

New Employees at Encore Boston Harbor: Survey Findings

Kazmiera Breest, Research Analyst
Rebecca Loveland, Sr. Research Manager
Economic and Public Policy Research
UMass Donahue Institute

Project Background: SEIGMA

- Since 2013, UMDI has monitored and reported on the economic and fiscal impacts of expanded gaming in Massachusetts as part of the SEIGMA team
- Through a variety of data collection activities, we observe and report on conditions at the Commonwealth's three casinos: Encore Boston Harbor, MGM Springfield and Plainridge Park Casino.
- Annual work includes :
 - Construction impacts
 - Economic impact topics
 - Lottery revenues
 - Real estate impacts
 - COVID-19 impacts
 - New Employee Survey

Project Background: Data Collection

- Examples of data collected for SEIGMA:
 - Operator data: Administrative data related to employees and vendor spending
 - Patron survey: Survey data collected from patrons who visited the casinos
 - New Employee survey: Survey data collected from new hires at the casinos

Studying the Workforce: New Employee Survey

- The purpose of this study is to understand how casino jobs fulfill workforce needs in the Commonwealth from the perspective of job seekers.
- The survey collects information that employee records do not, providing unique insight on the background of workers who were hired.
- This presentation summarizes results of the New Employee Survey administered at Encore Boston Harbor (EBH) between January 2019 and December 2021.

Survey Method

- The survey is given to newly hired workers while filing hiring paperwork.
- All employees hired between January 2019 and December 2021 were invited to take the survey, but not all employees elected to participate.
- The survey instrument has 55 questions which ask about previous, current and future residence, work experience, and other demographic information.

Survey Method

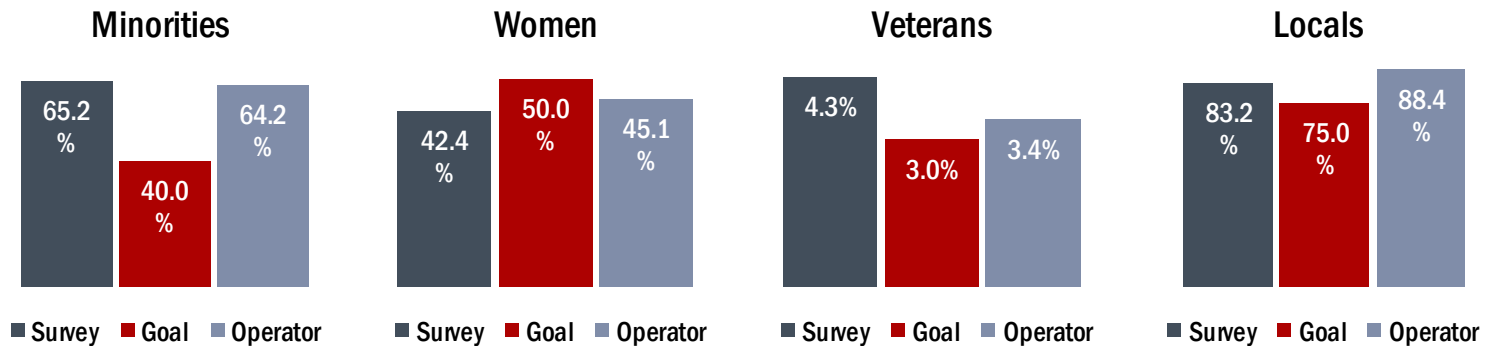
- The survey had an 86% completion rate during this period
 - 3,179 workers responded
 - 2,729 were valid and complete responses
- These 2,729 responses represent 37% of the 7,438 employee hires reported by the operator for the same period.
- The shares of race, gender, full-time status and department found in the survey are representative of the shares reported by EBH.

Note: the response rate for this survey was impacted by COVID shut-downs and furloughs.

Summary of Findings

The research team analyzed survey data across three broad areas:

- **New Hire Demographics:** The survey data portray a diverse workforce at EBH, heavily made up of people of color, local and long-term residents, and people born outside of the US.
- **New Hire Opportunities:** EBH has offered many of its workers improved pay, benefits, and full-time work compared to their past experiences.
- **New Hire Diversity:** EBH met and exceeded its hiring goals for Minorities, Veterans and Locals, falling just shy of its goal for Women.



Who Are EBH Workers?

