



UNIVERSITY OF MASSACHUSETTS SCHOOL OF PUBLIC HEALTH AND HEALTH SCIENCES

New Employee Survey at Encore Boston Harbor

January 2019 through December 2021

Prepared by the UMass Donahue Institute's
Economic & Public Policy Research Group

September 2022

Project Staff

Kazmiera Breest, *Research Analyst*

Ellen Aron, *Research Associate*

Andrew Hall, *Senior Research Analyst*

Rebecca Loveland, *Senior Research Manager*

Unit Director

Mark Melnik, *Director of Economic & Public Health Policy*

Table of Contents

| | |
|--|-----|
| Figures and Tables | ii |
| Acknowledgements..... | iii |
| Executive Summary..... | iv |
| Introduction | 1 |
| Representativeness Assessment..... | 3 |
| Who are EBH new employees?..... | 6 |
| Geographic Origin | 7 |
| Past Experience and Future Aspirations | 9 |
| What do jobs at EBH offer workers?..... | 13 |
| Employment Status: Previous and Casino | 13 |
| Casino Employment: Other Outcomes | 15 |
| Findings across Demographic Groups of Interest..... | 17 |
| Conclusion..... | 21 |
| Technical Appendix..... | 22 |
| Appendix A: Methodology | 22 |
| Appendix B: Survey Result Tables..... | 25 |
| Appendix C: Survey Instrument | 40 |
| Appendix D: The Massachusetts Gaming Act - Employment Goals..... | 56 |

Figures and Tables

List of Figures

| | |
|---|----|
| Figure 1. Encore Boston Harbor location and host and surrounding communities | 2 |
| Figure 2. Diagram showing EBH survey dates, and the two primary data sets used in the analysis..... | 3 |
| Figure 3. Race and ethnicity: survey and administrative data..... | 4 |
| Figure 4. Gender & salary or hourly positions: survey and administrative data | 5 |
| Figure 5. Departmental proportions: survey and administrative data..... | 5 |
| Figure 6. Demographic proportions compared: operator goals, survey, and administrative data | 6 |
| Figure 7. Age range of surveyed EBH workers..... | 6 |
| Figure 8. Foreign-born and Veteran status of surveyed EBH workers..... | 7 |
| Figure 9. Map of home residences of surveyed EBH workers | 8 |
| Figure 10. Massachusetts residences of surveyed EBH workers | 9 |
| Figure 11. Educational attainment of surveyed EBH workers | 10 |
| Figure 12. Top 5 reasons for seeking casino job | 11 |
| Figure 13. Casino employment outcomes based on previous employment status..... | 14 |
| Figure 14. Casino employment outcomes across demographic groups..... | 15 |
| Figure 15. Income and tips: comparing previous and casino jobs..... | 16 |
| Figure 16. Receipt of benefits with casino job..... | 20 |

List of Tables

| | |
|--|----|
| Table 1. Type of job in most recent previous employment of surveyed EBH workers..... | 10 |
| Table 2. Industry of more recent previous job of surveyed EBH Workers | 11 |
| Table 3. Training obtained or interest in training by Casino Department..... | 12 |
| Table 4. Types of employment: comparing previous and casino jobs..... | 13 |
| Table 5. Salary or wage jobs: comparing previous and casino jobs..... | 16 |
| Table 6. Benefits offered by type: comparing previous and casino jobs..... | 17 |
| Table 7. Wage and salary income changes with casino job..... | 18 |
| Table 8. Attainment of full-time work with casino job | 18 |
| Table 9. Obtainment of benefits, previous jobs and casinos jobs | 19 |

Acknowledgements

Financial support for the Social and Economic Impacts of Gambling in Massachusetts (SEIGMA) study comes from the Massachusetts Gaming Commission. This multi-year project was competitively bid and awarded to the University of Massachusetts Amherst in April 2013. In June 2019, the Massachusetts Gaming Commission issued a subsequent Request for Response (BD-19-1068-1700-1-40973) for Research Services and the University of Massachusetts Amherst was awarded the contract effective January 2020.

We would like to thank Mark Vander Linden, Director of Research and Responsible Gaming at the Massachusetts Gaming Commission, whose leadership and research insights have contributed to our work. We would also like to thank Teresa Fiore and Marie-Claire Flores-Pajot at the Massachusetts Gaming Commission for helping us to acquire data critical to this report. Finally, we would like to express appreciation to Lisa McKenney at Plainridge Park Casino, Jacqui Krum at Encore Boston Harbor, and Daniel Miller at MGM Springfield, along with their Human Resources staff teams for managing the data collection process necessary to complete this project.

SUGGESTED CITATION:

Breest K, Aron E, Hall A. (2022). New Employee Survey at Encore Boston Harbor: January 2019 through December 2021. Hadley, MA: University of Massachusetts Donahue Institute, Economic and Public Policy Research Group.

