

MGM SPRINGFIELD

WORKFORCE DEVELOPMENT PLAN

Massachusetts Gaming Commission
March 2, 2017



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INTRODUCTION



INTRODUCTION

MISSION STATEMENT

MGM Resorts International is the leader in entertainment and hospitality - a diverse collection of extraordinary people, distinctive brands and best-in-class destinations.

Working together, we create partnerships and experiences that engage, entertain and inspire.

COMPANY OVERVIEW

MGM Resorts International develops, builds and operates unique destination resorts designed to provide a total resort experience, including first-class accommodations and dining, world-class entertainment, state-of-the-art meeting and convention facilities and high-quality retail and gaming experiences.

With over 72,000 employees, the Company is one of the world's leading global hospitality and entertainment companies with a portfolio of destination resort brands in Las Vegas, including Bellagio, MGM Grand, Mandalay Bay and The Mirage, as well as Excalibur, Luxor, New York-New York, Monte Carlo and Circus Circus. MGM Resorts International also holds a 50 percent interest in CityCenter, the iconic hotel, convention, retail and dining complex at the heart of the Las Vegas Strip featuring ARIA Resort and Casino, Vdara Hotel and Spa, Mandarin Oriental Las Vegas and Veer condominiums.



INTRODUCTION



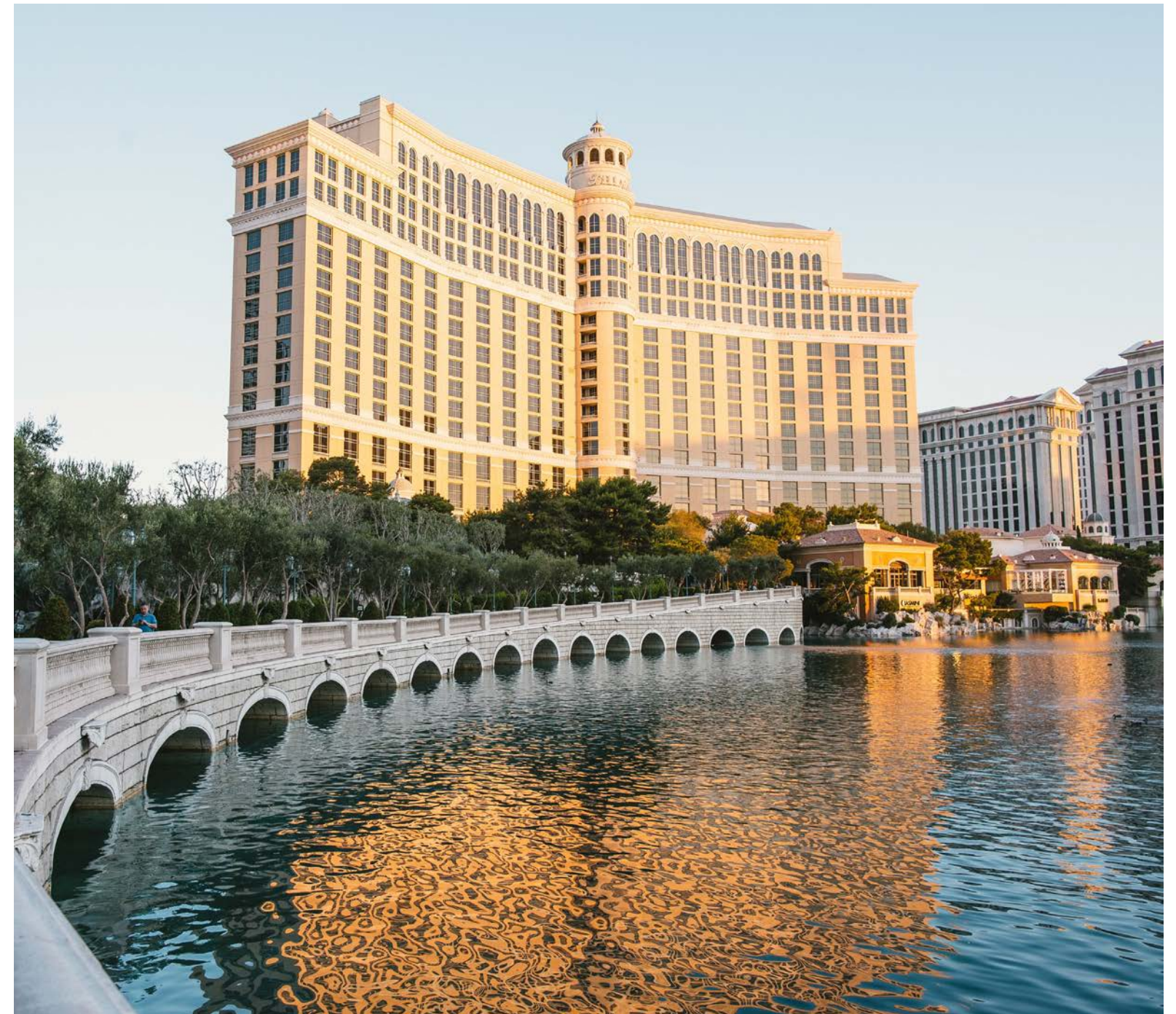
MGM Resorts International operates market-leading U.S. regional assets including Beau Rivage and Gold Strike Tunica in Mississippi, MGM Grand Detroit in Michigan and Borgata in New Jersey. The Company is in the process of developing MGM Springfield in Massachusetts, and recently completed work on the newly opened MGM National Harbor in Maryland. We also have a 56 percent interest in MGM China Holdings Limited, which owns the MGM Macau resort and casino and is in the process of developing a resort on Cotai. MGM Resorts controls and holds a 76 percent economic interest in the operating partnership of MGM Growth Properties LLC, a premier triple-net lease real estate investment trust engaged in the acquisition, ownership and leasing of large-scale destination entertainment and leisure resorts.

We're proud to be recognized for our commitment to being socially responsible, including an industry-leading diversity and inclusionary culture, community engagement and philanthropy initiatives and a commitment to environmentally sustainable approaches in development and operations.

We have been consistently ranked among the top 500 of *Newsweek* Magazine's listing of green companies.

PR News has recognized MGM Resorts as an Overall Leader in CSR Practices while our Chairman & CEO has been recognized as a Responsible CEO of the Year by *Corporate Responsibility* Magazine. *Fortune* Magazine has named MGM Resorts one of the World's Most Admired Companies.

While we operate leading resorts and amenities, ultimately it is the people of MGM Resorts that make the difference daily in providing our customers with the ultimate guest experience. We welcome you to visit us.



MGM RESORTS INTERNATIONAL EXECUTIVE COMMITTEE



Jim Murren
Chairman & CEO



Dan D'Arrigo
Chief Financial Officer



Michelle DiTondo
Chief Human Resources
Officer



Elisa Gois
Chief Analytics Officer



Bill Hornbuckle
President



Phyllis James
Chief Corporate
Responsibility Officer



John McManus
General Counsel



Anton Nikodemus
Regional Operations Chief
Operating Officer



Chris Nordling
President
Corporate Entities



Corey Sanders
Chief Operating Officer



Lillian Tomovich
Chief Experience Officer

REGIONAL OPERATIONS



Anton Nikodemus
COO Regional Operations



Jorge Perez
SVP, Chief Financial Officer



Laura Lee
SVP, Human Resources



Vonda Harris
VP, Labor Relations



Danielle White
VP, Community Engagement



Wanda Smith-Gispert
VP, Talent & Workforce
Development



Gina Peters
VP, Finance



John Forelli
VP, Information Technology



Dwight Yang
VP, Revenue Management

WRITING THE NEXT CHAPTER TOGETHER

The City of Springfield draws its strength from the people who have been living and working in this Western Massachusetts community on the Connecticut River for 375 years.

The city and its people have a proud and vibrant history. On the heels of a difficult downturn in the economy that threatened Springfield's once thriving downtown, the city's proud past and hearty people were challenged by another first when a tornado nearly leveled a section of Downtown Springfield in June 2018.

And while the most tragic memories of that event will never be forgotten, this is a resilient city with determined people who already have begun to set the stage for an epic comeback story.



Michael Mathis
President, COO



Seth Stratton
VP, General Counsel



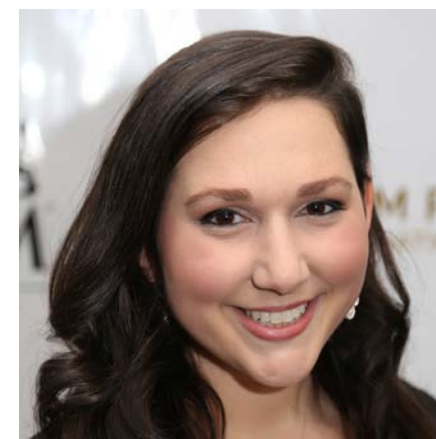
Courtney Wenleder
VP, Chief Financial Officer



Michael Custodio
Director, Property Initiatives



Markikate Murren
Director, Human Resources



Amanda Gagnon
Executive Assistant to
President and VP



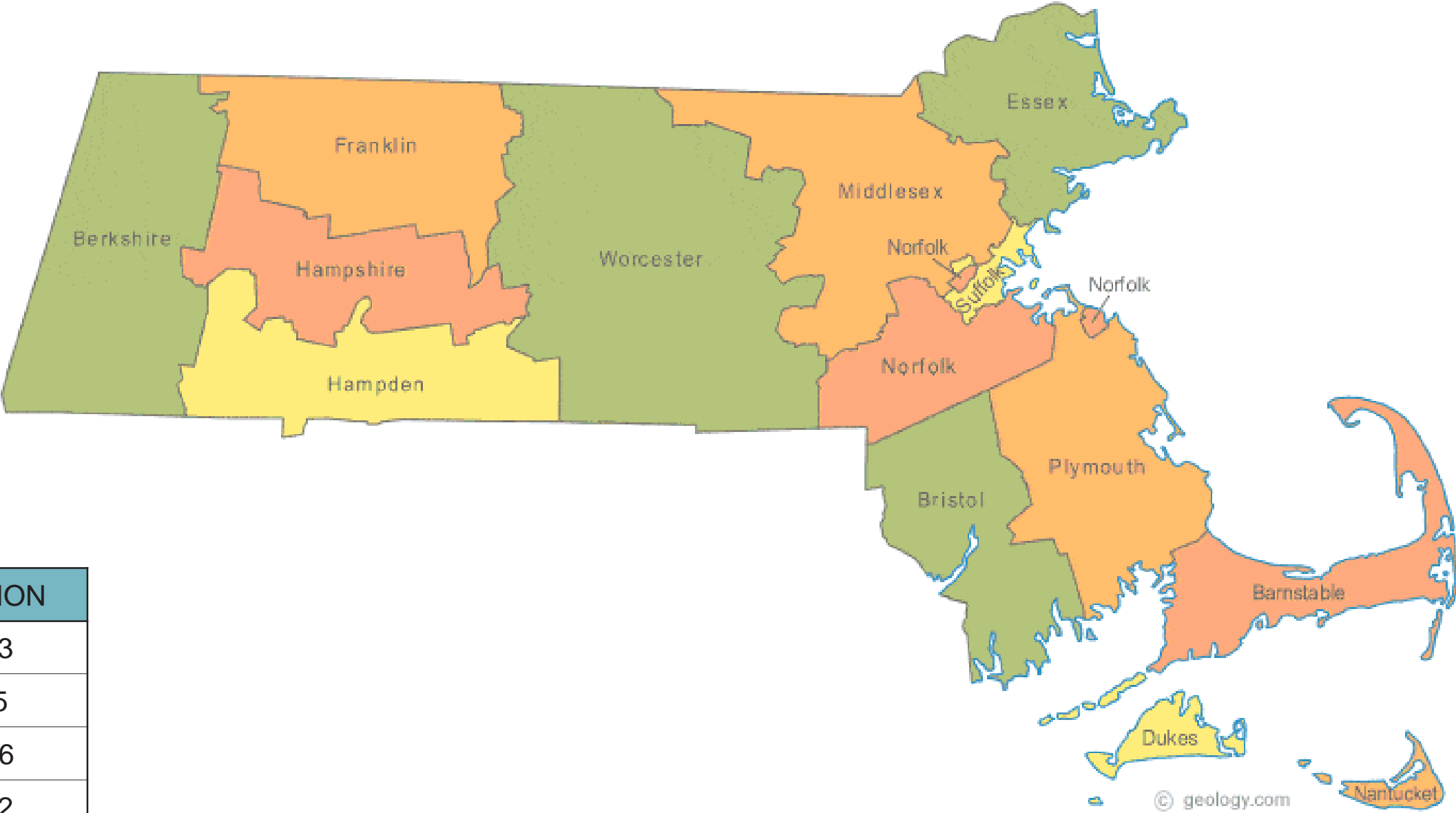
Anita Bird
Coordinator, Human Resources



DEMOGRAPHICS OVERVIEW



DEMOGRAPHICS OVERVIEW



WESTERN MASSACHUSETTS

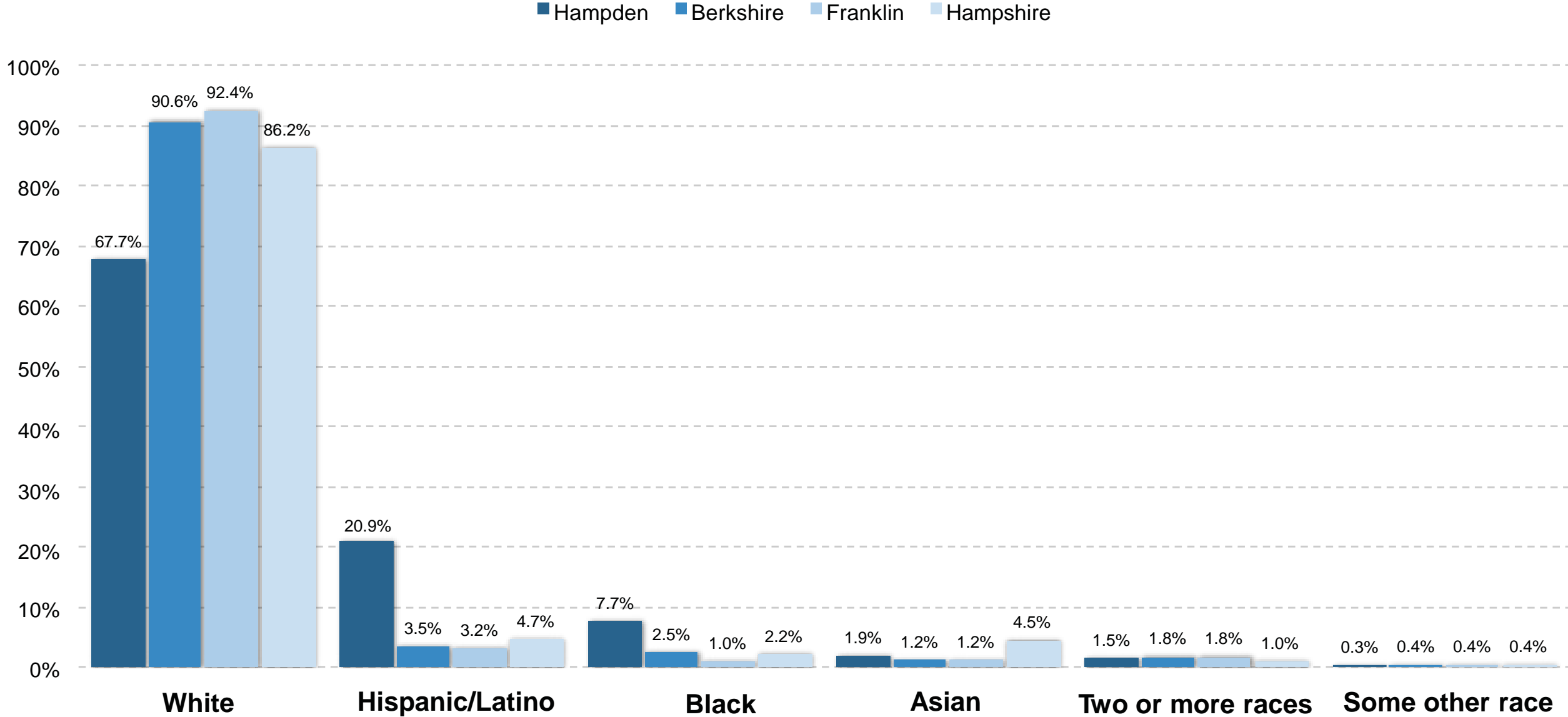
COUNTY	POPULATION
Berkshire	161,303
Franklin	32,205
Hampshire	160,936
Hampden	558,162