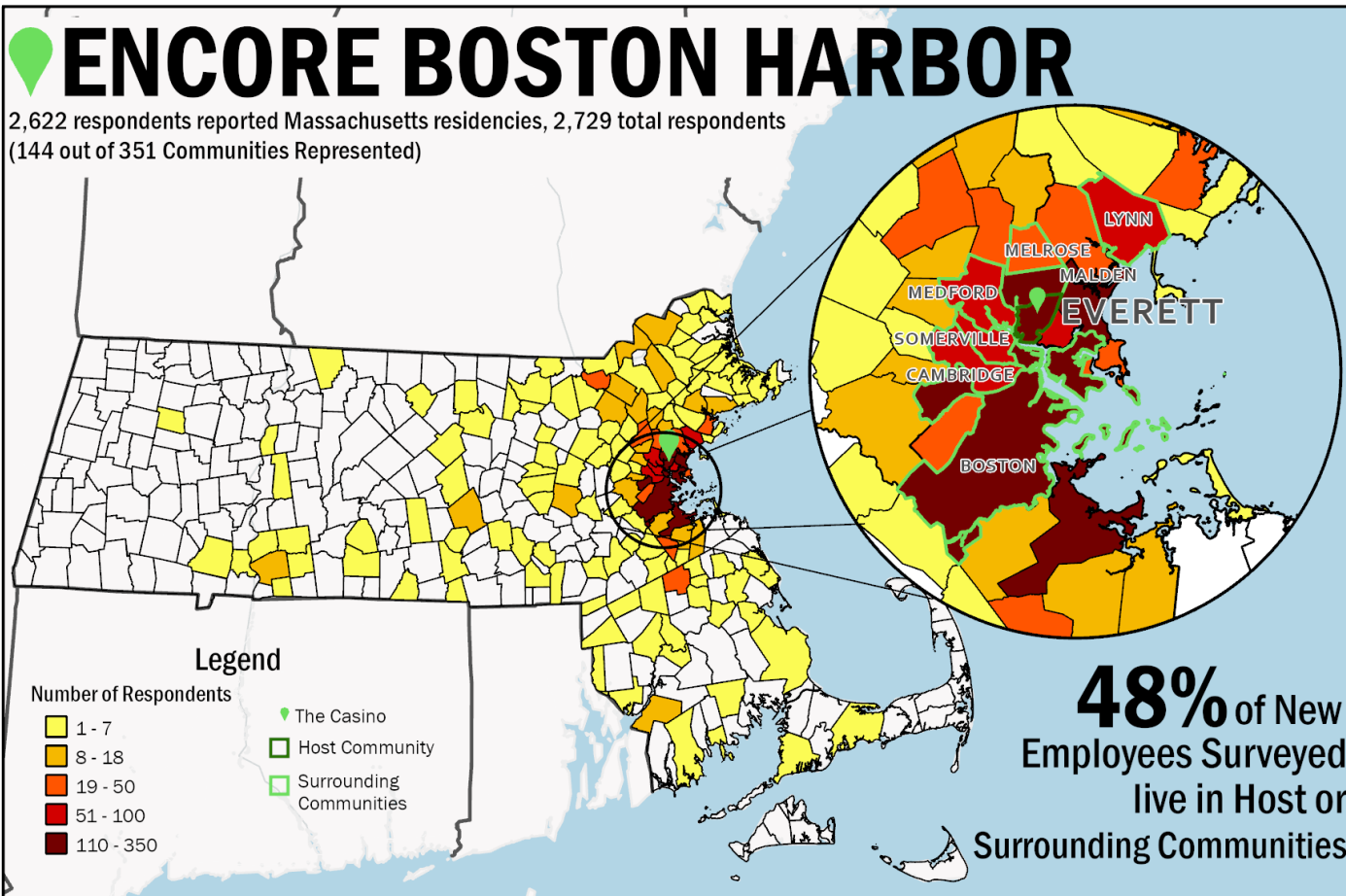


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Who are EBH Workers?

- Predominantly local and longer-term residents
- Mostly male and people of color
- Representative of Host and Surrounding Communities demographics
- Have diverse work backgrounds including previous unemployment and underemployment

