



## MEMORANDUM

**To: Laura Ruby**

**From: Trip Reynolds**

**Date: July 1, 1994**

**Subject: Job Descriptions Project: Final Observations**

First, I must thank Carter Giles, Lin Blodgett and especially you, Laura, for an opportunity to learn so much about an extremely interesting, very competitive and ever changing industry. It has really been a great experience meeting so many fine people and learning so much about the gaming industry - from the inside-out. It has truly been a pleasure!

Second, during the process of conducting job audits, employee interviews and writing job descriptions I've made several observations. I've briefly presented these observations, and recommendations where appropriate, below.

### Observations

1. **GENERAL OBSERVATION** - Four qualities exist and are strongly promoted in all company areas: a dedication to customer service, quality service, being better than the competition and compliance with the Colorado Limited Gaming Act. I frequently observed the existence of these qualities and, without any prompting on my part, employees stated these qualities as we discussed their jobs. In fact, these qualities were mentioned by nearly all employees I contacted, from rank-in-file to department managers. Despite the non-existence of a formal TQM program, employee interest in the delivery of quality service was clearly a prevailing factor in GUEST and CAST MEMBER relations. Notably, I conducted an informal assessment of the competition in CC and BH and these four qualities exist only in a piecemeal fashion at best.

2. **COMMUNICATIONS** - Bullwhackers' drive to be the best is compromised through poor communications. Employees (Count Teams, Food & Beverage, Finance-Cage Division) made many comments on the job description

questionnaire and during the job audit process that policy and procedural changes occurred far too quickly and without adequate communication.

*Recommendation: Protocols should be established to ensure for the routine and consistent communication of changes to policies and procedures. Take the time to do it right. It's more cost efficient in the long run. In some instances, the use of employee peer groups or employee decision making teams should be considered to ensure for employee participation, consensus and effective communication.*

3. **THE HILL VS. DENVER WEST** - It's the us (Central City and Blackhawk) versus them (Denver West) syndrome. Essentially, nearly everything done at Denver West is driven by what occurs at CC and BH. Unfortunately, *The Hill's* core hours of operation are nights and weekends and Denver West's core hours are Monday through Friday, 8am to 5pm. CC and BH operations (accounting, staff meetings, etc.) are sometimes at odds with DW operations due to scheduling conflicts and deadlines for various administrative responsibilities which appear to be more convenient for DW and less convenient for CC and BH. Is the tail (Denver West) wagging the dog (*The Hill*)?

*Recommendation: Consider conducting a time-management and organizational analysis study of pertinent casino operations to ensure for the equitable participation, responsibility and the delivery of services to CAST MEMBERS and GUESTS.*

4. **AFFIRMATIVE ACTION** - One consideration that will surely make the gaming industry even more competitive will be the demand for highly trained and qualified staff. Bullwhackers, and the competition, will face the same challenges and pressures from within and from outside of the gaming industry to hire various kinds of individuals. Being *proactive* in this area would be an asset to the company. Women and minorities are employed by Bullwhackers but in largely traditional positions. This does not mean that something is wrong but the *Glass Ceiling* does exist. From a job performance standpoint, employees who feel that there are inadequate opportunities for career success are often apathetic about their work. An apathetic employee is in direct conflict with Bullwhacker's goal to be the *best* !

*Recommendation: Establish a goal that Bullwhackers' Affirmative Action Plan is the best (and most proactive) on The Hill, and that Bullwhackers' AA Plan is as important as a dedication to customer service, quality service, being better than the competition, being compliant with the Colorado Limited Gaming Act, and maintaining a clean and safe work environment.*

5. **CROOK'S PALACE** - Crook's Palace is under the Bullwhackers umbrella but it's not *really* in the fold. Positions at CC, BH and CP are not so significantly

different that an aggressive job sharing and cross-training program for managers, supervisors and staff should be contained or prevented.

*Recommendation: Bring Crook's Palace into to fold. Through this effort some positions at CC, BH and CP could be standardized, which may reduce costs and enhance Bullwhackers resources for competing on The Hill.*