City-data.com 2017

DEMOGRAPHICS OVERVIEW

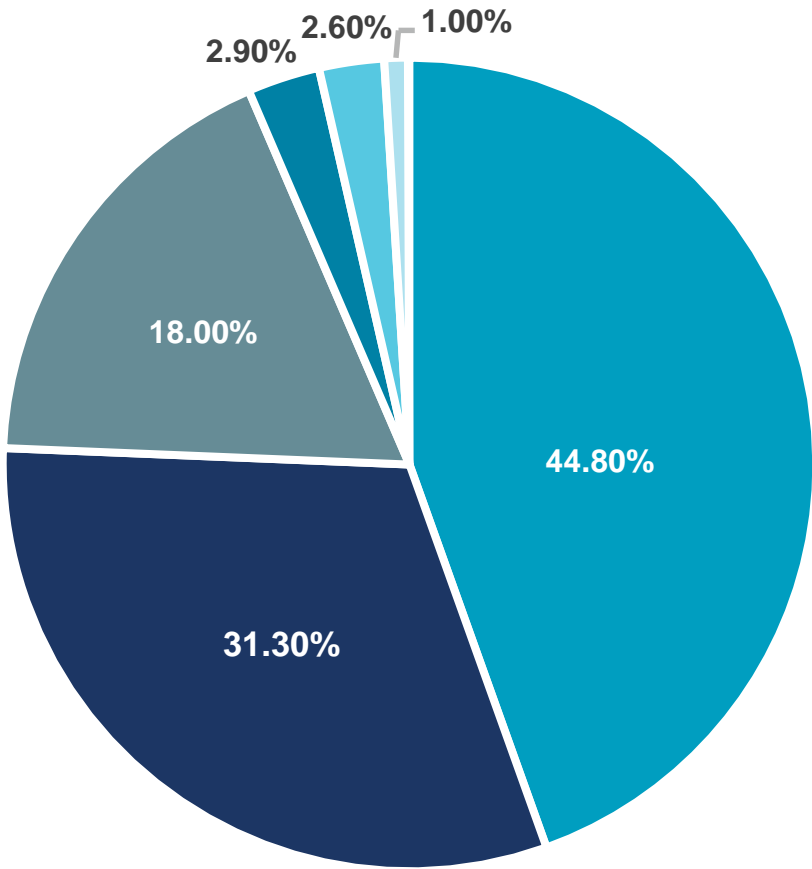


WESTERN MA COUNTY DEMOGRAPHICS



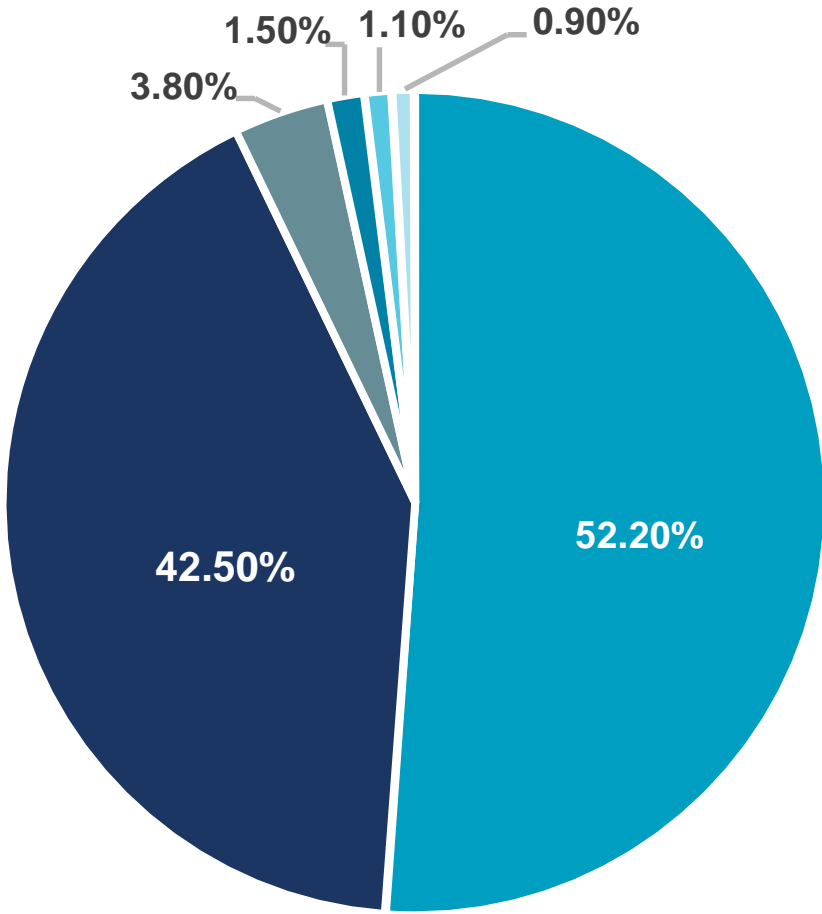
City-data.com 2017

DEMOGRAPHICS OVERVIEW



Springfield

- Hispanic | Latino
- White
- Black
- Asian
- Two or more races
- Other

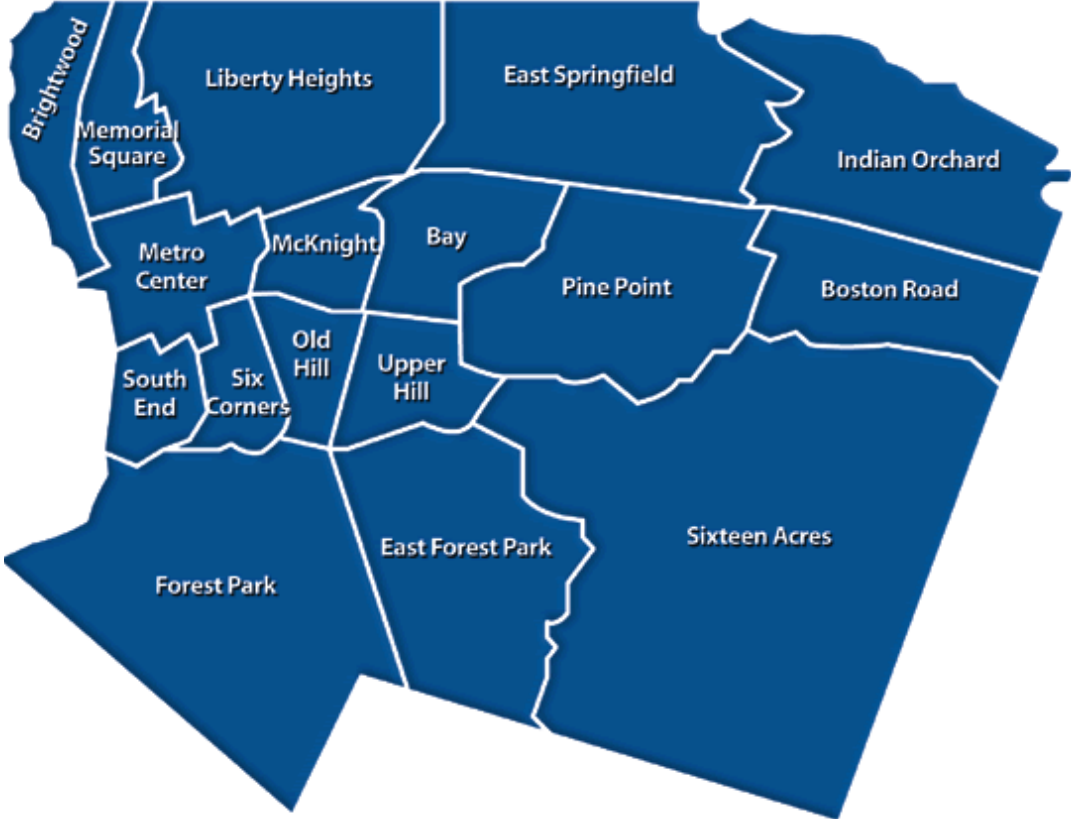
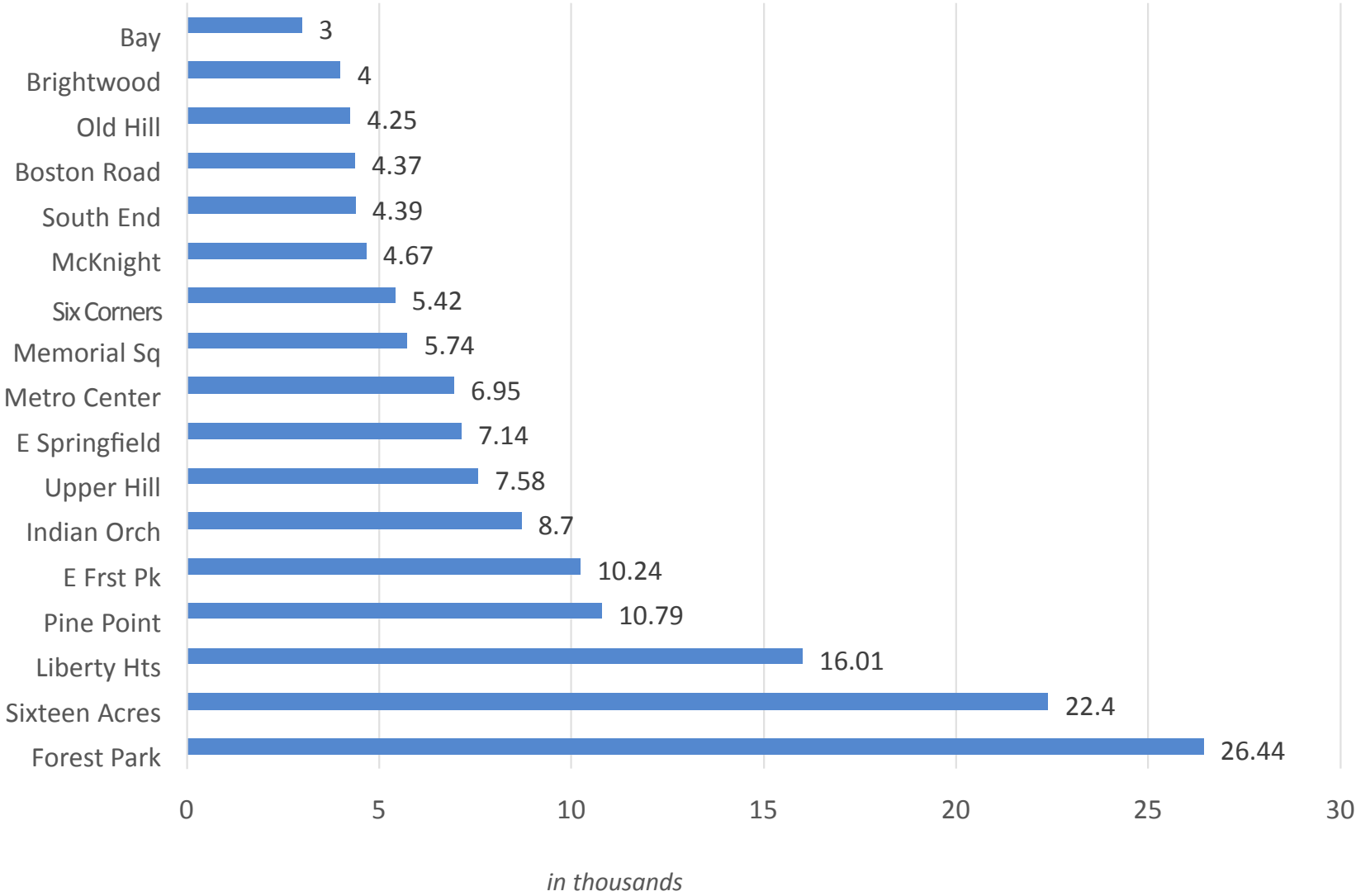


Holyoke

City-data.com 2017

DEMOGRAPHICS OVERVIEW

Total Population by Neighborhood

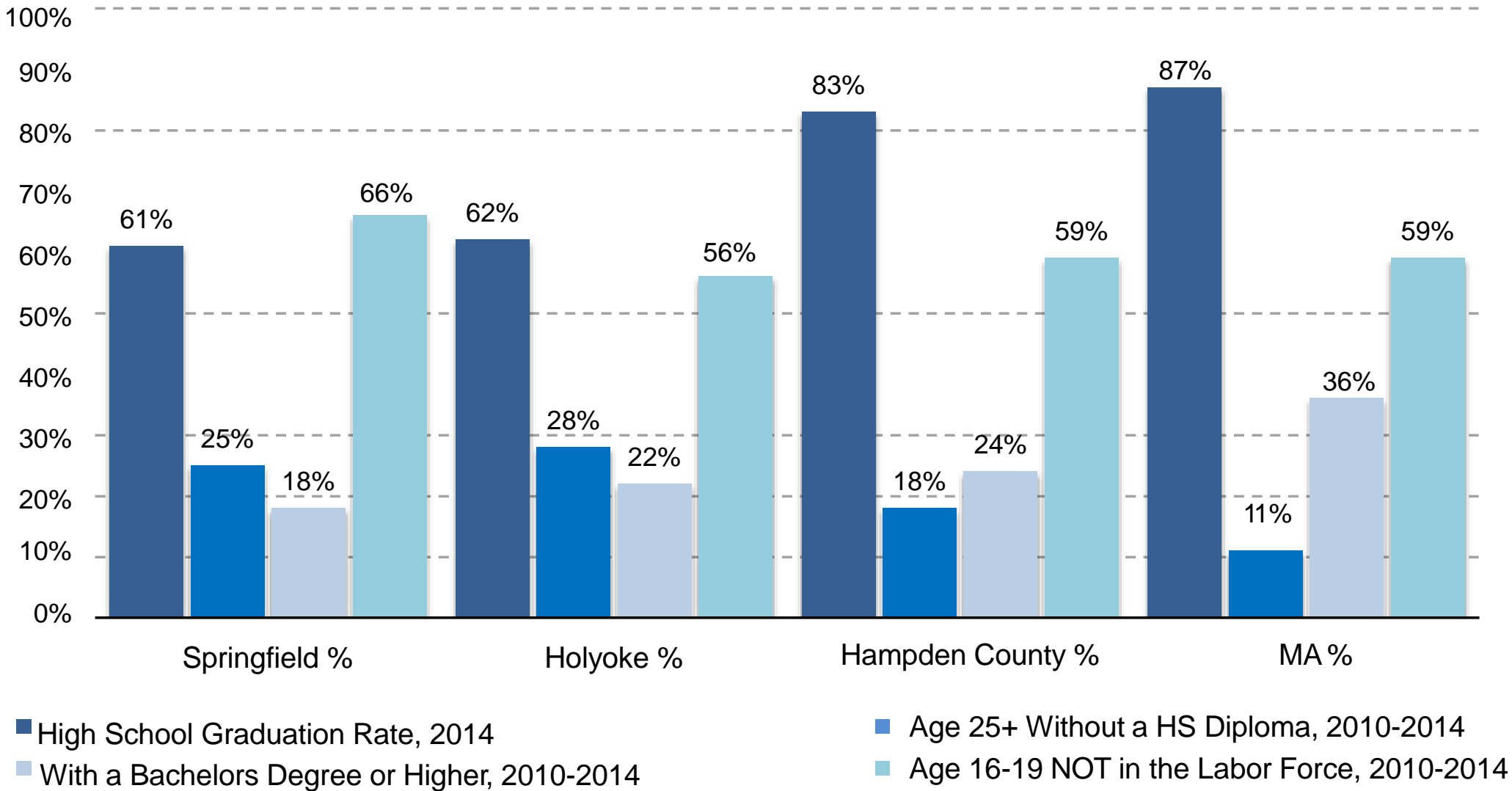


statisticalatlas.com/neighborhood/Massachusetts/Springfield

DEMOGRAPHICS OVERVIEW



EDUCATION ATTAINMENT



American Fact Finder, Educational Attainment, Characteristics of Teenagers- 2010-2014 American Community Survey 5 Year Estimates

