

## **Fundamentals of Tribal Casino Gaming Regulation – A Primer for Regulators**

### **Top 10 Considerations for Tribal Gaming Regulatory Agencies Related to Training and Education**

Reinforcing skill proficiency and incorporating industry best practices into TGRA operations is essential to ensuring regulatory accountability and cost-effective use of TGRA resources in a manner that prioritizes service delivery and effective resource allocation. The following ten considerations distill the most important priorities for TGRAs related to training and education.

#### **1. Regulatory Mission Alignment**

Training must directly support the TGRA's statutory and regulatory responsibilities. Attendance is justified only where the subject matter advances regulatory effectiveness, compliance oversight, integrity protection, or enforcement capability, rather than general professional enrichment.

#### **2. Return on Investment (ROI) and Cost Effectiveness**

Training is a strategic expenditure, not an entitlement. Decisions must weigh total cost (registration, travel, time away from duty) against measurable organizational benefit, including whether comparable outcomes could be achieved through local, virtual, or TGRA-hosted training.

#### **3. Priority of Job-Essential and Perishable Skills**

Preference should be given to training that supports:

- Core regulatory competencies (auditing, investigations, licensing, compliance)
- Perishable skills requiring periodic refresh (e.g., surveillance techniques, evidence handling, MICS/TICS interpretation, interviewing skills, audit practices, OSHA compliance, technology controls)

#### **4. Operational Continuity and Workforce Coverage**

Training participation must not impair the TGRA's ability to maintain uninterrupted regulatory oversight. Attendance decisions must account for staffing levels, duty coverage, and the avoidance of service disruption.

#### **5. Centralized Approval and Executive Oversight**

A structured approval process, culminating with the Executive Director/TGRA management, ensures consistency, accountability, and alignment with agency-wide priorities. This control function is critical in small or resource-constrained regulatory

bodies. Incorporating training recommendations into annual employee performance evaluations facilitates TGRA management's training budget planning.

## **6. Controlled Participation and Scalability**

Limiting attendance (generally no more than three employees) prevents redundancy, manages costs, and reinforces the expectation that knowledge gained will be disseminated internally. Exceptions must be clearly justified based on operational need.

## **7. Professional Conduct and Reputational Risk Management**

Employee behavior during training, conferences, and associated social events reflects directly on the TGRA's credibility. Standards governing decorum, alcohol consumption, attire, and social media use are integral to preserving regulatory independence and public trust.

## **8. Knowledge Capture and Internal Knowledge Transfer**

Training value extends beyond the individual attendee. Requirements to share materials, provide briefings, and report outcomes ensure institutional learning and reduce repeat expenditures for the same knowledge base. Establishing a digital training library enables TGRAs to archive instructional information and best practice strategies for access by current and future regulators.

## **9. Performance Integration and Accountability**

Training effectiveness must be assessed through post-training discussions and standardized training evaluation mechanisms. This closes the loop between learning objectives, job performance, and workforce development planning.

## **10. Institutionalized TGRA-Hosted Training Infrastructure**

Developing in-house training capacity strengthens regulatory self-sufficiency and consistency. Key elements include:

- Industry-standard course design
- Instructor vetting and internal presenters
- Formal certification protocols
- Training evaluation instruments
- A maintained digital training library aligned to TGRA job classifications

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