**6. DRESS CODE** - Female Cocktailers are required to wear costumes which appear to promote sex more than drinking and gambling. Given Bullwhackers' commitment to Equal Employment Opportunity (which includes hiring and promoting without regard to sex) only female employees appear subject to this dress code (wearing of bustiers and high heels) and disciplinary actions for failure to comply with dress code standards. This dress code should be carefully re-examined: (1) these costumes do not appear to make the delivery of drinks more efficient; (2) there does not appear to be any correlation between increased liquor sales to the wearing or non-wearing of these costumes; (3) females who do not satisfy the perceived physical dimensions of the "ideal" Cocktailer or provide the appropriate "fit" for the costumes (bustier, heels, etc.) may be discriminated against; (4) men who are qualified and seek employment as Cocktailers *and wish to wear these costumes* may be discriminated against; (5) the costumes are worn as throw-back to the old west, however, women who wore these costumes (which may provoke sexual advances from some men) worked in saloons and they were often prostitutes (Colorado is not Nevada); (6) negative publicity could occur from womens' rights groups who may object to these costumes; and (7) the costumes may not effectively represent or consider the diverse interests and demographics of Bullwhackers' GUESTS.

*Recommendation: Consider selecting costumes which, in a non-sexist manner, positively reflect on the gender of the employee and promote a positive company image.*

**7. JOB POSTINGS** - Descriptions used in Job Postings are too brief; not always stated or uniformly applied is a complete description of education, experience, certification, licensure and SKA's (skills, knowledge and abilities); and the job posting format is not in compliance with the Americans with Disabilities Act.

*Recommendation: Consider revising the Job Postings format so that all posted positions reconcile with the actual Job Descriptions; identify the essential and marginal (when necessary) duties and responsibilities; inform the applicant of the process to be followed when an accommodation is required; and posting the actual "\$" pay range is generally preferred by applicants over coded (i.e., "N4") company salary ranges (it is recognized that in a highly competitive industry coded ranges are often necessary to maintain confidentiality).*

8. **POSITION EQUITY AND COMPARABLE WORTH** - There are some essential responsibilities which are commonly shared by many positions. The following responsibilities pertain to all Bullwhackers' positions:

a. Within the realm of the responsibility of the job, maintains a clean and safe work environment. Performs duties in compliance with safety procedures, which includes use of safety equipment. Incumbents are responsible for following safety procedures, identifying unsafe practices or conditions and informing their supervisor or the Safety Committee of unsafe conditions, as directed.

b. [Applicable to managers and supervisors only.] Directs and develops an effective staff by assisting and making recommendations in hiring, training, scheduling, rewarding and disciplining staff. Develops staff to meet and exceed performance expectations by establishing and maintaining a positive work morale and effective employee relations. Supervises subordinates in various operations.

c. Manages staff in compliance with the Colorado Limited Gaming Act.

d. Develops and maintains effective working relationships and good customer service skills with all GUESTS and CAST MEMBERS.

e. Performs other duties, including special projects, as needed and directed.

For some lower level positions, particularly those within a career series, the above essential duties often constitute the major components for these positions. Consequently, it's very important that education, experience, certification, licensure and SKA's clearly establish distinctions between position levels. In the absence of clear distinctions claims of discrimination (Title VII, Equal Pay Act and comparable worth) may result if pay structures compensate positions performing comparable duties differently or, put another way, adversely.

Prior to this project Job Postings (see number #7 above) did not clearly and uniformly provide distinctions between positions. As presented on the enclosed Job Description Matrix 2, the following structure has been established not so much as a permanent structure but as an initial guide. For non-professional positions which do not require a college degree: entry level - zero (0) to one (1) year; intermediate level - one (1) to three (3) years; senior level - three (3) to five (5) years. For professional level positions which require a college degree: entry level - zero (0) to one (1) year; intermediate level - one (1) to three (3) years; senior level - three (3) to five (5) years. For managerial and supervisory positions which require a college degree: supervisory level - three (3)

years; managerial level - five (5) years; senior manager, director and vice president levels - five (5) to seven (7) or more years.

Notably, in observation of "8.a" above, the *primary responsibility* for all positions is to perform the essential duties as briefly stated in the position "SUMMARY" on each job description. CAST MEMBERS may misinterpret the focus of their positions if too much importance is placed on this or any singular essential duty. CAST MEMBERS who are not properly focused may receive disciplinary actions and supervisors may be at risk for negligent management. Hopefully, employee specific performance standards will be developed which will appropriately weigh the importance of this and all essential duties.

*Recommendation: Managers and supervisor should, under direct guidance from the Compensation Manager and VP of Human Resources, review all positions and clearly establish distinctions between position levels. A matrix should be used to ensure consistency and equity. Performance Standard should be developed which will appropriately weigh the importance of all essential duties for each individual employee.*

9. **MAINTENANCE OF JOB DESCRIPTIONS** - Simply put, the grunt work of creating and updating the job description has been accomplished. All CAST MEMBERS should actively use and revise, when appropriate, the job descriptions.