DEMOGRAPHICS OVERVIEW



LABOR FORCE PARTICIPATION

AREA	LABOR FORCE	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE (%)
Hampden County	221,067	212,625	8,442	3.8
Springfield	62,563	59,310	3,253	5.2
Agawam	15,905	15,442	463	2.9
Chicopee	27,381	26,365	1,016	3.7
East Longmeadow	8,668	8,452	216	2.5
Holyoke	15,998	15,294	704	6.4
Longmeadow	8,118	7,948	170	2.1
Ludlow	10,858	10,427	431	4.5
West Springfield	14,558	14,098	460	3.2
Wilbraham	7,565	7,376	189	2.5

Career Trends by GRAPHIQ unemployment-rates.careertrends.com/1893/Hampden-County-MA

DIVERSITY & INCLUSION PLAN



Adopted by Blue Tarp reDevelopment LLC – Approved on: January 22, 2015

ARTICLE VI Operational Phase Diversity Program for Equal Opportunity

MGM Springfield's Diversity Program for Equal Opportunity for Employment of Covered Employees During Operations of the Gaming Establishment pursuant to G.L. c. 23K, §21 (20); License Condition 12; and HCA Exhibit C.

MGM Resorts International ("MGM") has been the pioneer in diversity and inclusion in the gaming and hospitality industry since its voluntary adoption of its Diversity Initiative in 2000. MGM regards diversity as an essential business paradigm for success in the modern global economy. Hence, Diversity and Inclusion are the foundation of MGM's culture of Integrity, Teamwork and Excellence. MGM has systematically incorporated diversity into its Company's value system, organizational culture and its business operations, as a matter of progressive business policy for itself, its affiliates and subsidiary companies.

MGM Springfield is committed to hiring and maintaining a diverse, multiracial and multicultural workforce which is reflective of its host community and customer base. We recognize that diversity without inclusion is incomplete. We cultivate respect for the humanity and contributions of every individual employee because our employees are our lifeblood. We realize that, to achieve the highest level of performance of our teams, and to deliver genuinely superior service to our guests, we must motivate each employee to perform at his/her highest levels each and every day. We, therefore, foster an inclusive culture of excellence, enterprise-wide, aligned with our business mission – organized around universal employee engagement, individual responsibility, individual empowerment to express diverse opinions and perspectives, inspired leadership, consistent peak performance, team collaboration, innovation, accountability and, above all, positive recognition for a job well done. Diversity and Inclusion promote greater unity in our Company around a shared common vision in achieving our business mission.

NOTE: A single individual may satisfy multiple categories of Covered Employee and in such cases shall be recorded and counted by MGM Springfield in each of the applicable categories. However, regardless of how many categories of Covered Employees which an individual may satisfy, no single individual shall be counted more than once in the accumulation of totals for reportage of utilization of Covered Employees.

Tactical Steps For Identifying, Training and Employing Covered Employees. In addition to the steps outlined in the HCA Exhibit C, which shall be fully incorporated herein by reference, MGM Springfield shall use best efforts to consider and implement the following tactical steps for its recruitment of Covered Employees:

1. ADVERTISEMENT AND PROMOTION OF EMPLOYMENT OPPORTUNITIES

MGM Springfield shall advertise and promote employment opportunities by:

- i. posting all opportunities on its mgmspringfield.com and related workforce development site and Massachusetts JobQuest;
- ii. periodically using traditional media and social networking tools to assist MGM Springfield in advertising employment opportunities; and
- iii. partnering with key community stakeholders including but not limited to local educational institutions and career centers to hold job fairs, advertise employment opportunities and otherwise to make outreach to the local labor pool.

2. TRAINING AND ASSISTANCE FOR FRONTLINE STAFF

a. Frontline Training (Career Progression Programs). Career Progression Programs will be provided for Covered Employees, enabling them to be competitive for promotion into key management and executive positions throughout the integrated MGM Springfield resort. As skills and experience levels increase, employees will find a variety of opportunities for career growth within the Company. Comprehensive jobs skills training and opportunities to continue their education also will be provided by MGM Springfield, and through educational partnerships, which shall include:

- i. on-the-job training programs;
- ii. either classroom or online training opportunities designed to improve core skill sets required for consideration for promotions and new opportunities within MGM Springfield;
- iii. specifically designed programs aimed at helping U.S. Veterans leverage their military leadership skills while transitioning into management or other positions within MGM Springfield;

- iv. professional development programs designed specifically for experienced supervisors and assistant managers to broaden their skills, abilities and knowledge base;
 - v. mandatory Diversity Workshops for all supervisory employees; and
 - vi. offering apprenticeship and internship programs in order to provide real life training to local students from community colleges and recent college and university graduates. The MGM Springfield Human Resources Department will track the number of Covered Employees who have jobs in executive, finance, information technology and administrative positions and report this information to the Diversity Compliance Team. While all positions will be filled by qualified candidates, MGM Springfield shall use its best efforts to train Covered Employees to qualify for all positions and have the opportunity to advance their careers through its Career Progression Programs.
- b. English as a Second Language. MGM Springfield will offer English as a Second Language Classes to project Covered Employees as part of its obligations under Exhibit C of the HCA.
- c. Basic Skills Training (Job Readiness). MGM Springfield acknowledges that a significant number of potential employees in the City and surrounding area will need to attain a high school equivalence in order to qualify to apply for jobs at the Project. Thus, MGM Springfield will use its best efforts to ensure that potential employees are able to participate in programming offered by local outreach organizations, including FutureWorks, CareerPOINT, the regional employment boards, BerkshireWorks and Westover Job Corp Center, as well as local educational and training institutions, such as Holyoke Community College, Springfield Technical Community College and the Massachusetts Casino Careers Training Institute. MGM Springfield will make best efforts to collaborate with and support the above listed organizations (as well as others) to form educational partnerships with the stated goal of significantly reducing the number of unemployed persons with less than a high school education prior to the time when jobs become available at MGM Springfield.

Each of the educational partnerships to be formed by MGM Springfield will focus on providing basic core skills to City residents as well as residents of the surrounding area, including:

- i. basic math and literacy skills;
- ii. vocational training for hospitality and non-hospitality related careers; and
- iii. job preparation skills such as interviewing, resume writing and effective work habits.

- d. Hospitality Career Information Workshops (Job Readiness Training). Job Readiness Training will be designed to introduce local residents to the hospitality industry and foster interest in these types of jobs. Career information workshops will be conducted prior to and during the mass recruiting phase of MGM Springfield. The goal will be to introduce local residents to the wide range of occupations that are available in the hospitality industry, including hotel front desk representatives, computer operators, facilities engineers, financial analysts, culinary arts positions, guest service ambassadors, marketing professionals, human resource representatives, table games dealers, slot technicians and representatives, cage clerks and many more. Local residents will be able to attend career information workshops to learn about the wide range of occupations available and the skills and qualifications that would be required to work in such positions.

MGM Springfield will hold career information workshops throughout the greater Springfield area. While attending the career information workshops, participants will have the opportunity to provide information on job interests and sign up to receive first notice on training and job announcements.

- e. Apprenticeships. MGM Springfield will cooperate with local organizations including but not limited to Holyoke Community College and Springfield Technical Community College to develop and implement apprenticeship programs for employees (including Covered Employees) who wish to expand their skills and knowledge, and develop their career. The apprenticeship programs will be designed to provide a structured, on-the-job training process from basic mechanical skill requirements to advanced techniques required for the specified trade or service.
- f. Coordination with Career Centers. MGM Springfield will work with local career centers to promote job opportunities at the Project and coordinate resources for Springfield area residents to improve workforce skills.

3. AFFIRMATIVE MARKETING FOR THE UNEMPLOYED PURSUANT TO LICENSE CONDITION 15

In addition to those steps outlined above and consistent with License Condition 15, MGM Springfield will develop, in consultation with the Executive Office of Labor Workforce Development and related state and local agencies, a plan to identify and market employment opportunities at the Gaming Establishment to unemployed residents of Massachusetts.



WORKFORCE DEVELOPMENT



WORKFORCE DEVELOPMENT

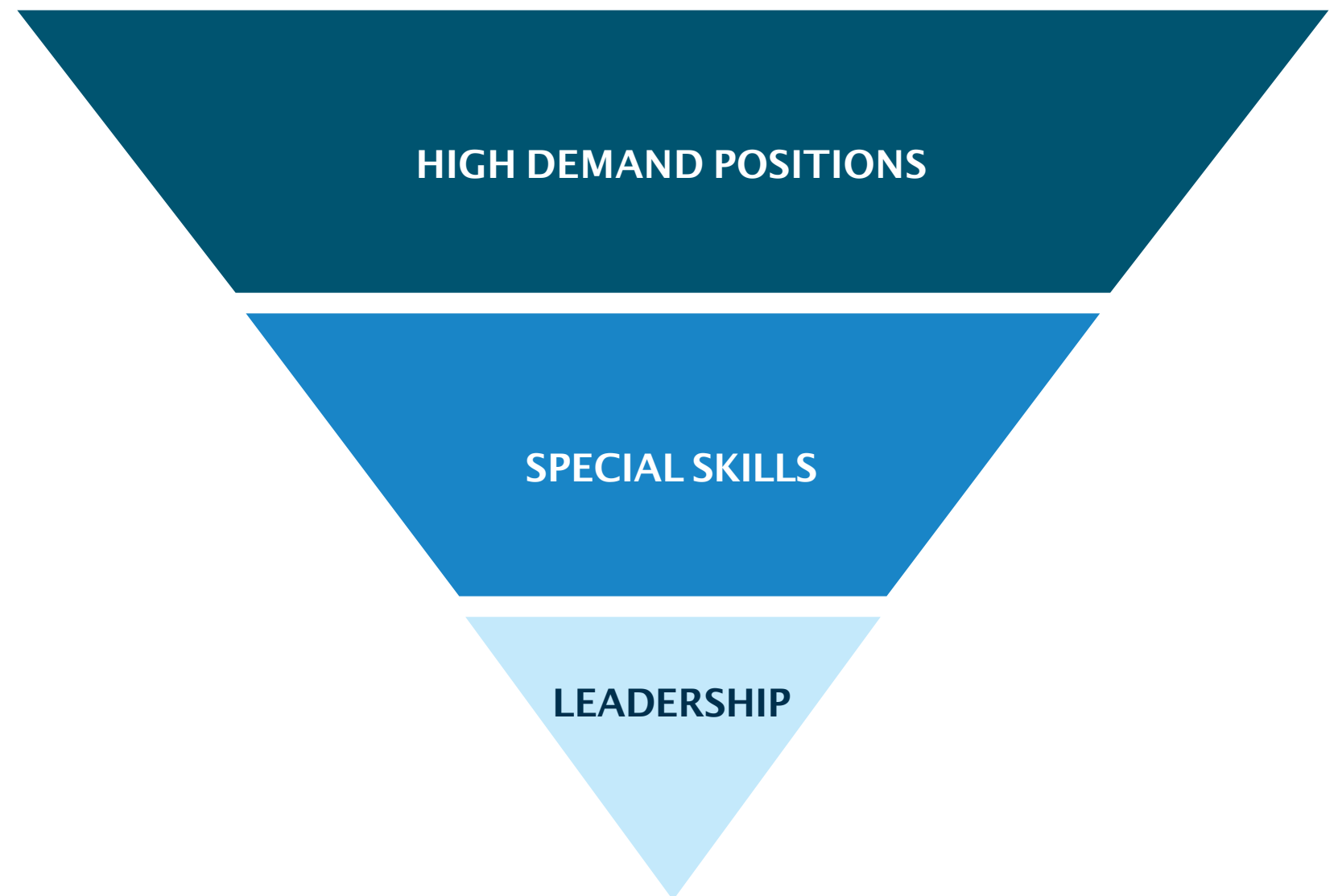
The MGM Springfield Regional Workforce Development Plan was designed to address the future demand for workers in the region's hospitality and gaming sectors.

The plan focuses on:

- Preparing our future workforce to meet MGM Springfield's long-term employment opportunities
- Facilitating the connection between current workforce to align skills and interests with real work opportunities
- Developing a clear picture of workforce development opportunities in the region to guide career planners as they prepare themselves for the workforce

TABLE 1:
High Demand Positions (Head Count 50+)

POSITION	ESTIMATED HIRES
Utility Porter	145
Cook	139
Cocktail Server	96
Kitchen Steward	75
Cashier	71
Server	61
Bartender	56
Fountain Worker	50
Busser/Runner	57



WORKFORCE DEVELOPMENT



MGM SPRINGFIELD OFFERS A WIDE RANGE OF CAREERS THAT EXPAND ACROSS MULTIPLE SECTORS

There is a critical demand for professional, leadership and gaming positions that will increase advancement opportunity and offer careers that are new to the region.



CASINO

- Shift Manager
- Pit Manager
- Floor Supervisor
- Dealer
- Poker Room Dealer
- Cage Cashier
- Count Team Supervisor
- Count Team Attendant
- Slot Technician

SECURITY / SURVEILLANCE

- Security Shift Manager
- Security Training Manager
- Security Assistance Manager
- Lost and Found Clerk
- Security Officer
- Locksmith
- Director Surveillance
- Surveillance Technician

HOTEL OPERATIONS

- Front Desk Manager
- Front Desk Representative
- Concierge
- Training Development Manager
- Front Services Supervisor
- Housekeeping Director
- Housekeeping Supervisor
- House person
- Housekeeping Director

ENTERTAINMENT

- Ticket Office Supervisor
- Ticket Office Cashier
- Bowling Technician
- Bowling Receptionist
- Technical Services Manager
- A/V Technicians
- Entertainment Coordinator
- Cashier Ticket Office
- Entertainment Coordinator

FOOD & BEVERAGE

- Restaurant General Manager
- Assistant Beverage Manager
- Sommelier
- Food Server
- Bartender
- Bartender Apprentice
- Fountain Worker
- Banquet Manager
- Banquet Supervisor
- Banquet Server

INFORMATION TECHNOLOGY

- Director Information Technology
- Manager Technology Support
- Technical Support Engineer
- Application Support Analyst
- IT Security Analyst
- Director Technical Svcs
- Admin IT Security

GENERAL & ADMIN

- HR Business Partner
- Talent Acquisition Specialist
- Financial Analyst
- Accountant
- Uniform Control Attendant
- Accounting Manager
- Accounting Records Clerk
- Communications Specialist
- Graphic Designer
- Social/Digital Specialist

CULINARY

- Executive Sous Chef
- Executive Pastry Chef
- Pastry Chef
- Baker
- Restaurant Sous Chef
- Restaurant Cook
- Kitchen Steward
- Pantry Worker
- Head Butcher
- Butcher

MGM Resorts is the employer of choice within our industry. MGM Springfield's hiring and training plan will incorporate the market-leading hiring and training programs and practices used at our properties, which employ more than 72,000 team members nationally and internationally.