A PDF OF THIS REPORT CAN BE DOWNLOADED AT: umass.edu/seigma/reports

Executive Summary

Through the establishment of the casino industry in Massachusetts, lawmakers provided avenues for the creation of new jobs, revenue, and economic growth in the state. The Social and Economic Impacts of Gambling in Massachusetts (SEIGMA) study, of which the Economic and Public Policy Research unit at the University of Massachusetts Donahue Institute (UMDI) is a part, strives to understand the impact of the casinos on the people and economy of the Commonwealth. The New Employee Survey was designed to gather information on work-related characteristics of new casino employees that could not be collected from any other source. The survey data can help workforce development providers and policy makers better understand the workforce at the Commonwealth's three casinos. This report summarizes the results of a New Employee survey administered by the Massachusetts Gaming Commission (MGC) to the incoming employees hired at Encore Boston Harbor (EBH).

For this report we analyzed new employee survey data collected at EBH from January 2019 to December 2021. The findings draw from a sample of all employees who elected to participate in the survey, capturing hires from pre-opening through two and a half years of operations after EBH opened its doors in June of 2019. It is important to note that this study was conducted before and throughout the COVID-19 pandemic. EBH opened for operation in June of 2019 until the government ordered all non-essential establishments to close on March 13, 2020. Following a three-month period of total shutdown, the casinos reopened in July 2020. Since then, they have continued to operate amid a shifting landscape of regulations and limitations.

To gain insight into how casino jobs meet the needs of workers, the survey asks new employees about their demographics, previous employment, residency, experience, and other economic measures. Analysis shows that casino employment has been serving several purposes for the Commonwealth's workers, including those who have been underemployed, younger workers, women, and workers of color. For many, casino employment is a way to leverage existing experience from other fields such as the food, retail, or hospitality industries and continue a career with the potential for growth. Casino hires also include the unemployed; new workers joining the workforce for the first time; retired individuals; and some workers needing non-traditional hours. Survey respondents report improved economic situations through increased income, access to benefits, and employment status, though there is still some unmet demand for full-time employment and higher pay.

What do jobs at EBH offer workers?

Stable and flexible work opportunities

- After being hired by the casino, 79 percent of new hires surveyed obtained one full-time job—up from approximately 70 percent of workers' who held one full-time job in their most recent work arrangement.
- One in four surveyed new employees who are taking full-time positions at the casino previously worked less than full-time.
- The majority of workers who wanted full-time work at the casino obtained it. Eighty-six percent of those who were previously unemployed found full-time positions at EBH. Sixty-seven percent of former part-time workers (including those holding multiple jobs totaling less than full-time) found full-time jobs at EBH.

- Nevertheless, there is still some unmet demand for full-time employment. For example, 63 percent of current part-time workers at EBH reported that they wanted to work full-time but did not obtain full-time jobs.
- Most new surveyed workers at EBH—nearly 83 percent of those surveyed—moved into hourly pay positions rather than salaried ones.

Increased pay and improved benefits as compared to their previous jobs

- Forty-one percent of respondents expect to earn more income than they did at their previous job, and another 29 percent expect to earn roughly the same.
- Of the 30 percent who expect to earn less salary and wage income, half expect to earn tips as well. The proportion of tip earners in this category is higher than among those who will be earning higher pay, suggesting that the chance to earn tips at the casino may counterbalance the prospect of lower base salary pay.
- Regardless of full-time status, EBH provided some type of benefits package to 91 percent of new workers such as healthcare benefits, retirement benefits, and paid time off.
- A large number of surveyed workers gained improved access to at least one benefit type with their new casino job—23 percent gained paid time off, 26 percent gained health care benefits, and 29 percent gained retirement benefits over their previous jobs.

Career potential and training opportunities in the casino industry

- When asked about the reason they chose to work at a casino, the primary answer—for 65 percent of respondents—was for the opportunity of career advancement.
- Ninety-four percent of workers reported being either somewhat or very interested in a career in the casino industry.
- Most newly hired casino workers are taking a casino job for the first time, while approximately one in five are entering their new jobs with work experience in the casino industry.

Employment for long-term and local residents

- Workers who are long-term residents of Massachusetts account for 79 percent of the surveyed workforce. The others (21 percent) moved to the state less than one year before hire.
- Eighty-six percent of survey respondents reported Massachusetts residencies at time of hire.
- Eighty percent of surveyed new employees report residencies within 30 miles of the casino.
- Forty-eight percent of all surveyed employees live in Host and Surrounding communities.
- Workers from 144 of the 351 municipalities across the state started new jobs at EBH.

Improved employment opportunities for historically disadvantaged groups

- White workers account for the largest share of surveyed workers (35 percent) while Asian workers make up the next-largest share (20 percent), followed by Hispanic or Latino workers (23 percent), and then Black workers (18 percent).
- Women make up under half (43 percent) of the surveyed workforce at EBH.
- A large proportion of surveyed EBH workers (43 percent) were born outside of the U.S.
- Workers of color represent 65 percent of survey respondents, and 70 percent of respondents who were working less than full-time at the casino.
- Just over 41 percent of minorities and women respondents, respectively, reported that they are expecting to make higher salaries than they did in their most recent job, at rates proportional to respondents as a whole.

