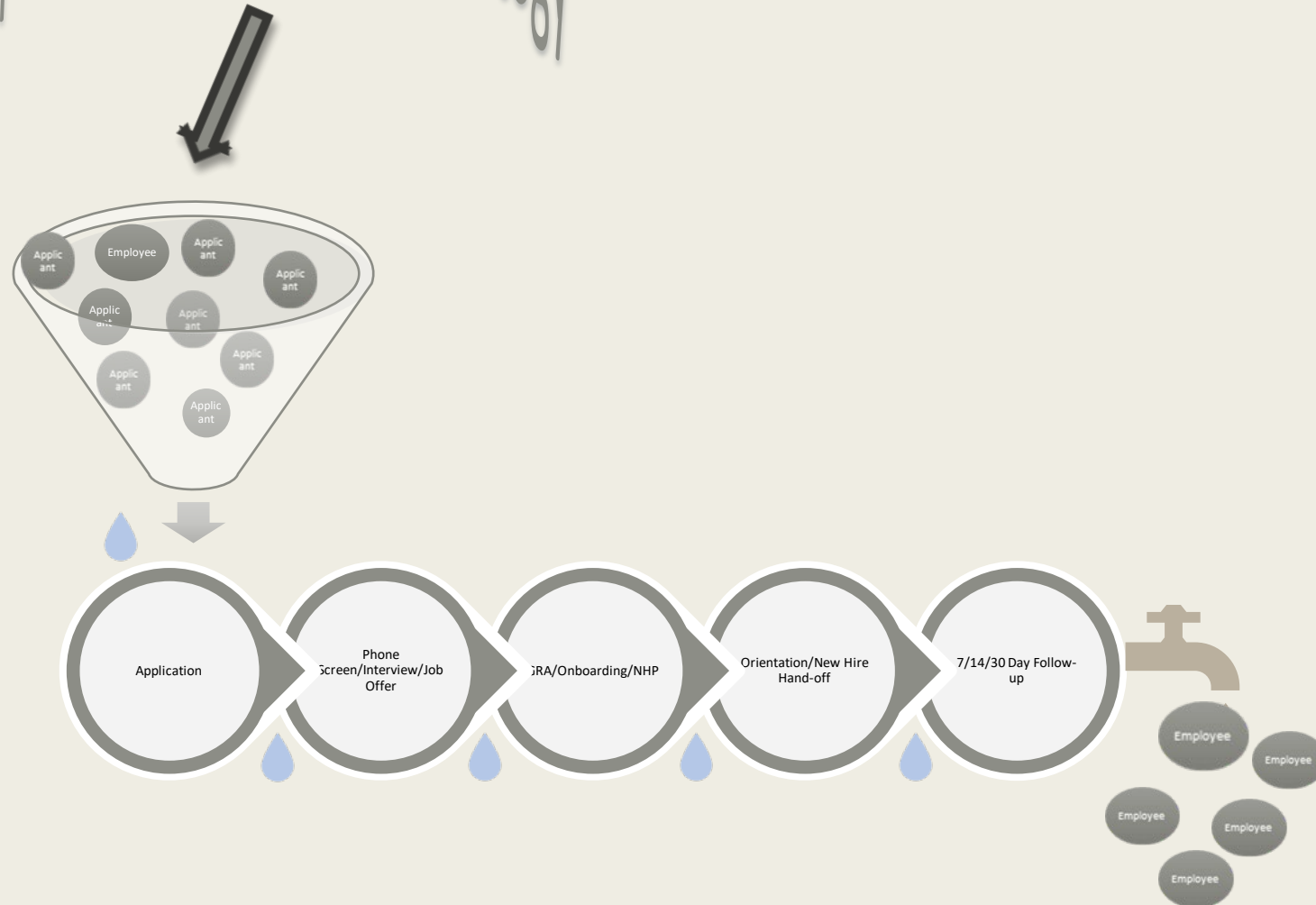
- Streamline internal onboarding processes
- How much time is being spent interviewing each candidate?
- Scale team to balance workload
- Better application process
- Better outreach/be more proactive to fill your funnel
- Contact candidate within 48 hours of application
  - *Regular/consistent contact throughout hiring process*

## THINK ABOUT THE CANDIDATE EXPERIENCE

- How does an applicant get to the application?
- Is the application cumbersome or lengthy to fill out?
- Do you have a separate "careers" landing page and what is the experience like?
- Are you having the candidate repeat steps and make multiple trips to the property?
- How long does it take to get someone to job offer? How long to orientation?

# Fix the leaks...

## Comprehensive Recruiting Strategy



# UNDERSTANDING THE LICENSING PROCESS

How can HR/GRA work together to improve the overall hiring  
experience?





“What do you get  
when you run into a  
lamp-post?

Light-headedness...”