The sections that follow are organized as follows:

- Job Creation
- Recruitment and Placement

Upon opening, MGM Springfield anticipates that it will create approximately 3,000 direct permanent jobs. MGM Springfield is committed to ensuring that these jobs will go to Springfield area residents in need of meaningful employment and that the jobs will provide growth opportunities. In order to do that, residents in the area will need to be prepared for the jobs.

According to Labor Market Trends in the Pioneer Valley in 2008 – 2010, those with less than a high school education accounted for 24.4% of the unemployed but were only 10.1% of the civilian labor force. This means that significant numbers of potential workers in the area will need to attain a high school equivalence in order to qualify to apply for a job at MGM Springfield.

We intend to work with local outreach organizations, including FutureWorks, CareerPOINT, the regional employment boards, BerkshireWorks, Westover Job Corp Center and Staffing, as well as local educational and training institutions, such as Holyoke Community College and the Massachusetts Casino Careers Training Institute.

Our goal will be to significantly reduce the number of unemployed with less than a high school education prior to the time when jobs would become available at MGM Springfield. By improving education levels, Springfield area residents will have more opportunities for possible future employment.

In addition, through our education partnerships, MGM Springfield intends to work with these and other community agencies to create permanent resources for Springfield area residents to improve workforce skills, including:

- Basic math and literacy skills
- Vocational training for hospitality and non-hospitality related careers
- Job preparation skills such as interviewing, resume writing, etc.

Our focus at MGM Springfield will be to not only create jobs, but also to train potential workers in the Springfield area to be qualified for these jobs.

At MGM Springfield, the key to our success will be the investment in people and in the larger Springfield community. Our employees will provide the exceptional service and welcoming hospitality that will encourage patronage and keep visitors returning again and again. MGM Resorts International is a leader in the hospitality industry, and from our experience, we know that exemplary customer service ultimately results in increased visits, extended lengths of stay per visit and a continually growing market of new visitors. MGM Springfield recruitment and placement programs will be designed to support the efforts of the City of Springfield to increase tourism, create a strong skills base in hospitality and hire a local workforce that will include full-time and part-time positions at all levels of employment.

MGM Resorts embraces equality and diversity in its recruitment and employment practices and will reach out to all sectors of the Springfield community. Occupations created by MGM Springfield will include positions in the following categories of career occupations: Hotel Operations, Food and Beverage, Gaming, Marketing, Retail, Human Resources, Administration, Finance, Entertainment and many more.

MGM Springfield will provide comprehensive job skills training plans to target Springfield area residents with no previous related experience for many of the available positions. This will be accomplished through the creation of a comprehensive pre-employment recruiting and training program referenced in the Training and Development section of this document.

JOB CREATION



Career progression opportunities will be provided for Springfield workers, enabling them to be promoted into key management and executive positions throughout the integrated MGM Springfield resort. As skills and experience levels increase, employees will find a variety of opportunities for career growth within the Company. Comprehensive jobs skills training and opportunities to continue their education also will be provided by MGM Springfield and through programs with local and regional educational institutions. MGM Resorts has a history of successful employment and training programs in the communities where we do business.

MGM Springfield intends to partner with local employment outreach and other community agencies, which may include:

- FutureWorks
- CareerPOINT in Holyoke
- BerkshireWorks in Pittsfield
- Westover Job Corps Center
- Regional Employment Board of Hampden County
- Franklin Hampshire Regional Employment Board
- Staffing Agencies
- ROCA
- Urban League of Springfield
- NAACP Chapter in Springfield
- National Council of La Raza
- Latino Chamber of Commerce in Springfield



We will utilize the services of these agencies and organizations to assist us in recruiting candidates for employment. MGM Springfield will implement an assertive recruiting plan to create awareness and foster interest in the jobs we provide. Working with these organizations, our community outreach programs will target the unemployed and underemployed, minorities, youth and seniors.

Preferential recruiting will be initially aimed at Springfield residents through an MGM Resorts-sponsored program called First Choice. MGM Springfield is committed to providing the First Choice recruitment program in partnership with the Massachusetts Casino Careers Training Institute and other community groups that will provide residents the first opportunity to learn about and apply for positions at MGM Springfield.

The First Choice program also will provide outreach services to economically isolated residents, persons with disabilities and residents in disadvantaged areas in Springfield, with a focus on the unemployed and underemployed, as well as minority, women and Veteran recruitment, to encourage Springfield residents to apply for jobs available at MGM Springfield.

MGM Springfield has plans to fill 35% of available direct jobs with Springfield residents, and 90% from the Greater Regional area.

The **Employment Outreach Program and First Choice** will include the following strategies:

- Continuing to establish contacts in the Springfield community and actively recruiting
- Utilizing FutureWorks community information network, CareerPOINT, regional employment boards and other community partners
- Advertising through broadcast, print and social media
- Conducting community-based job fairs
- Working with regional employment boards to promote job opportunities through sports and leisure venues, such as leisure centers, and utilizing the MassMutual Center as an initial job fair site
- Online application process for easy accessibility
- Casino career information sessions
- Investing in local youth as key employees of the future
- Helping people move from welfare into the workforce
- Striving to create hope, provide motivation and decrease the perception of “hopeless unemployment rates”
- Striving to decrease the unemployment rate, thereby giving Springfield residents and their families more purchasing power, which will serve to improve the local economy

We also will recruit a limited number of people who would transfer from existing gaming properties. The primary objective of these transfers will be to provide training to local residents so the residents can ultimately transfer into these positions



SPRINGFIELD'S EDUCATIONAL AND TRAINING SUPPLY CAPACITY



Education and training programs are critical to the success of Workforce Development. The infrastructure needed to ensure employers have a viable pipeline to skilled workers is essential. MGM Resorts in partnership will source candidates from these Federally Approved Regional Training Providers.

COMPANY	PRIMARY TRAINING	NONPROFIT / FOR PROFIT
American Red Cross	Certificate or AS Degree	NP
Asnuntuck Community College	Certificate or AS Degree	NP
Bay Path University	Certificate or AS Degree	Private
Bryant University	Business Management Certificate Program	Private
CNS Academy for Healthcare Professionals, Inc.	Certificate or AS Degree	Private
Cardno ATC	Asbestos Abatement Supervisor	Private
Chicopee Industrial Contractor	OJT Chicopee Industrial-WB	Private
Collaborative for Educational Services	Certificate or AS Degree	NP
Computer Training of America, Inc.	Certificate or AS Degree	Private
Construction Training LLC	Heavy Equipment Operations Program II	Private
Corporate Training Center	Certificate or AS Degree	Private
Creative School of Hairdressing, Inc	Barboring	Private
DiGrigoli School of Cosmetology	Cosmetology	Private
Greenfield Community College	Certificate or AS Degree	Public
Holyoke Community College	Certificate or AS Degree	Public
Holyoke Works	Certificate or AS Degree	NP
Kay Harvey Academy	Cosmetology	Private
Lincoln Technical Institute - E. Windsor	Certificate or AS Degree	Private
Lincoln Technical Institute - Hartford	International Baking & Pastry	Private
Marinello Schools of Beauty	Certificate or AS Degree	Private

SPRINGFIELD'S EDUCATIONAL AND TRAINING SUPPLY CAPACITY (CHART CONTINUED)



COMPANY	PRIMARY TRAINING	NONPROFIT / FOR PROFIT
Monarch School of Cosmetology	Certificate or AS Degree	Private
New Horizons Computer Learning Center	MCSE/Network Security	Private
NH Boston, LLC	Web Design	Private
NHCLC Nashua, LLC	PMP (Project Management Professional)	Private
Network Technology Academy Institute	Certificate or AS Degree	Private
New England Business Educational Systems, Inc	Certificate or AS Degree	NP
New England Tractor Trailer	Certificate or AS Degree	Private
OJT-Commonwealth Care Alliance	OJT Community Health Worker	Private
Porter and Chester Institue	Certificate or AS Degree	Private
Premier Education Group	Certificate or AS Degree	Private
Salem State University	Administrative Medical Specialist	Public
Salter College	Certificate or AS Degree	Private
Springfield Technical Community College	Certificate or AS Degree	Public
Training Resources of America, Inc.	Nurse Aide/Home Health Aide	Private
Tri-State CDL Training Center	Certificate or AS Degree	Private
United Tractor Trailer School, Inc.	Certificate or AS Degree	Private
University Walls-UMass Amherst	University Without Walls	Public
University of Mass-Lowell	Website Design & Development	Public
University of Mass-Amherst	Second Bachelor's Degree Track in Nursing	Public
Westfield State University	Certificate or AS Degree	Public
William George Associates	PMP/CAPM Plus Agile/Scrum Certification	Private

BREAK DOWN BARRIERS—A PLAN TO “RISE TO THE CHALLENGE”

Many environmental aspects may impact Workforce Development initiatives by presenting opportunities or challenges. To plan accordingly, the table below provides several topics and associated questions that may arise during the WFD planning or development process.

CONCERN	RECOMMENDATIONS TO EXPLORE
Need additional work experience or training	<p>MGM Springfield has provided all prospective candidates the option to utilize SkillSmart to assist in identifying any skills gap at no cost. SkillSmart is a system that provides a user’s interface to compare a resume to any position offered by MGM Springfield and receive information on what is needed to prepare for the desired position.</p> <p>MGM Springfield has partnered with over 20 community organizations that will provide training solutions to prepare job seekers for a variety of career opportunities.</p>
Criminal Backgrounds	<p>Individuals may petition Office of the Commissioner of Probation (OCP) to seal certain eligible criminal convictions.</p> <p>MGM Springfield will partner with community business organizations that will assist by holding record sealing events to promote awareness.</p>
Access to childcare	<p>MGM Springfield intends to provide a childcare solution option through a partnership with HCS Head Start, Inc.</p> <p>HCS Head Start, Inc. has been providing high-quality early childhood education services for children and families. Head Start provides a solid foundation for children to gain necessary skills to enter kindergarten and to be successful in life. The center will be fully licensed by the MA Department of Early Education and Care.</p>
First time job seekers	<p>MGM Springfield will offer a number of entry-level positions for first time job seekers. Prospective candidates without prior work experience are encouraged to apply. Also, there are multiple volunteer opportunities available through United Way and others to allow first time job seekers to gain skills that we will consider as work experience.</p>

TABLE 2: Known Environment Considerations

WORKFORCE DEVELOPMENT RESOURCES



Community-based organizations are nonprofit groups that work at a local level to improve life for residents. The focus is to build equality across society in all streams – quality of education, access to technology, access to spaces and information for the disabled and to provide services that impact barriers to workforce development. Through our partnership with the Working Cities Challenge, MGM Springfield will target populations within the low income residents of the city in the following areas, to conduct onsite career sessions and notify each entity of all job postings:

- Youth 18-24 with a HSD, GED or HiSET
- Adults 18-55+ without a HSD, GED or HiSET
- Adults 18-55+ living at or below poverty

AGENCY	TARGET POPULATION(S)	CAREER READINESS	FINANCIAL LITERACY	ADULT / YOUTH LITERACY
AISS (After Incarceration Support System)	Formerly incarcerated	x		
Annie's House MHA	Chronically homeless women			
Arise for Social Justice	Low income population			
Center for Human Development	Youth/adults	x	x	x
Dress for Success	Women			
Gandara Center	Ethnic Minorities with mental health disorders	x		x
Goodwill Industries	People with special needs and barriers to employment	x		
HAP Housing	Low income population	x	x	
Hartspring Foundation, Human Resources Foundation (Big Brothers Big Sisters of Hampden County)	At risk children			
Home City Housing	Low income/vulnerable population		x	x
Housing First Program (Springfield Housing Authority)	Low income population	x	x	x
Human Resource Unlimited	People with mental and physical disabilities/ disadvantaged population	x		
Human Resource Unlimited Move to Work	People with disabilities	x		
Human Resource Unlimited-Lighthouse	People with mental illness	x		x
Jump Start HCC	Unemployed/unskilled	x		

WORKFORCE DEVELOPMENT RESOURCES (CHART CONTINUED)



AGENCY	TARGET POPULATION(S)	CAREER READINESS	FINANCIAL LITERACY	ADULT / YOUTH LITERACY
Junior Achievement	Youth/adults	x	x	
Mass Rehab Commission	People with disabilities	x		
Mom Squad/Square One	Mothers who are homeless/at risk of homelessness	x		
New England Business Associates	Individuals with disabilities	x		
Scattered Sites Shelter/NEFWC	Homeless families	x		
Secure Jobs Connect	Homeless single mothers	x		
SMOC	Low income population/female ex-offenders	x		x
Soldier On	Veterans	x	x	
Spfld Housing Authority	Low income population	x	x	x
Springfield Family Support Program	Low income population			x
Springfield Partners for Community Action	Low income population		x	
Suit up Springfield	Young men	x		
Square One	Low income population	x		
Tech Foundry	Low income youth	x		
The Consortium-Bridging the Opportunity Gap	Young adults	x		
Training Resources of America	Youth/adults	x		x
Westover Job Corps Center	Low income youth	x		x
Work Opportunity Center	Individuals with disabilities	x		
YMCA of Greater Springfield	Youth/adults	x	x	
YWCA of Western MA	Low income women	x		x
Total Providing Services		28	9	11



TRAINING AND WORKFORCE OPTIONS (TWO)

A partnership with the two community colleges in the area: Holyoke Community College and Springfield Technical Community College

Programs | Services: Hospitality Courses, Certification Courses, Culinary Program, Workforce Development; ABE, ESOL, job readiness and a resource provider for SkillSmart

Nature of Relationship: Education Institution



NEW ENGLAND FARM WORKERS' COUNCIL

In addition to migrant and seasonal farm workers and their families, the agency serves inner-city, low-income groups, particularly Hispanic in western and north-central Massachusetts, central Connecticut, Rhode Island and southern New Hampshire

Programs | Services: Employment counseling, classroom training, Commercial Driver's License (CDL) training, job search assistance, job placement and on-the-job training

Nature of Relationship: Workforce Development



MASSACHUSETTS CASINO CAREER TRAINING INSTITUTE (MCCTI)

A partnership with the 14 community colleges in the Commonwealth; STCC and HCC are the leads for MGM Springfield

Programs | Services: Dealer School, Poker School, Surveillance School and a resource provider for SkillSmart

Nature of Relationship: Education Institution Collaboration



COMMONWEALTH OF MASSACHUSETTS

A partnership with educational institutions, service organizations and other businesses across Massachusetts to provide employment opportunities, placement, training and support to all residents and Veterans in need

Programs | Services: Employment resources, career development, funding and other assistance source of information

Nature of Relationship: Workforce Development

COMMUNITY WORKFORCE PARTNERSHIPS



FUTUREWORKS CAREER CENTER

A partnership with On The Job Training, the Workforce Training Fund and Workshare; amongst other local organizations including nonprofits, community colleges and governmental organizations

Programs | Services: Provide “soft skills” training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Springfield

Nature of Relationship: Promote the development of area Veterans and members of the western Massachusetts military community, and create a skilled and diverse workforce at MGM Springfield



WESTOVER JOB CORPS

Located in Chicopee, MA, Westover Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training

Programs | Services: The Job Corps program is authorized by Title I-C of the Workforce Investment Act of 1998 and has been reauthorized through WIOA. The Westover facility offers HiSET and high school diplomas in addition to training in the following trades and occupations:

- Carpentry
- Culinary Arts
- Electrical
- Office Administration
- Plumbing

Nature of Relationship: Training and education institution



CAREERPOINT

A partnership with Holyoke Community College

Programs | Services: Provide essential skills training to MGM Springfield candidates, pre-screen candidates for employment, partner in select MGM Springfield career events, particularly those in Holyoke

Nature of Relationship: Promote the development of a skilled and diverse workforce with access to a well-qualified and robust talent pool from Holyoke



COMMUNITY ENTERPRISES

Community Enterprises is a nonprofit in the area of Workforce Development. They help companies hire and retain qualified staff by connecting pre-screened applicants for direct hire or helping businesses to develop small groups sites.