Predominantly local and longer-term residents

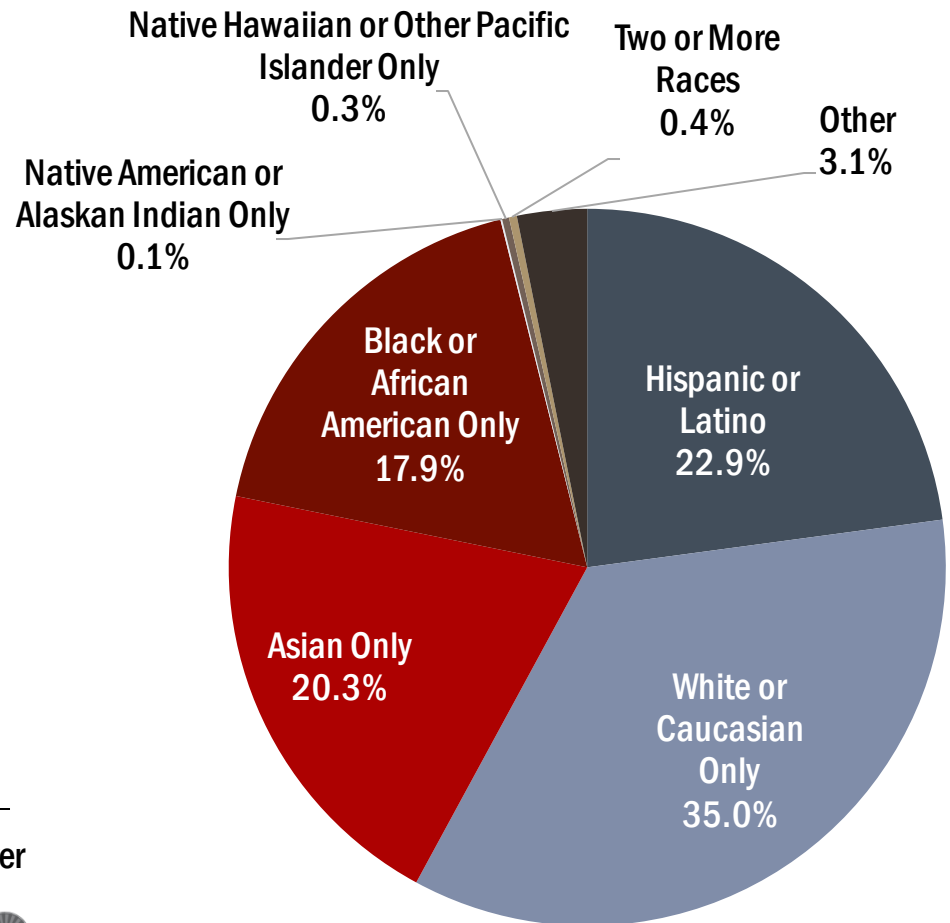
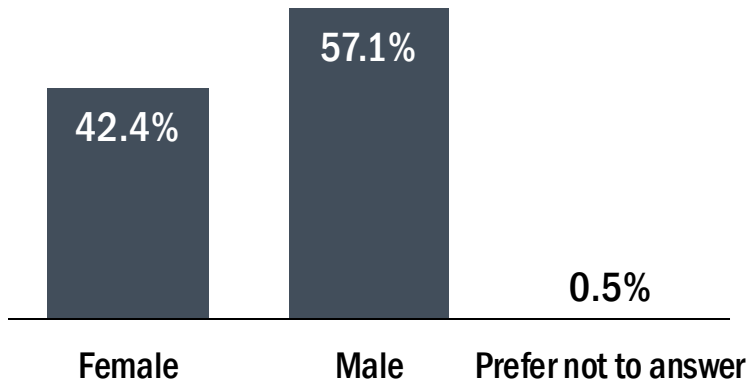


79% of workers surveyed have lived in the state for more than one year.

Mostly male and people of color

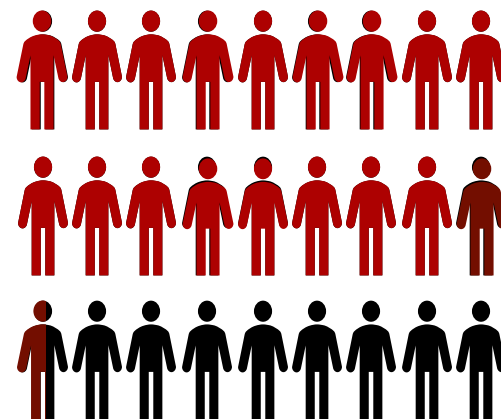
People of color make up **65%** of the workforce, with Asian, Black and Hispanic workers accounting for approximately **1/5** of the workforce each.

57.1% of the surveyed workforce identify as male.