# Federal/Tribal laws & State Compacts regulating gaming...

## RESPONSIBLE AUTHORITY

- TGRAs are responsible for conducting background investigations on all applicants & licensees of all gaming enterprises, TGRA staff, contractors and gaming management personnel
- This is to protect the tribe and its' entities against fraud/criminal behavior by internal personnel, jeopardizing the public trust of gaming establishments
- **Note:** Not all States have gaming compacts with tribes
- Tribal Statutes, may reflect NIGC requirements and/or add any additional authority to the TGRA or include additional backgrounding & waiver requirements

## LICENSE PRIVILEGE

- No one is guaranteed a gaming license
- May be suspended, revoked or denied with cause
- License classes are determined by level of access to information or systems that could overlap and present opportunity for fraud to take place
- Also must be consistent with type of gaming activity taking place at each facility

## EXAMPLE GAMING LICENSE CLASSES

- Most restricted to least restricted:
    - *PMO*
    - *Class A Key*
    - *Class B Key*
    - *Class C Key*
    - *Class D*
- (There's even more than these)*



# General background process...





# National Indian Gaming Commission reporting requirements...

- Indian Gaming Regulatory Act establishes regulatory authority of gaming activities on Indian lands. NIGC created as the authority
- 25 CFR Title 25, Chapter III, Subchapter E, Parts 556 & 558
- Tribes are required to report to the NIGC every PMO or Key Employee hire/backgrounded
- Each report must contain all the information gathered on each employee fingerprinted & backgrounded and the reason why, as well as the determination
- Tribes are audited by NIGC for compliance with reporting & information protection requirements
- Criminal history info is protected info by law, TGRAs are audited regularly to ensure only those who are authorized to receive this info have access to it.
  - *This is why TGRA cannot disclose the info behind why a license is denied or suspended*
- Tribes must create exclusion lists
  - *Individuals on the list are not allowed to enter any gaming establishment or participate in any Class II or III Tribe-operated gaming enterprises*
  - *Specific duty to exclude*
    - Any gaming employee who is aware of the presence of an excluded person is required to notify appropriate staff to have that individual removed from facility
- Take advantage of training offered through NIGC regional offices and online on federal regulations covering tribal gaming activities

# How can HR & GRA work together to expedite the hiring process?

## GRA

- Automated processes/notifications
- Online gaming license application and management system, allows for automation and faster processing of applications
- Make initial determinations and issue temp gaming licenses (3 days)
- Staff available to assist with application
- Educate and proactively communicate
- GRA offices co-located with gaming enterprise HR offices

## HR

- Receive notifications from GRA when applicants are scheduled for exit interviews/schedule new hire paperwork/onboarding start for same day
- Give candidates instructions on background process beforehand – make sure they show up prepared! (IDs & any other documents requested by GRA)
- Monitor progress
- Coordinate with GRA staff for walk-ins
- Have candidates fill out GRA apps on the spot
- Know qualifying/disqualifying requirements for licenses and screen candidates prior to making offers
- Give as much advance notice as possible for transfers or changes to job titles/duties

# SETTING RECRUITMENT GOALS

Utilizing weekly & monthly goals to drive productivity and celebrate  
wins





I'm sorry, we can't hire you, but  
your background check was  
hilarious.



your  cards  
someecards.com

# Meet your hiring needs and celebrate it when you do...

## ■ Weekly Goals

- *Total number of hires as a team*
- *Total number of interviews as a team*
- *Avg days-to-hire as a team*

- Weekly goals drive meeting your monthly goals and allow for adjustment based on good/bad weeks

## ■ Monthly Goals

- *Total number of hires as a team*
- *Total number of interviews as a team*
- *Avg days-to-hire as a team*

- Monthly goals support your comprehensive recruiting strategy and show progress towards meeting your recruiting demand

# USING METRICS & REPORTING

Tracking weekly and monthly progress towards goals, identify trends,  
quantify effort

Recruiters when a new hire shows up for day one onboarding.





# Recruiting metrics you should be tracking...

## WEEKLY & MONTHLY GOALS

- Total number of interviews
  - *Based on forecasted recruiting need, your goal should be double that number*
- Total number of hires
  - *Based on timeline of when you need positions filled by*
- Days-to-hire
  - *7 days or less!!!*

## APPLICANT FLOW

- Total number of applications week over week
  - *This is an indicator of how your outreach efforts are performing*
- Use third party vendors for targeted outreach campaigns that track where your applications come from
- Do you need to adjust your outreach strategy to boost flow?

## CPA & CPH

- Cost Per Applicant
  - *How much does it cost to get one person to apply?*
  - *Are you getting the desired ROI for the spend?*
- Avg CPA is around \$20
- Cost Per Hire
  - *How much does it cost to get an applicant all the way through the hiring process?*
- SHRM avg CPH per employer is \$4,700 approximately, or 3 times the monthly salary for that position



# SUMMARY

- It is critical to look at the plumbing and find the leaks. Adjusting the things we can control to fix those leaks and improve outreach & onboarding processes to get more candidates through the pipeline and ultimately to hired.
- TGRAs are a required and crucial piece in the hiring process. Understanding their requirements will help you to adjust your processes. Building a strong collaborative effort between TGRA & HR is crucial to working together to compliment each other's processes and accomplish shared goals, which are to employ people (Band Members especially!) and protect the gaming customers, the Tribe and its' enterprises while doing so.
- Setting goals and monitoring progress towards those goals ensures we are accountable for supporting the comprehensive recruiting strategy. Goals drive results.
- Streamlining processes by removing unnecessary or complicated steps and ensuring the right fit for the right candidate directly impacts employee turnover rates within the first year of employment. Finding new ways to attract candidates, spending our budget on tools that yield results, and constantly evaluating how we can deliver qualified talent to our internal customers in a timely manner.





“Shoutout to all the  
sidewalks of the world  
for keeping me off the  
streets my whole life”



# THANK YOU!

- **Nathaniel W. George**  
*Licensing Director*  
*Mille Lacs Band of*  
*Ojibwe – Gaming*  
*Regulatory Authority*

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