Programs | Services: Develop Job Training and Placement Programs (JTTPs). JTTPs provide on-site, customized vocational training to workers with disabilities. These include soft skills training, Workforce Readiness Training, interview preparation and travel training.

Nature of Relationship: Workforce Development and Training

ADDITIONAL COMMUNITY PARTNERS



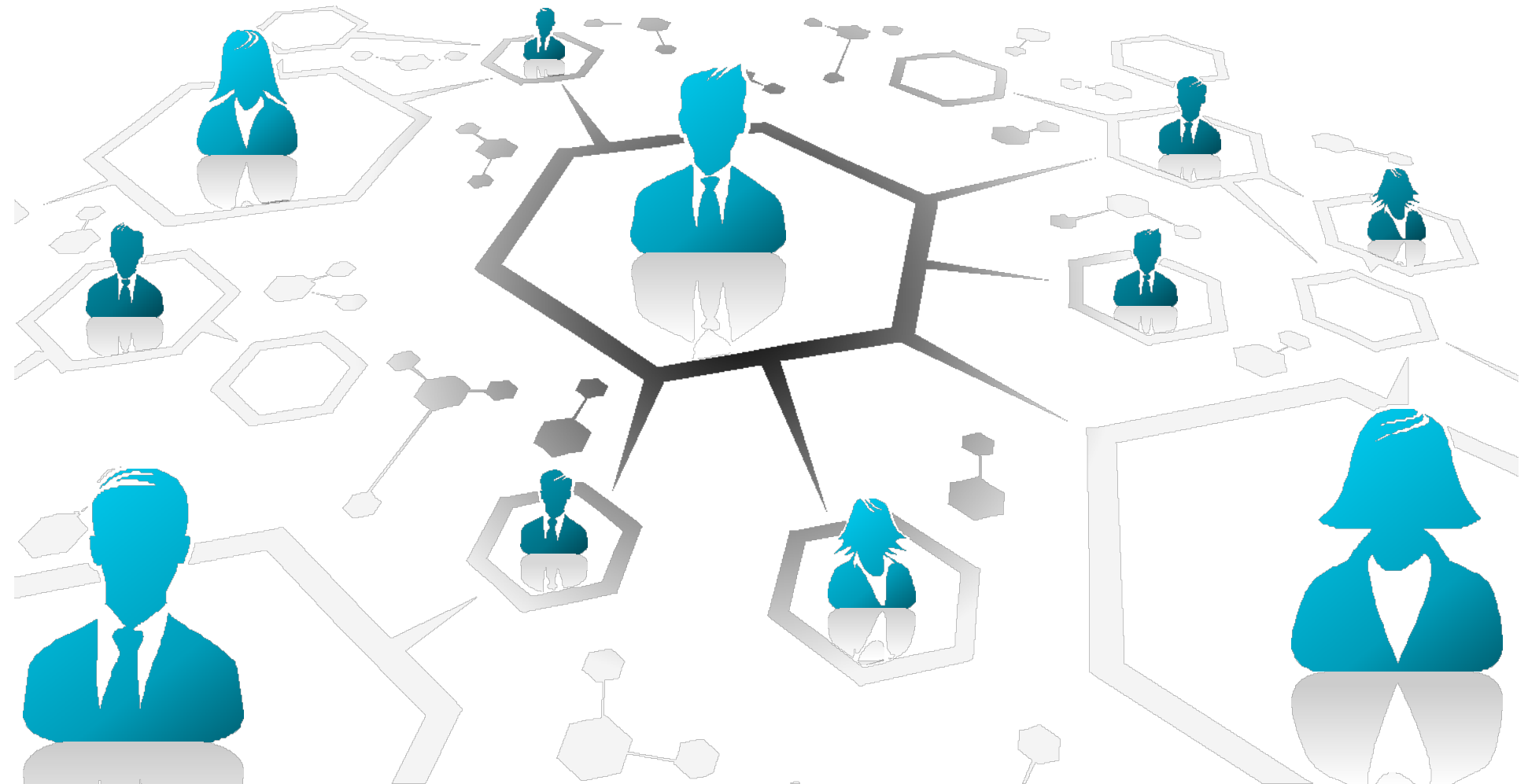
OVERVIEW

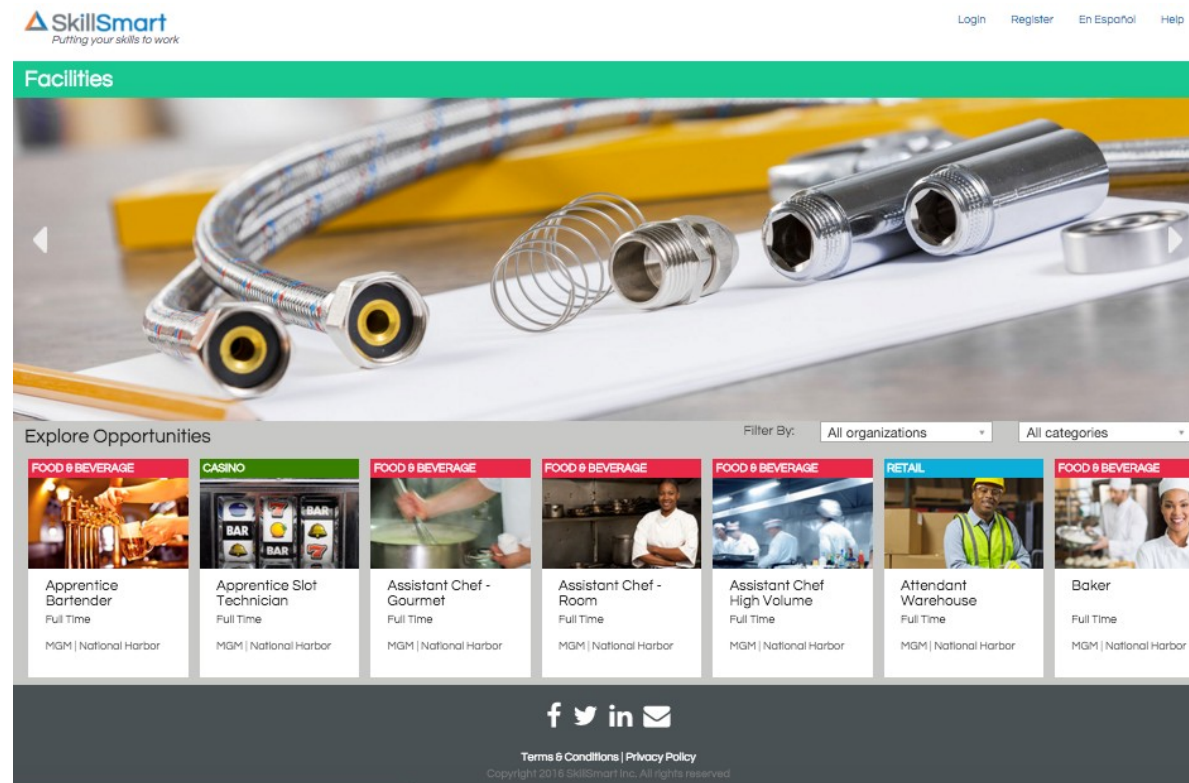
SkillSmart is a skills-based platform connecting the right talent to the right job. It transforms the interaction between employers and job seekers digitally, by working with employers to define the exact skills needed for success—and then matching those skills requirements with the best candidates. SkillSmart uses skills to empower individuals and employers to maximize their potential. Their process is anchored in understanding the skills that employers need. The system provides a platform where the skills needed for success in the workplace are readily identifiable. They increase transparency in the career development and job search process, enabling a market-oriented and demand-driven approach to hiring, education and training.

Together, these components make SkillSmart the smart way to finding the right fit, whether you're an employer, a job seeker or an educator.

MGM Springfield has joined with SkillSmart to help interested parties identify possible job types that might fit their skill sets and to identify training opportunities that might be of interest. In addition, SkillSmart will notify individuals who have built a skills profile within the system, of current MGM Springfield positions available.

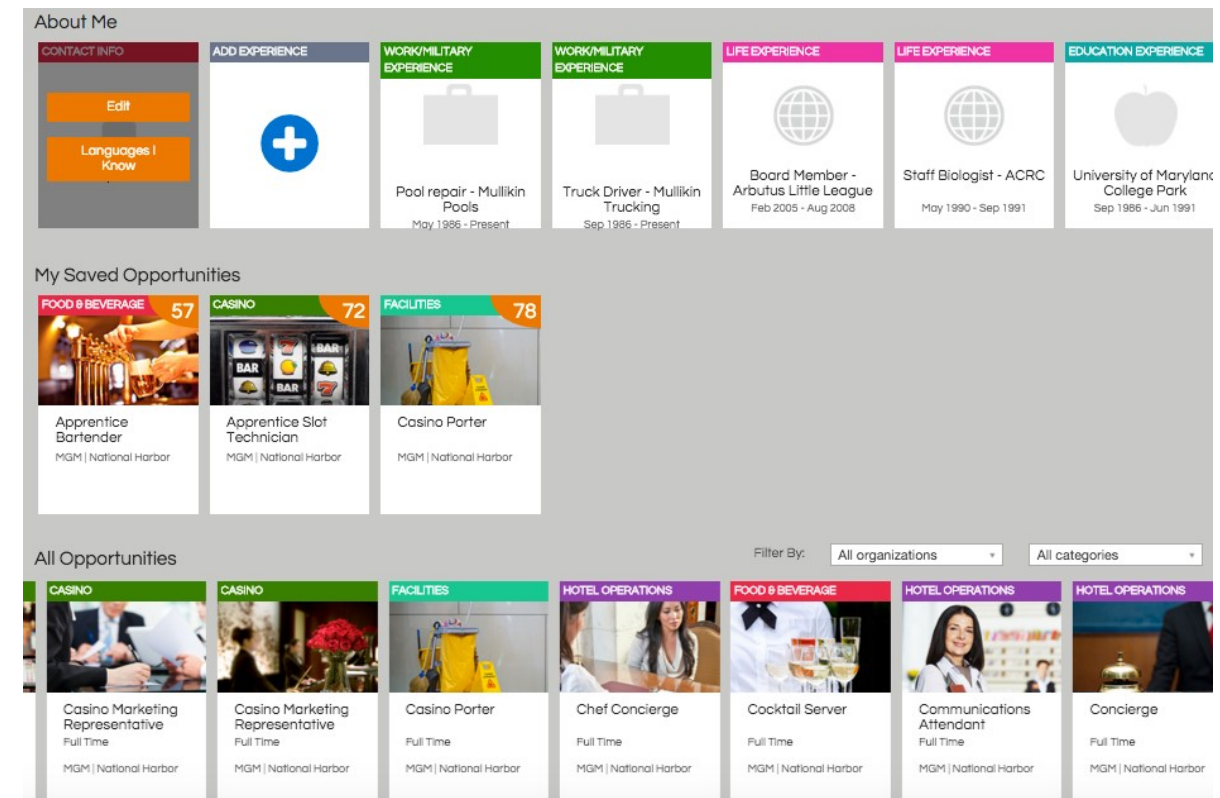
In cooperation with SkillSmart, MGM Springfield launched MGMSpringfieldcareerlaunch.com as our main skills-based platform for the property.





Landing Page

- Explore positions
- Register
- Convert to Spanish



User profile & 'Saved Ops'

- Input experiences
- Save op & receive a score
- Alert for prerequisites
- Explore opportunities
- Add language skills
- Add personal information

Day in the Life videos

Prerequisites 5 of 5

- ✓ Flexible Schedule
- ✓ High School Diploma or G.E.D.
- ✓ Maryland Gaming / Non-GamL...
- ✓ Minimum Age: 21
- ✓ Professional Appearance

Required Skills

- Basic Mechanical Aptl..
- Clean Work Area
- ✗ Cleaning Supplies a...
- ✗ Comply with Compa...
- Effective Communicat...
- ✗ Guest Service Orien...
- ✗ Inventory
- Plan and Prioritize Work
- Resolve Guest Challen...
- Safely Handle Biohaz...
- ✗ Safety Orientation
- ✗ Teamwork

MGM must have's

RETURN TO OVERVIEW
78

Casino Porter

MGM - National Harbor ⓘ

It is the responsibility of the Casino Porter to provide excellent guest service and create a safe and friendly environment for guests while establishing and maintaining the cleanliness of assigned areas in the Casino and public areas. All duties are to be performed in accordance with federal, state, local laws, regulations, and ordinances, as well as department and Company policies, practices, and procedures.

Prerequisite NEXT ▶

✓ Flexible Schedule

MGM Resorts is open 24 hours a day, every day of the year. You will be required to work some holidays, weekends or evenings.

I understand and I meet these requirements.

Desired & Required Skills

Skills Score

Required Skills

- Basic Mechanical Apt...
- Clean Work Area
- Cleaning Supplies a...
- Comply with Compa...
- Effective Communicat...
- Guest Service Orien...
- Inventory
- Plan and Prioritize Work
- Resolve Guest Challen...
- Safely Handle Biohaz...
- Safety Orientation
- Teamwork

Guest Service Orientation 78

Good customer service starts with the ability to provide excellent service to our guests and ensure their complete satisfaction. This includes greeting guests in a friendly and enthusiastic manner, anticipating and exceeding guest needs and preferences, and remaining professional when dealing with guests that are upset. You should learn the property features as well as highlights of the local area to ensure guests can maximize their experience.

Work/Military Experience ? Add New

I used Guest Service Orientation

- Line Cook - Chi Chi's Daily
- Select Experience

Life Experience ? Add New

I used Guest Service Orientation

- Select Activity

Education Experience ? Add New

I took one or more classes on Guest Service Orientation

- Select Education

Build my Skills ?

- Hotel And Resort Operations I
- Catering and Banquet Planning

Skills are validated by experiences...

- Work
- Military
- Life
- Education Courses
- Certifications
- Diplomas & Degrees

Factors for the algorithm are:

- How long ago was it?
- How long you did it?
- How often you did it?

Education & training from local and online providers is provided when & where available.