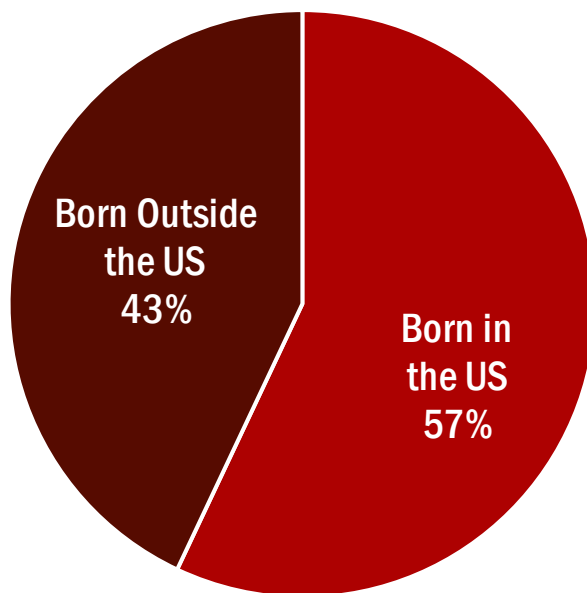


Representative of Host and Surrounding Community demographics

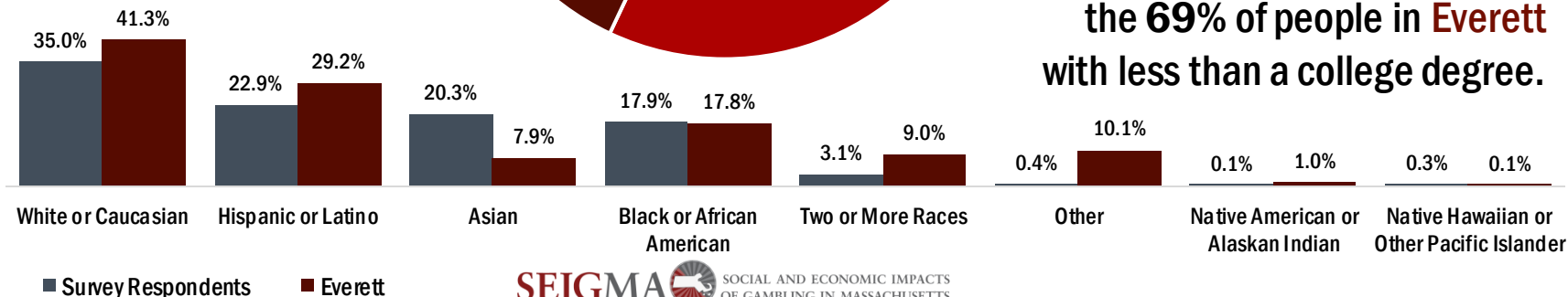
Nearly half (43%) of surveyed workers were born outside of the US, **proportional** to the foreign-born population in **Everett** (43%).



Race and Ethnicity shares are similar to that of **Everett**, though the survey respondents tended to be **less white** and **more Asian**.



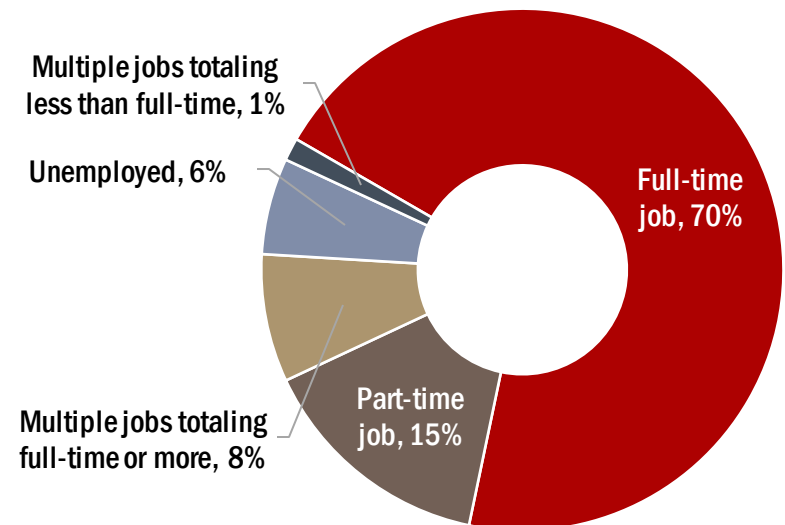
Nearly two thirds (63%) of surveyed workers have less than a college degree, reflective of the **69%** of people in **Everett** with less than a college degree.



Have diverse work backgrounds including previous unemployment and underemployment

Top 10 Previous Industries	n	%
Food Services	793	29.8%
Casino/gambling Industries	405	15.2%
Accommodations	199	7.5%
Retail	199	7.5%
Security Services	178	6.7%
Transportation and Warehousing	122	4.6%
Health Care	110	4.1%
Finance and Insurance	77	2.9%
None, this will be my first job.	64	2.4%
Construction	63	2.4%
All Other Industries	454	17.0%
Total	2,664	100.0%

The largest number of new employees came from backgrounds in Food Services **29.8%**



About **7%** or **200** respondents were previously unemployed or underemployed

What do Jobs at EBH offer Workers?