*Recommendation: Review and revise, as necessary, all job descriptions no less than every two years.*

10. **NEW TECHNOLOGY** - The gaming industry is changing constantly. Everyone seems anxious and willing to get into the act. With nearly all of the 50 states running an "official" state lottery gambling has truly become acceptable. The Marketing Analyst and Marketing Director positions are charged to "Review data and make recommendations to expand and develop marketing operations". It is appropriate for these positions to have this focus, however, it would appear appropriate for other positions to share this focus if Bullwhackers is to continue to be successful in being the *best* on *The Hill*.

*Recommendation: As presented in the enclosed article (Variety, June 20-26, 1994), "Cablars Weigh Odds On Tube Gambling", who is doing it and what is Bullwhackers doing to embrace new technology? Consider enhancing the Awards and Recognition Programs to encourage constructive CAST MEMBER participation in developing or acquiring new technology.*

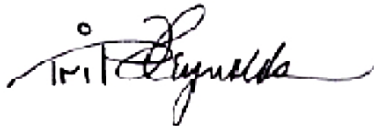
## **SUMMARY**

Again, it has truly been a pleasure! I greatly appreciate your guidance and insight, Laura. I have enjoyed being a member of the team and being a part of Bullwhackers'

very active, constantly moving and changing work environment. Please, contact me at your discretion and I'll gladly make myself available to help. With seventeen years of experience in HR I know how staffing limitations and short deadlines often place considerable pressure on the performance of HR staff. So, if I can help out on job descriptions, compensation, employee relations, deferred compensation, performance appraisals, employee benefits, unemployment compensation, etc., please call. After all, and I must say very proudly, I know a great deal about who (by position) does the work and how work is performed at Bullwhackers. I welcome an opportunity to continue to put this knowledge to use.

Thank you, again, Laura, for this opportunity!

Sincerely,

A handwritten signature in black ink, appearing to read "Trip Reynolds". The signature is fluid and cursive, with a small circle above the first letter of the first name.

Trip Reynolds

Enclosures

**WORK ACHIEVEMENTS** (<http://www.reynos.com/bio.htm>)

- **Diverse HR management experience** in public/private sector, profit/non-profit, union/non-union, multi-site/multi-state, and international environments.
- **Diverse HR management experience** in aerospace, public education, financial services, health care, gaming, IT, retail, manufacturing, municipal government, property/casualty insurance, broadcasting, public/media relations, and HR Consulting.
- Average employee **population serviced** is 9,611 and has ranged from less than 100 to over 60,000
- **Created/recruited** over 50,000 jobs.
- Conducted **performance management** (reviewed and approved) over 443,810 employee performance evaluations!
- Directed **health benefits**; lead and validated a 68% drop in health claims by **health data analysis /wellness program** members vs. a 79% claims increase by non-members; created **proprietary benefits delivery system**.
- Produced (filmed and edited) and broadcast over 35,760 hours of **community-based (DEI) content and media relations**
- SME in all **HR communications**, including newsletters, intranet/HTML, **media relations**, audio/video, **seminars**.
- Diverse subject matter expertise in **employee/labor relations**.
- Diverse subject matter expertise in **training and development**.
- Managed **comp** programs from **\$1 million to \$507 million!**
- SME in proprietary HRIS and data analytics.
- **Evaluated over 7,000 jobs**.
- **Wrote over 7,200 job descriptions**.
- Wrote over 3,000 policies; wrote dozens of **employee handbooks**.
- Conducted over 3,500 **job audits**.
- Created over 2,500 **salary schedules**.
- Never used any sick days; **career athlete**.
- Never filed any health claims.
- **Never lost a decision to the EEOC**.
- Won 100% of self-represented unemployment claims.
- **Fundraising and community involvement**
- My candidacy supports your commitment to DEI

**WORK ENVIRONMENTS** (<http://reynos.com/bio.htm#scope>)

PUBIC SECTOR	PRIVATE SECTOR	FOR-PROFIT	NON-PROFIT	UNION	NON-UNION	MULTI-SITE	MULTI-STATE	U.S. DOMESTIC	INTERNATIONAL
CTI22	REYNOS	REYNOS	CTI22	BOEING	REYNOS	BOEING	BOEING	REYNOS	CTI22
FAMC	BOEING	BOEING	FAMC	DPS	CTI22	DPS	NJMC	CTI22	BOEING
DPS	BULLWACKERS	BULLWACKERS	DPS	KEMPER	FAMC	DMFCU	ALLSTATE	FAMC	NJMC
DMFCU	CCI	CCI	DMFCU	CPS	DMFCU	HNCU	KEMPER	BOEING	DPS
HNCU	ALLSTATE	ALLSTATE	HNCU		COD	BULLWACKERS		DPS	CPS
NJMC	KEMPER	KEMPER	NJMC			NJMC		DMFCU	CCI
COD			COD			COD		HNCU	
CPS			CPS			ALLSTATE		BULLWACKERS	
						KEMPER		CCI	
						CPS		NJMC	
								COD	
								CPS	