APPLICANT

j dill
 johnjydillow@gmail.com
 234-555-1212

APPLYING FOR

Casino Porter
 MGM National Harbor

Prerequisites

- ✓ Flexible Schedule
- ✓ High School Diploma or GED
- ✓ Maryland Gaming / Non-Gaming License
- ✓ Minimum Age 21
- ✓ Professional Appearance

Experience

- Conveyor - Mullin Pads 8/1986 - Present
- Truck Driver - Mullin Trucking 8/1986 - Present
- Inventory Manager - Atlas USA Logistics 2/2005 - 8/2009
- Shift Manager - AOC 8/1980 - 8/1991
- Academy Home (Baggy) - University of Maryland College Park 8/1985 - 8/1991
- Line Cook - CH/CH 8/1987 - 8/1991
- Captain - John Deere LTD 8/1982 - 12/1991

Required Skills

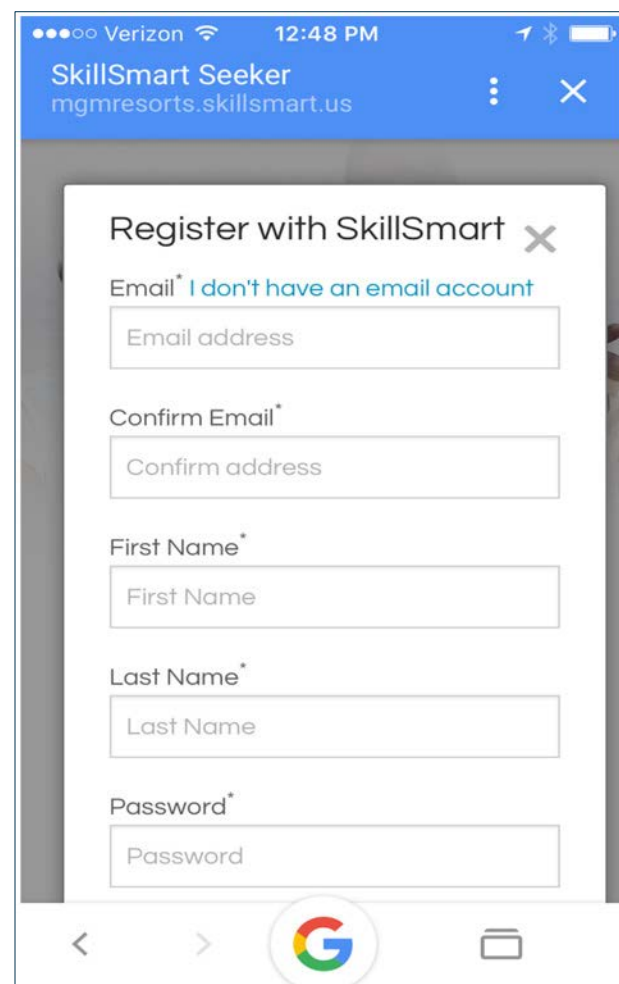
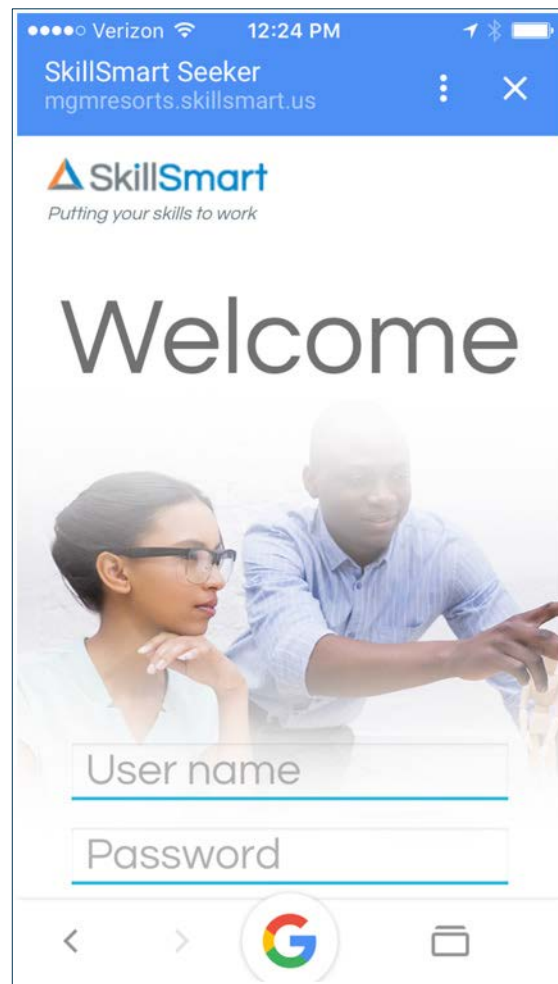
Reference	R1	R2	R3	R4	R5	R6
Basic Mechanical Aptitude	✓					✓
Clean Work Area	✓					✓
Cleaning Supplies and Chemicals	✓					✓
Comply with Company Policies		✓		✓		
Effective Communication	✓					✓
Guest Service Orientation						✓
Inventory	✓					✓
Plan and Prioritize Work	✓					✓
Resolve Guest Challenges	✓		✓			✓
Safely Handle Hazards			✓	✓		✓
Safety Orientation			✓	✓		✓
Teamwork						✓

References

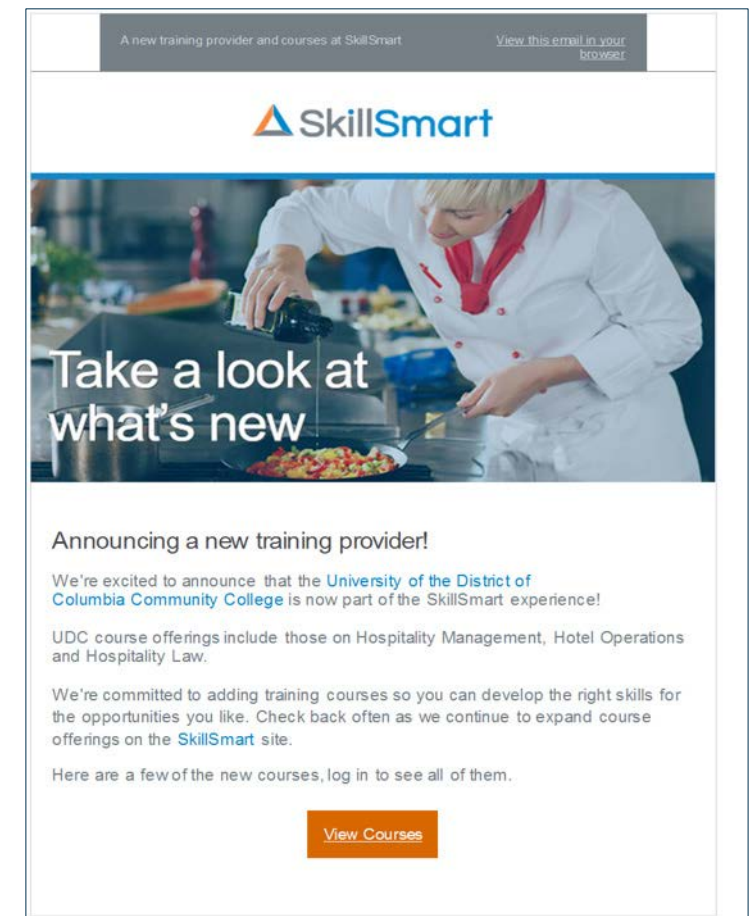
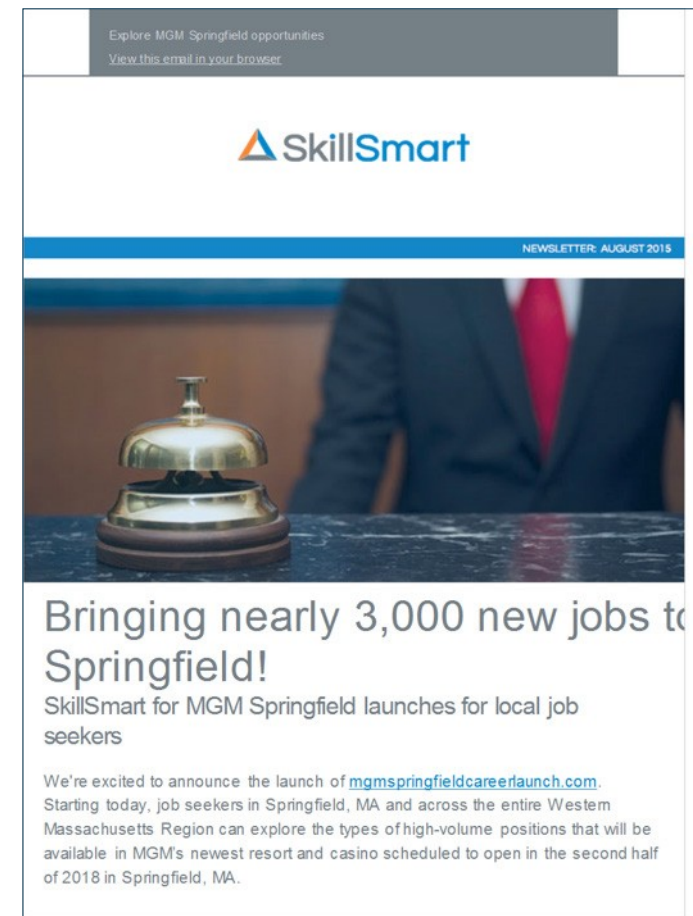
R1: Rose Mullin Aunt 234-499-0800 rm@gmail.com	R2: Mike Mullin Uncle 222-333-5555 mi@gmail.com	R3: Jeff Smith President 222-111-4444 jsmith@al.org	R4: Leo Francis Sr Director 222-333-5555 lfrancis@ac.org
R5: Mike Smith GM 555-222-1212 msmith@mac.com	R6: Wade Dillow Owner 333-444-5555 wd@d.com		

IN A QUICK OVERVIEW, ONE CAN SEE:

- Candidate contact info
- Military experience specific to a job
- Prerequisites met
- Skills met and at what level
- Skill validation type
- References



Mobile Ready



E-Notifications



RECRUITMENT STRATEGY



OVERVIEW

First and foremost, MGM Resorts has been the pioneer in diversity and inclusion in the gaming and hospitality industry since our voluntary adoption of our Diversity Initiative in 2000. MGM Resorts regards diversity as an essential business paradigm for success in the modern global economy. Hence, Diversity and Inclusion are the foundation of our culture of Integrity, Teamwork and Excellence. We have systematically incorporated diversity into our Company's value system, our organizational culture and our business operations, not as a matter of legal or governmental compulsion, but as a matter of progressive business policy.

We hire and maintain a diverse, multiracial and multicultural workforce which is reflective of our host communities and our customer base. We cultivate respect for the humanity and contributions of every individual employee because our employees are our lifeblood. We realize that, to achieve the highest level of performance of our teams, and to deliver genuinely superior service to our guests, we must motivate each employee to perform at their highest levels each and every day. We, therefore, foster an inclusive culture of excellence enterprise-wide aligned with our business mission – organized around universal employee engagement, individual responsibility, individual empowerment to express diverse opinions and perspectives, inspired leadership, consistent peak performance, team collaboration, innovation, accountability and, above all, positive recognition for a job well done. Diversity and Inclusion promote greater unity in our Company around a shared common vision in achieving our business mission. MGM Springfield will advance this business model and work culture.

DIVERSITY IN EMPLOYMENT AT MGM RESORTS

MGM Resorts is a majority minority company. In 2012, the enterprise-wide diversity profile of MGM Resorts was:

- Percentage of minority employees: 63.65%
- Percentage of women employees: 50.30%
- Percentage of minority managers: 38.17% of total 4,197 managers
- Percentage of women managers: 42.89%

MGM Resorts has maintained an over 30% representation of minorities in management and over 40% representation of women in management for the last five years. As a market leader in Diversity and Inclusion, in April 2013, MGM Resorts earned the No. 1 ranking on the "Top 10 Regional Companies" list compiled by DiversityInc, one of the nation's leading sources on diversity management. Additionally, DiversityInc recognized MGM Resorts as No. 8 on the "Top 10 Companies for Latinos." (DiversityInc's 300-field annual survey is divided into four equally weighted areas: CEO Commitment, Human Capital, Corporate and Organizational Communications and Supplier Diversity.)

MGM Springfield is committed to creating a workforce that is reflective of the local community and the region. MGM Springfield will employ many strategies to attract and retain diverse employment segments including minorities, women, Veterans and persons with disabilities. MGM Springfield will embrace equal employment opportunity,

Reasonable efforts will be made to make employment promotional and application materials available in Spanish as well as English.

DIVERSITY GOALS DURING OPERATIONS

Pursuant to Exhibit C of the Host Community Agreement, beginning on the Operations Commencement and continuing throughout the Term:

MGM Springfield shall use its best efforts to strive to achieve labor participation goals for the utilization of City Residents so that: (a) no fewer than 35% of persons employed by MGM Springfield at the Project and any related facility will be City Residents; and (b) no more than 10% of its workforce will be residents from outside the region.

MGM Springfield shall use its best efforts to strive to achieve labor participation goals for the utilization of minority persons, women and Veterans so that: (a) no less than 50% of its workforce will be minority persons; (b) no less than 50% of its workforce will be women; and (c) no less than 2% of its workforce will be Veterans. These participation goals shall not be construed as quotas or set asides; rather, such participation goals will be used to measure the progress of MGM Springfield's equal opportunity, nondiscrimination and affirmative action program.

Please note that since signing the Community Host Agreement, MGM Springfield has held additional meetings with various Massachusetts Veteran advocacy and services groups, and believes that, with the assistance of such groups, we can increase our operations and procurement Veterans goal from 2% to 4%.



MGM Springfield will provide access to employment opportunities for the Project through a number of avenues including:

- Advertising through broadcast
- Print and social media
- Actively recruiting through Springfield community organizations
- Conducting community-based job fairs
- Promotions through regional employment boards
- Online application process

In addition, MGM Springfield will open an employment center approximately 12 months prior to the resort's opening. This employment center will serve as a one-stop location for applicants. Open positions will be posted along with job descriptions, including any certification requirements.

The employment center will be staffed by MGM Resorts Recruiters, assisted by our employment partners in the community (including FutureWorks, CareerPOINT, BerkshireWorks, staffing agencies and regional employment boards), to answer questions from applicants and assist them in finding training opportunities and employment preparation. Bilingual assistance will be available. The employment center will serve as an ongoing career fair/showcase, allowing potential applicants to receive employment assistance and coaching.

All positions will be posted on the MGM Springfield website. All open positions also will be sent to all of the regional employment partners, community-based organizations, colleges and universities, technical and vocational schools and staffing agencies for assistance in recruiting for these open positions. Priority interviewing will be given to applicants that come from our community employment partners and local educational institutions. Priority will be given to residents of the local community as well as the Western Massachusetts region in order to meet hiring commitments referred to above.

Applicants will be able to apply online and complete the online application and screening assessment at the employment center or by going on the Company's website from any (Internet-based) technology. Behavioral-based interviews will be used to ensure a fair and consistent process. After interviews are conducted during pre-opening hiring, drug testing will be completed on site by the approved provider.

Online background check paperwork will be completed along with any other licensing or certifications as required by the MGC or the Commonwealth of Massachusetts.

MGM Springfield will work to ensure that all processes that can be staffed and accommodated at the employment center will be done to ensure an efficient and convenient process for applicants.