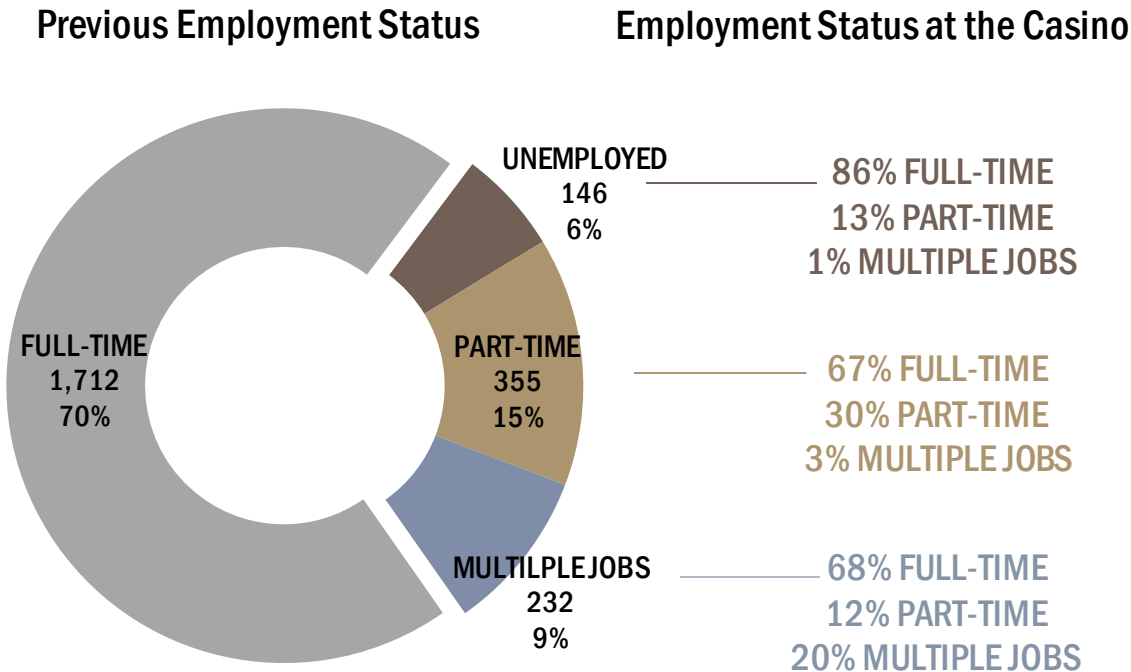


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What do Jobs at EBH offer Workers?

- Opportunities for stable and flexible work
- Potential for increased pay and improved benefits
- Career paths and training in the casino industry
- Improved opportunities for historically disadvantaged groups
 - Minorities
 - Women
 - Unemployed & underemployed

Opportunities for Stable & Flexible Work



79% of surveyed workers accepted full-time positions

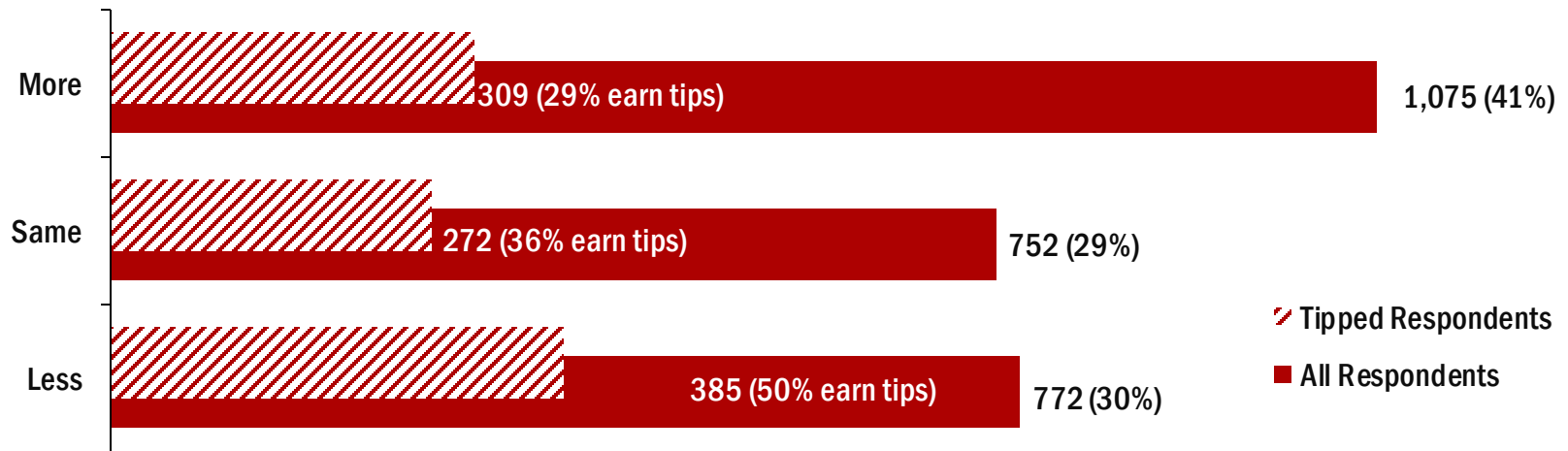
67% of former part-time workers (including those holding multiple jobs totaling less than full-time) found full-time jobs at EBH.