**LEGEND (# OF EMPLOYEES)**

<b>CTI22 =</b>	Community Telecast, Inc. (2)	<b>NJMC =</b>	National Jewish Medical (1,500)	<b>REYNOS =</b>	Reynos.com (1)
<b>FAMC =</b>	Fremont Area Medical Center (900)	<b>COD =</b>	City of Dallas (17,400)	<b>ALLSTATE =</b>	Allstate Insurance (60,000)
<b>DPS =</b>	Denver Public Schools (17,100)	<b>CPS =</b>	Chicago Public Schools (21,500)	<b>KEMPER =</b>	Kemper Insurance (12,000)
<b>DMFCU =</b>	Denver Municipal FCU (55)	<b>BOEING =</b>	Boeing / Jeppesen (2,100)	<b>BULLWACKERS =</b>	Bullwackers Casinos (250)
<b>HNCU =</b>	Horizons North Credit Union (70)	<b>CCI =</b>	Crystal Courier Imports (150)		

**WORK HISTORY** – (<http://reynos.com/bio.htm#resume>) 30+ years guiding the highest-level executives (President/CEO, EVP/CHRO, Boards of Directors, City Councils, County Commissioners, etc.), in all HR disciplines, OD, comp, benefits, etc.

MY ROLE *	EMPLOYER	COMPENSATION RESPONSIBILITY	BENEFITS RESPONSIBILITY
<b>HR Management &amp; Media Relations Consultant</b>	<b>Reynos</b> – Omaha, NE – Sole Proprietor / Private Sector / Diverse clients / NDA	Clients: \$482,835 to \$5.5 million	Total payments: \$175,330 to \$7,778,327
<b>President / CEO / General Mgr</b> (Market share > national avg)	<b>Community Telecast, Inc.</b> – 501(c)(3) cable-based community access TV	Not applicable; lead volunteers	Increased revenue from \$27K to \$95K in 18 months
<b>Manager of Human Resources</b> (All HR disciplines)	<b>Fremont Area Medical Center</b> – Fremont, NE – 900 Emp / Public Sector	Total payments: \$27 million	Total payments: \$6,141,757 [Actual medical \$5,267,238.94]
<b>Program Manager, Compensation</b> (Designed Intranet 8x faster than HRIS)	<b>Jeppesen/Boeing</b> – Englewood, CO - 2,100 Emp / Private Sector	Total payments: \$80,000,000	Total payments: N/A. Proprietary Boeing Corporation.
<b>Program Director, Compensation</b> (Saved \$7M)	<b>Denver Public Schools</b> – Denver, CO - 17,100 Emp / Public Sector	Total payments: \$425,000,000	Total payments (approx): \$46,441,297
<b>Vice President of Human Resources</b> (All HR disciplines)	<b>Denver Municipal Federal Credit Union</b> – Denver, CO - 55 Employees	Total payments: \$1,500,000	Total payments (approx): \$165,000
<b>Mgr, Employment, Comp &amp; Employee Relations</b>	<b>National Jewish Medical Center</b> – Denver, CO - 1,500 Emp / Non-Profit	Total payments: \$60,000,000	Total payments (approx): \$6,600,350
<b>Manager, Personal Programs</b> (Comp, Benefits, EAP, Wellness)	<b>City of Dallas</b> – Dallas, TX - 17,400 Employees / Public Sector	Total payments: \$507,000,000	Total payments (approx): \$49,533,297
<b>Global / International Compensation includes comp analysis, salary/rate determination (<a href="http://reynos.com/bio.htm#international">http://reynos.com/bio.htm#international</a>) in:</b> Germany, United Kingdom, European Union, China, Mexico, Indonesia, Vietnam, Brazil, Russia, Australia, Ethiopia, Sudan, Southern Sudan.			

My candidacy represents robust expertise and achievements in all HR disciplines! I'm requesting an immediate interview.

Harold (Trip) Reynolds 402-418-8424 • [harold.reynolds@icloud.com](mailto:harold.reynolds@icloud.com) • [reynos.com/bio.htm](http://reynos.com/bio.htm)