RECRUITMENT STRATEGY

In order to meet our HCA requirements, we have developed a plan to include:

- Community outreach through career showcases and informational sessions (i.e. hospitality/gaming)
- Internal and external communications
- Advertising and social media



CAREER FAIRS



WEBSITE /
SOCIAL MEDIA



FORUMS / JOB
READINESS SESSIONS



ADVERTISING



CAREER CENTER



COMMUNITY

GENERAL RECRUITMENT

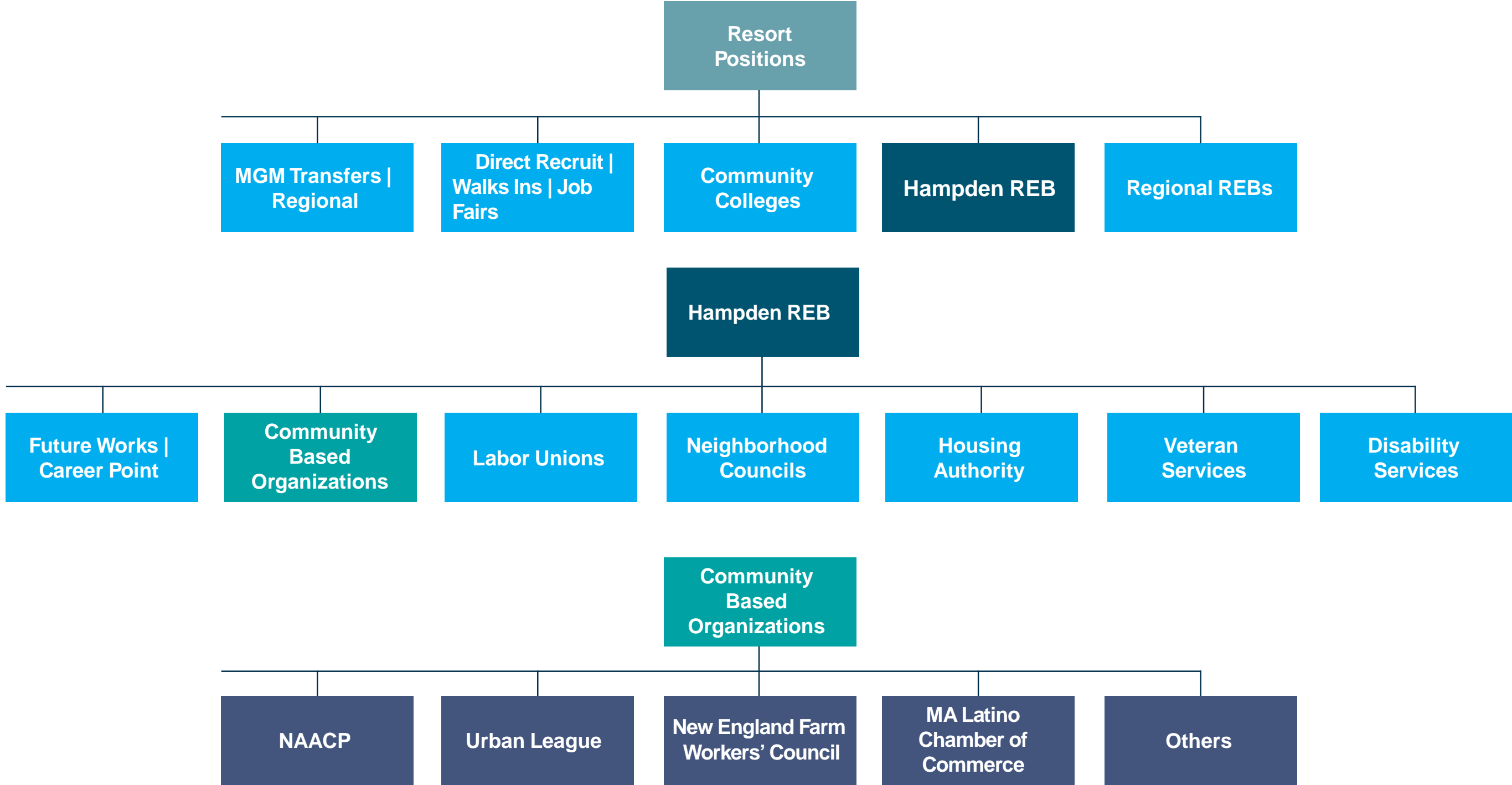
- Finalize Employee Forecast
- SkillSmart
(MGMSpringfieldcareerlaunch.com)
- Mass Hiring

MANAGEMENT TEAM RECRUITMENT

- Timeline
- Candidate Pools
- Outreach Initiatives
- Key Partners



SOURCING STRATEGY



OVERVIEW

All MGM Resorts properties have industry-leading hiring and training practices that promote the development of a skilled and diverse workforce. MGM Resorts offers numerous programs within our portfolio of properties to enable employees to gain the technical skills and leadership skills to grow their careers. MGM Springfield will offer the following means for its employees to advance their careers.

TRANSPARENT CAREER PATHS

At MGM Springfield, just like at all MGM Resorts properties, we will strive to showcase clear career paths so incoming employees can see from the beginning how their career can progress and what experience and skills they need to be promoted and grow in their career. Typical positions in a resort environment include roles in gaming, hotel operations and food and beverage. We have outlined some clear career paths that an entry-level employee could take in order to progress in their career.





Massachusetts Casino Career
Training Institute

MGM SPRINGFIELD | MCCTI GAMING SCHOOL

MGM Springfield in cross-collaboration with the Massachusetts Casino Career Training Institute (MCCTI) will run the MGM Springfield Gaming School slated to open in January 2018.

The following training programs will be offered within the school:

- Blackjack Dealer
- Poker Dealer
- Surveillance
- Cage Count
- Floor Supervisor





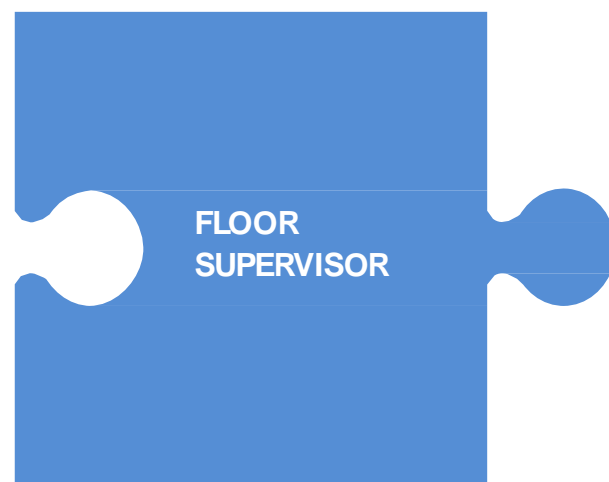
TABLE GAMES CAREER PATH

- Typically, a Table Games employee will start as a Dealer after attending a Dealer's training course. MGM Springfield is committed to working with Massachusetts Casino Careers Training Institute (MCCTI) to make available training courses that will prepare applicants to be qualified for gaming positions at MGM Springfield.
- After two to five years as a Table Games Dealer, the next step is to go to a Floor Supervisor position, where the employee would also spend two to five years gaining experience watching and monitoring the game.
- The next step is to work as a Pit Manager/Back-Up Assistant Shift Manager, again for another two to five years. This helps gain experience monitoring several casino pits at one time.
- After this step the employee can move to an Assistant Shift Manager, then Shift Manager. Both positions require supervising an entire shift of Table Games employees and would require approximately two to five years of experience at this level.
- The next step is a Director of Table Games, who is responsible for the leadership of all Table Games employees, and if available, they can move to a Vice President of Table Games position after another two to five years. Generally, larger properties have a Vice President whereas smaller properties stay with a Director of Table Games.

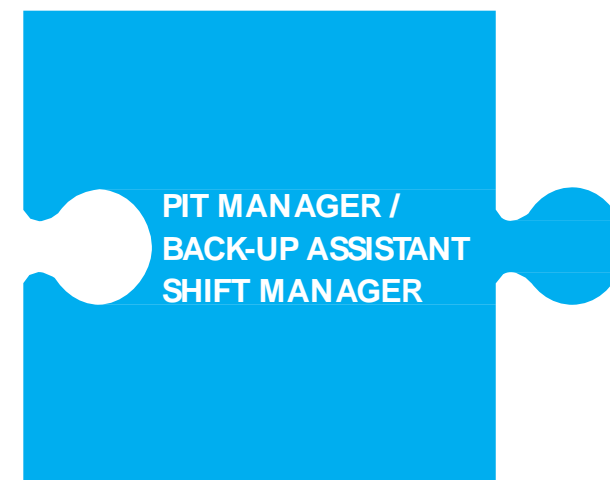
TABLE GAMES CAREER PATH



Typically, start as a Dealer after attending a Dealer's training course



After 2-5 years, the next step is to go to a Floor Supervisor, gaining experience watching/monitoring the game



Pit Manager/Back-Up Assistant Shift Manager, again 2-5 years; gaining experience monitoring several casino pits at one time



Requires supervising an entire shift of Table Games employees and would require 2-5 years of experience



CULINARY CAREER PATH

- A traditional career path in the culinary industry begins with a Cook position. MGM Springfield would work with local educational institutions, including Holyoke Community College, to make available culinary training and educational opportunities that would provide sufficient training to qualify a student to obtain a Cook's position at MGM Springfield upon completion.
- After serving approximately five years as a Cook, employees can move to the Master Cook position and after another two years they would qualify to be promoted to Sous Chef.
- Assistant Room Chef is next, which is the position of right hand to the Executive Room Chef. This position typically lasts three years.
- Executive Room Chef follows, with another three years of experience running a kitchen in a particular restaurant or outlet.
- This experience qualifies the employee to work as an Assistant Executive Chef, who helps in leading several restaurants and the culinary aspects of an entire food and beverage operation at a resort.
- After three to five years as an Assistant Executive Chef, this person would then be qualified to serve as an Executive Chef over all culinary operations at the resort level.

HOTEL OPERATIONS CAREER PATH

- To start a career in Hotel Operations as a Front Desk Agent, applicants would need to have guest service and cash handling skills. MGM Springfield will be working with local educational institutions to provide basic skills training to prepare applicants for entry-level positions such as this. Particular software knowledge can be taught on the job. This position would last for two to three years.
- The next step would be to move to Relief Administrative Assistant, Lobby Ambassador or Relief Rooms Coordinator. All of these positions require customer service experience and the ability to resolve guest and employee issues, along with a deeper knowledge of Company policies. These positions would last another two years or more. At this point the employee should start acquiring supervisory skills and developing their ability to lead people and teams.
- Moving to a Relief Assistant Front Desk Manager or Assistant Front Desk Manager is next. This requires the employee to take on a leadership role and learn to manage people, shifts and hotel inventory. The employee also would be required to resolve major guest concerns and make financial decisions.
- In order to become a Director of Front Office, employees need to acquire leadership experience in other areas of Hotel Operations. For example, Assistant Front Desk Managers could move to Executive Housekeeper positions, where they would learn that aspect of the business and hone their leadership skills. Other positions that would provide leadership experience might include Executive Meetings Manager and Guest Relations.
- After approximately one to two years working in these areas, the employee would be ready to take on the Director of Front Office position, which could lead to Director and VP of Hotel Operations positions.





HIRING PLAN



HIRING PLAN



Join our talented team

MGM Springfield will bring a host of career opportunities, from entry level, to management positions, with the majority of those jobs going to local residents from in and around the City of Springfield and the Region.

To bring our resort to life, we're going to need front desk agents, restaurant managers, table games dealers, engineers, food servers, security team members, and that's just to name a few!

And we mean careers - not just jobs. The first job you get at Springfield is not likely to be your last, because joining a team as large and diverse as MGM Resorts means exponential opportunities for promotion and advancement.

Congratulations on taking your first step towards a new career! It's not work if you love what you do!

MGM SPRINGFIELD CAREERLAUNCH



Position Posted Online March to July

Hotel Operations

Hotel Operations Manager
Front Desk Agent
Hotel Revenue Manager
PBX Operator
Bell Supervisor
Bell Person
Door Person
Valet Assistant Manager
Housekeeping Director
Housekeeping Floor Supervisor
Guest Room Attendant
Uniform Attendant
Spa | Salon Attendant

Position Posted Online March & August

Security & Surveillance

Security Shift Supervisor
Security Officer
Safety Manager
Surveillance Supervisor
Surveillance Operator
Lost & Found Clerk

Position Posted Online April to August

Table Games

Casino Shift Manager
Table Games Pit Manager
Floor Supervisor
Dealers
Cage Cashier | Shift Supervisor
Pit Clerk
Casino Credit Clerk
Pit Clerk
Count Team Supervisor
Count Team Member

Position Posted Online April to August

General & Administrative

HR Business Partner
Carpenter / Painter
Facilities Supervisor
Casino Porter
Utility Porter
Events | Communications Partner

Please note that this is not a complete list of positions that will be available at MGM Springfield. Positions may vary depending on need.

Position Posted Online March to July

Food & Beverage

Pastry Chef
Sous Chef
Head Butcher/Butcher Steward
Restaurant General Manager
Host Person
Food Server
Cook/Cook's Helper
Pantry Person / Kitchen Worker
Beverage Manager
Bartender / Bar back
Cocktail Server
Convention Services
Cashier
National Sales Manager
Manager | Coordinator Sales

Position Posted Online May to August

Slot Operations

Slots Shift Manager
Slots Assistant Shift Manager
Slots Guest Services
Representatives
Lead Slot Technician

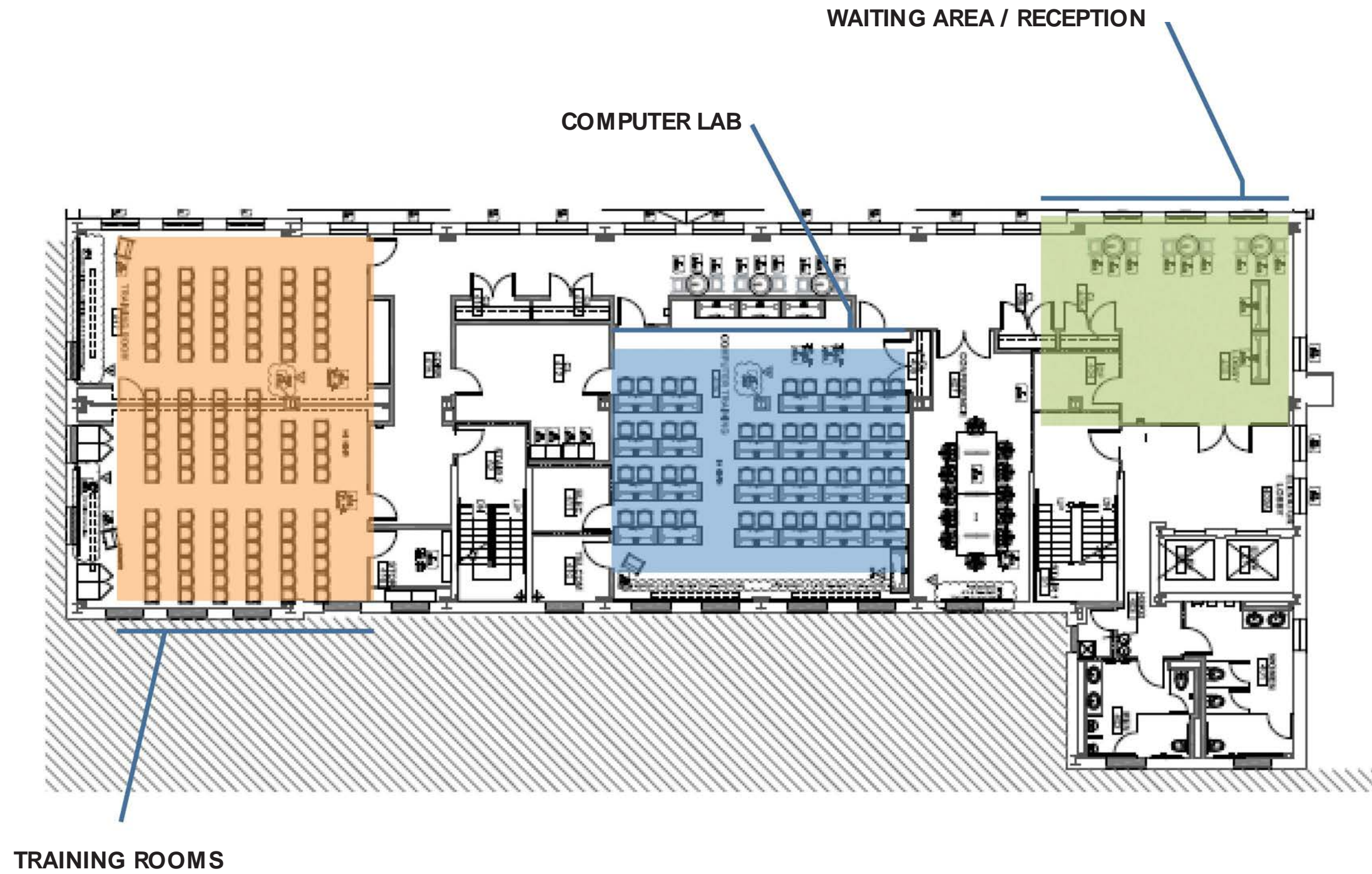
MGM Springfield will attract and retain high-quality employees. Our team will be working diligently to hire thousands of employees before our projected opening date of September 2018.