86% of those who were previously unemployed found full-time positions at EBH.

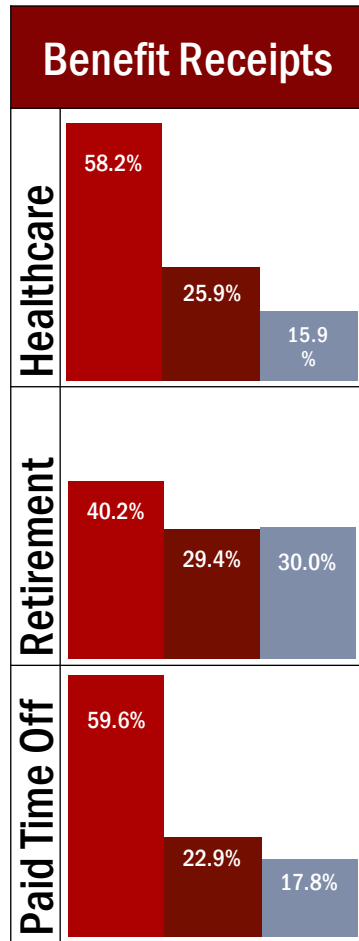
Potential for Increased Pay

41% of respondents say they will earn more income than they did at their previous job, and another **29%** expect to earn roughly the same.

Of the **30%** who expect to earn less income, half expect to earn tips as well. This is the highest proportion of tip earners, suggesting tips may counterbalance lower pay.



Potential for Improved Benefits



EBH offered some type of benefits package to **91%** of new workers such as healthcare benefits, retirement benefits, and paid time off.

A substantial number of surveyed workers expect to gain improved access to at least one benefit type at their new casino job—

23% expect to gain paid time off,

26% expect to gain health care benefits

29% expect to gain retirement benefits

Kept Benefits

New Benefits

Not Benefitted

Career Paths & Training Opportunities

Most newly hired casino workers are taking a casino job for the first time while approximately **1 in 5** are entering their new jobs with work experience in the casino industry.

65% of respondents indicated they chose to work at the casino for the opportunity of career advancement.

94% of workers reported being either somewhat or very interested in a career in the casino industry.

The plurality of respondents, **36.8%**, expressed interest in Casino Operations training

Casino Training Opportunities	n = 2581	%
Casino Operations	951	36.8%
Food and Beverage Operations	917	35.5%
Customer Service	608	23.6%
General Management, Supervisor	574	22.2%
Hotel and Facility Operations	412	16.0%
Security	381	14.8%
Finance and Administration	243	9.4%
Human Resources Administration	233	9.0%
Sales and Marketing	221	8.6%

Improved employment opportunities for historically disadvantaged groups

- There was relative parity across demographic groups among those who wanted a full-time job.
 - Male or White employees reported very slightly higher rates of full-time employment while female or Asian workers had slightly lower rates of full-time employment.
 - Black and Hispanic workers had a proportionate share of full-time jobs for those who sought one.
- Just over 41% of people of color and women respondents reported that they are expecting to make higher salaries than their most recent job, proportional to the survey population.
- Women, unemployed and underemployed workers, and minority workers, expected to receive or retain benefits at proportional rates to that of all respondents.

People
of Color

Women

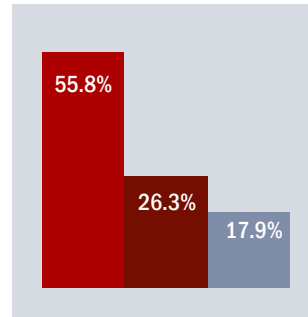
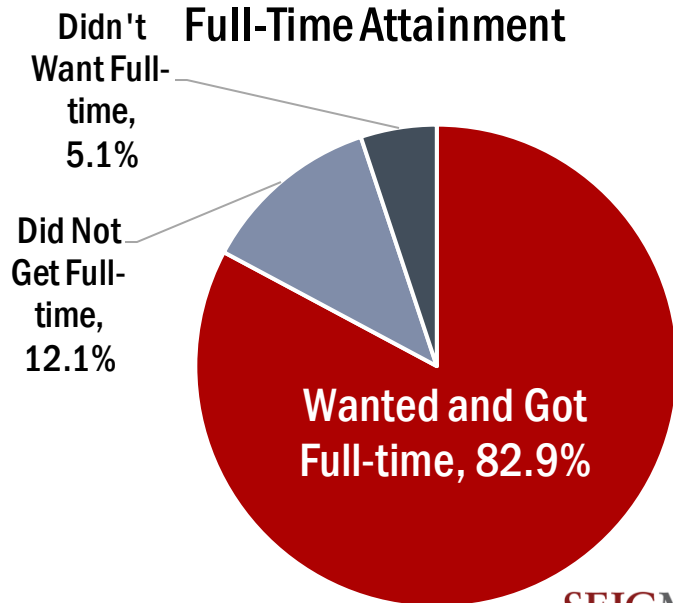
Under &
Unemployed

People of Color

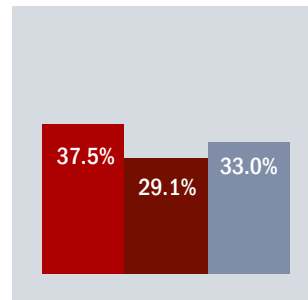
Salary and Income Change



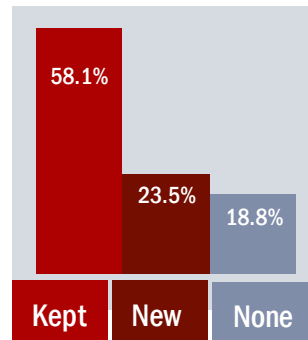
Full-Time Attainment



Healthcare



Retirement

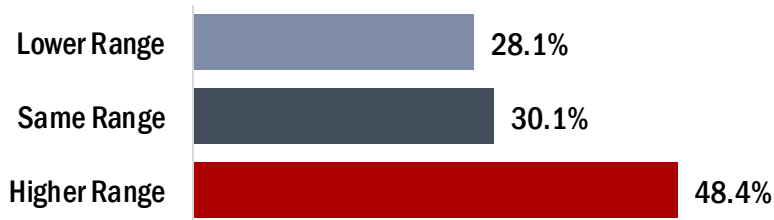


Paid Time Off

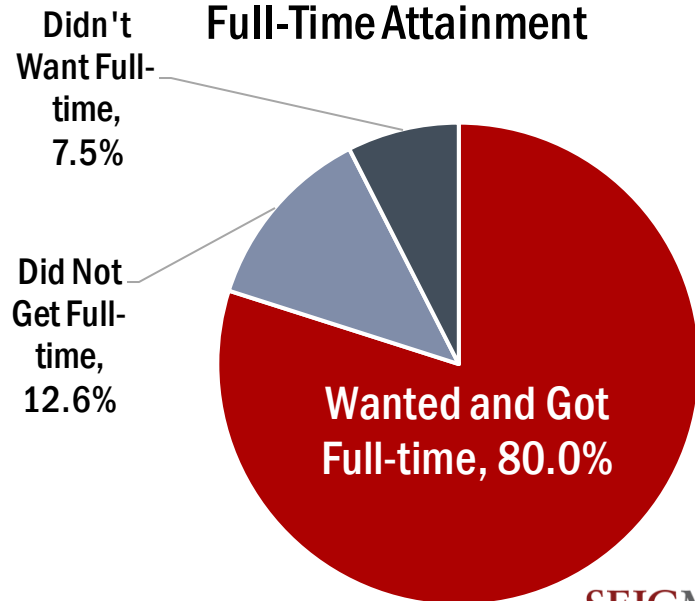
1,570 people of color,
65% of surveyed respondents.
 Hispanic **22.9%**,
 Asian **20.3%**,
 and Black **17.9%**
 workers were represented
 most in the
 survey

Women

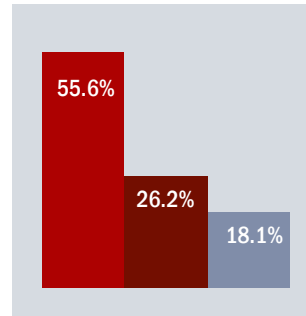
Salary and Income Change



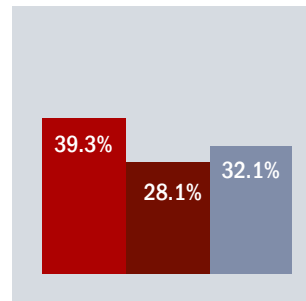
Full-Time Attainment



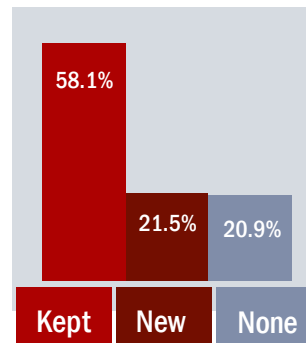
Healthcare



Retirement



Paid Time Off



1, 113
women,
42.4% of
surveyed
respondents.