MGM SPRINGFIELD EMPLOYMENT CENTER

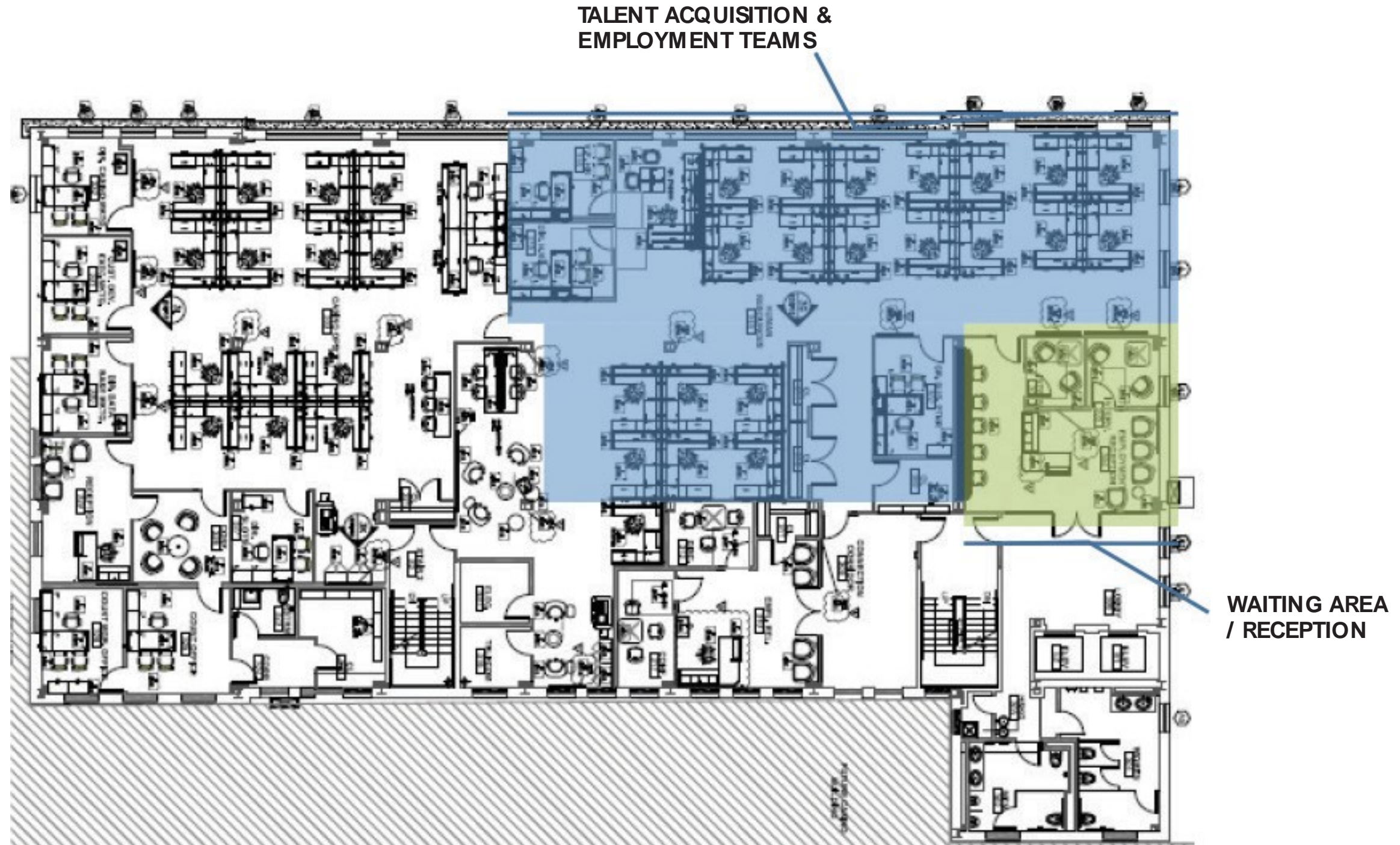


The MGM Springfield Employment Center will open in Q1 2018. The MGM Springfield Employment Center will be the hub for interviewing candidates and processing new MGM Springfield employees. In addition, computer resources will be available during predetermined time frames and Employment Representatives will be on hand to provide application support.

MGM SPRINGFIELD EMPLOYMENT CENTER



MGM SPRINGFIELD HUMAN RESOURCES





Ready to apply?

Check out our current available or career opportunities at mgmresortscareers.com
Click on **Search All Jobs**
Browse through our **Popular Jobs**.

I applied. What happens next?

1 Application submitted.

Thank you for your interest! We have received your application and are reviewing your experience and qualifications.



2 Check your inbox.

Please check your email for information on the next steps in the selection process. **If you did not receive any of our emails, please check your spam folder.**



3 Depending on the position you applied to, you may or may not:



Get an online assessment from **APT Metrics**.

or



Get invited to take a video interview from **HireVue**.

or



Receive a phone call to discuss the position and be invited for a face-to-face interview.

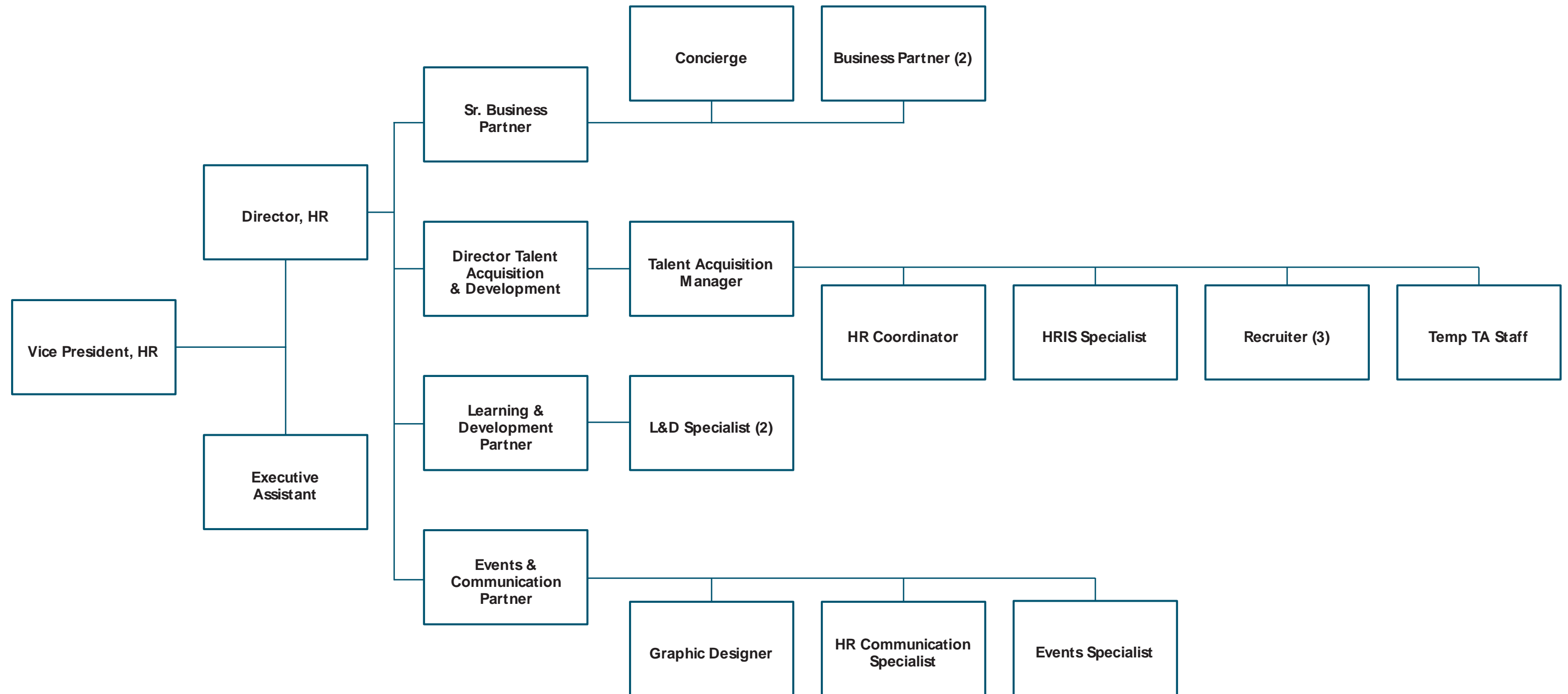
Not sure what's happening with your application?

Log in to your account at mgmresortscareers.com. Click on **Search All Jobs** and sign in to check your status.

Sign In



HUMAN RESOURCES ORGANIZATION CHART





TRAINING PLAN



THE STRATEGY

Based on hiring and onboarding timelines, an overall training plan strategy will be developed with a subsequent timeline.

Three distinct stages will be developed and implemented for MGM Springfield; they include:

Stage 1 | Evaluate Training Needs

Stage 2 | Development

Stage 3 | Delivery





STAGE 1 / EVALUATE TRAINING NEEDS

- Select a Training Program
- Identify Additional Courses for Workforce Skill Gaps
- Consult with Property Leaders on Department Needs and Expectations
- Outline Training Space & Logistics

STAGE 2 / DEVELOPMENT

- Train-the-Trainer
- Train-the-Trainer Sessions for Supervisor+
- Integrate Guest Service Standards and Property Branding
- New Leader Onboarding
- Update New Hire Orientation
- Train HR Task Force Team
- Train Property Tour Ambassadors

STAGE 3 / DELIVERY

- Launch New Leader Onboarding Training for Supervisor+
- Launch Updated New Hire Orientation
- Coordinate Property Tours
- Deploy HR Task Force Team

TRAINING PLAN TRACKING



TASK	DESCRIPTION	OWNER(S)	DATE TO COMPLETE
Finalize Department Training	<ul style="list-style-type: none"> Each department will finalize Foundations SOPs and be trained how to use the SOPs to maintain property and guest service standards Departments to complete their SOPs to use as employees are onboarded 	HR L&D Division Training Managers	TBD
Curriculum Development	<ul style="list-style-type: none"> Create an updated New Hire Orientation class PowerPoint, Facilitator Guide and Participant Guide (two-day curriculum) Create a three-day New Leader Onboarding for all Supervisors+. This includes PowerPoints, Facilitator Guides and Participant Guides 	HR L&D MGM Resorts University	TBD
Guest Service	<ul style="list-style-type: none"> Incorporate into all HR trainings (NHO, NLO, etc.) New Hire Orientation will review: Luxury Service, Verbiage, Professional Appearance, Service Recovery, GEM/TripAdvisor/Internal Shops, Creating Memorable Experiences 	MGMRI HR L&D	TBD
Countdown Training Calendars	<ul style="list-style-type: none"> Collect plans from departments to identify all department trainings and re-evaluate possible financial savings with onboarding dates in Training Matrix Spreadsheet Account for vendors, equipment, spacing and trainers 	HR L&D DTMs Departments	TBD
Logistics Plan	<ul style="list-style-type: none"> Intake requests for training space from departments Evaluate training space on property and assist departments with special requests (if possible) 	HR L&D	TBD
Task Force Members	<ul style="list-style-type: none"> Schedule training for all Members in Las Vegas prior to arriving at MGM Springfield Deploy HR Task Force Team beginning late June through Opening to assist with NHO and NLO 	HR L&D	TBD
Property Tours	<ul style="list-style-type: none"> HR will coordinate times and groups to tour the FOH and BOH areas 	HR L&D Marketing Hotel Sales	TBD
Pep Rally	<ul style="list-style-type: none"> Within one – two weeks prior to Opening, we will come together as One Game-Changing team to build excitement, energy and pride This will include our Property Leaders and possible entertainment for one hour 	HR Events & Communications Marketing	TBD

TRAINING PLAN TIMELINE



	STAGE 1: EVALUATE TRAINING NEEDS			STAGE 2: DEVELOPMENT				STAGE 3: DELIVERY			
	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	
Department Training	SELECT TRAINING METHOD		UPDATE SOPS	DEPARTMENT SOP UPDATE COMPLETE			LAUNCH TTT (SUPV+)		TRAIN HR TASK FORCE FACILITATORS		
New Hire Orientation	IDENTIFY WORKFORCE SKILLS GAPS		BUILD ORIENTATION CURRICULUM			IMPLEMENT TRAINING		TRAIN HR TASK FORCE FACILITATORS	MULTIPLE CLASSES / WEEK		
New Leader Onboarding		IDENTIFY CONTENT TOPICS		BUILD WORKSHOP CURRICULUM		LAUNCH SUPV+					
Task Force (Divisional & HR)	LAUNCH SELECTION PROCESS		FINALIZE LIST						DEPLOY FACILITATORS		
Logistics		OUTREACH TO CBOS		RESERVE SPACE					USE PROPERTY TRAINING ROOMS, BALLROOM		

TRAINING PRACTICES



MGM Springfield is committed to providing a training curriculum and an employee relations plan that will set the standard in the hospitality and gaming industry. These elements will set the foundation for the success of our employees and establish a competitive edge in the industry. Best practices from existing MGM Resorts properties in Las Vegas, Michigan, Maryland and Mississippi will be the basis for development of these training activities.

The training and development goals of MGM Springfield will be to provide learning experiences that contribute to the overall goals of the Company, to enable employees to function successfully in their positions and to prepare employees to advance within the Company.

MGM Springfield will partner with the Massachusetts Casino Careers Training Institute and other local educational institutions to develop and implement training programs for employees and individuals seeking employment with MGM Springfield. Our industry-leading training will be designed to provide learning in several phases:

- Pre-Employment
- Post-Employment
- Ongoing Training
- Career Development



KEY HIRES 2017





The following key hires will occur in 2017 (not inclusive):

- VP Facility
- VP Human Resources
- Director Talent Acquisition
- VP Food & Beverage
- VP National Marketing
- Director Compliance
- VP Slot Operations
- VP Table Games
- Executive Director Security
- Executive Director Hotel



MASTER TIMELINE



MASTER TIMELINE



	March '17	April '17	May '17	June '17	July '17	August '17	September '17	October '17	November '17	December '17	January '18	February '18	March '18	April '18	May '18	June '18	July '18	August '18	September '18	
	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	0	
Management Recruitment	Active	Active	Active	Active	Active	Active	Active													
Workforce Development	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Internal Communication				Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
External Communication							Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Gaming School Opens											Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Employment Center Opens											Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Mass Recruitment													Active	Active	Active	Active	Active	Active	Active	Active

MASTER TIMELINE



SUMMER 2017

MGM Resorts/ HCC Center for Hospitality and Culinary Arts at Holyoke Opens



SPRING 2018

Mass Hiring Events



SEPTEMBER 2018

Grand Opening



WINTER 2017

MGM / MCCTI Gaming School Opens
MGM Employment Center Opens



SUMMER 2018

Job Offers