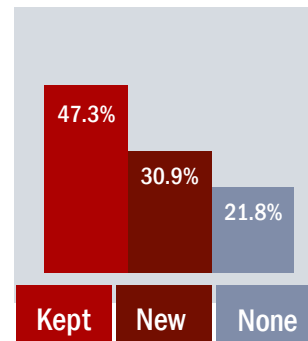
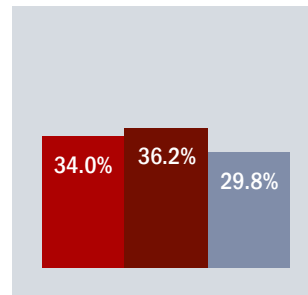
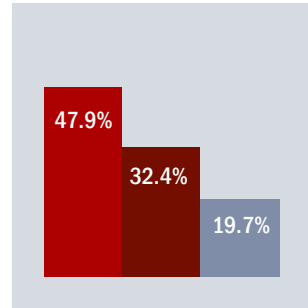
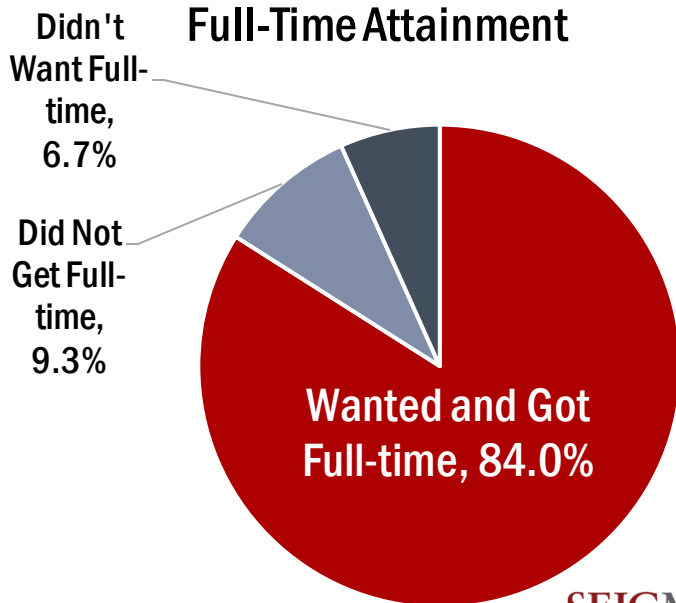
Unemployed & Underemployed

Findings

Salary and Income Change



Full-Time Attainment



Healthcare

Retirement

Paid Time Off

200 previously unemployed & underemployed, **7.4%** of surveyed respondents.

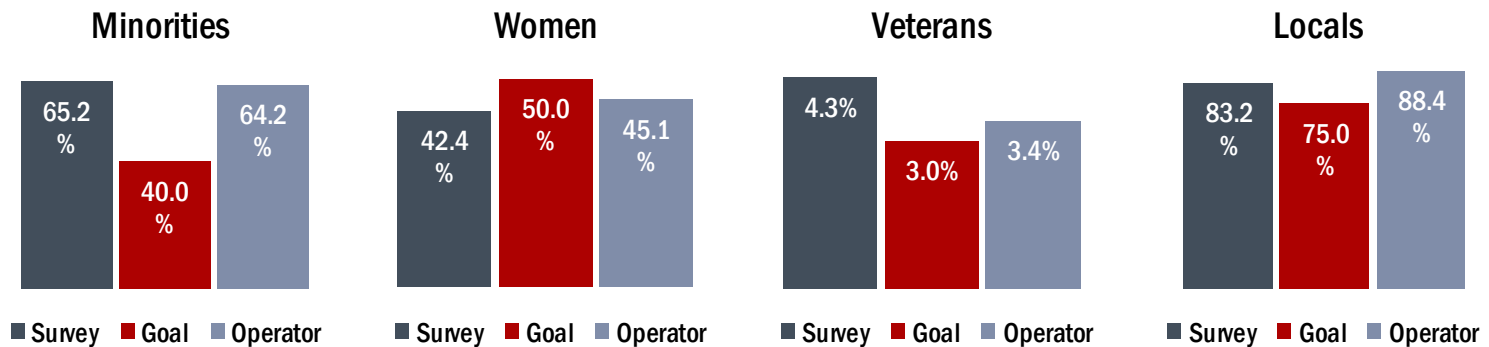
Conclusion



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Recap

- **New Hire Demographics:** The survey data portray a diverse workforce at EBH, heavily made up of people of color, local and long-term residents, and people born outside of the US.
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Next Steps

- Continued surveying of new employees at the casinos
- Further analysis of jobs and employment impacts across the casino industry
 - Plans to assess survey data in combination with administrative operator data

Thank You! Questions?

Kazmiera Breest, Research Analyst

kbreest@donahue.umass.edu

Rebecca Loveland, Sr. Research Manager

rloveland@donahue.umass.edu