- Women, unemployed and underemployed workers, and minority workers, received or retained benefits at proportional rates to that of all respondents.
- Unemployed and underemployed workers who wanted full-time positions were less likely to get full-time positions than other groups and all respondents.
- It appears that EBH's diversity hiring goals positively impacted the availability of full-time jobs; 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.

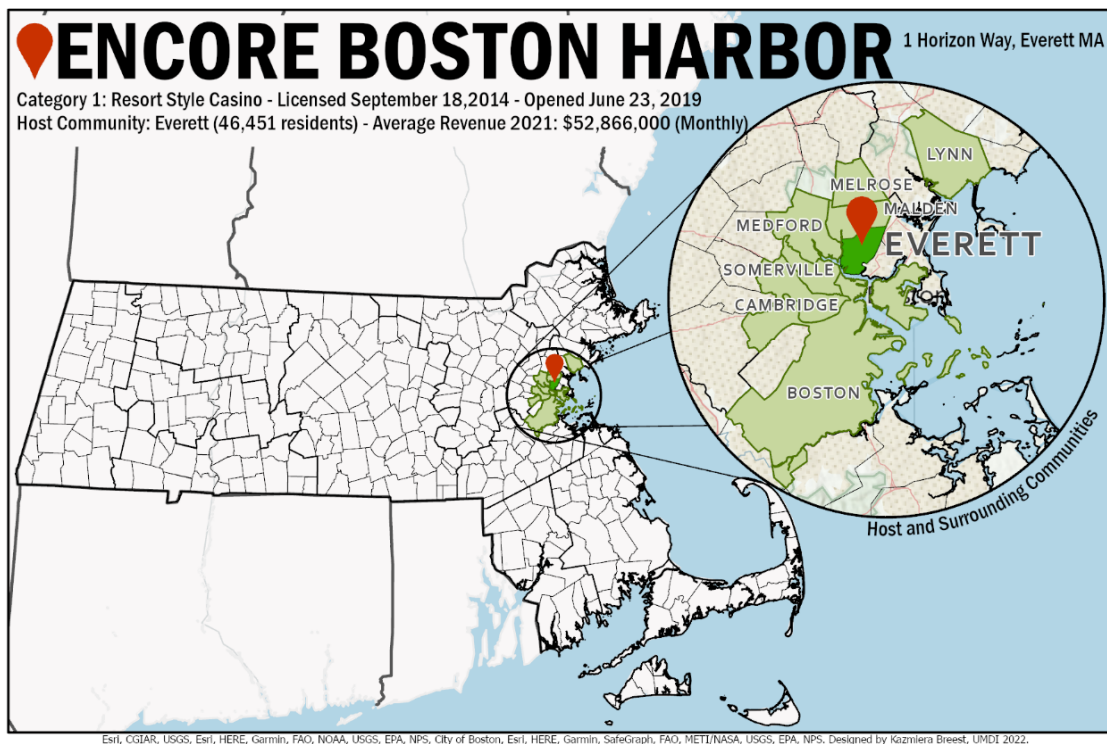
Introduction

Through the expansion of the casino industry in Massachusetts, lawmakers provided avenues for the creation of new jobs, revenue, and economic growth in the state. Their primary objective: creating a more diverse and skilled workforce, and providing opportunities for minority, women, and veteran-owned businesses, with hopes to ultimately enhance economic opportunity for all Massachusetts residents. But to what extent are the casinos fulfilling that promise?

The Economic and Public Policy Research (EPPR) team at the University of Massachusetts Donahue Institute (UMDI), as a part of the Social and Economic Impacts of Gambling in Massachusetts (SEIGMA) research team, is tasked with producing various analyses of economic and fiscal impacts in fulfillment of the MGC's research agenda and mandates. The goal of the New Employee study is to understand how casino jobs fulfill needs for work in the Commonwealth from the perspective of the job seekers themselves. The survey collects information that regular employee records do not, and, therefore, provides unique information on the workers who were hired. This report summarizes the results of the New Employee Survey administered at Encore Boston Harbor (EBH) between January 2019 and December 2021. The findings draw from a sample of all employees who elected to participate in the survey, capturing hires from pre-opening through two and a half years of operations after EBH opened its doors in June of 2019. This report summarizes the results of a New Employee survey administered by the Massachusetts Gaming Commission (MGC) to the incoming employees hired at EBH. As Figure 1 shows, EBH is located in the City of Everett, Massachusetts, near its official surrounding communities of Lynn, Melrose, Medford, Somerville, Cambridge and Boston proper.¹ For details about the study, methods, representativeness, results by question, and the survey instrument, please see the Technical Appendix located at the end of this report.

¹ A surrounding community is a municipality in proximity to a host community that the MGC determines is likely to experience impacts from the development or operation of a gaming establishment.

Figure 1. Encore Boston Harbor location and host and surrounding communities



The New Employee Survey was designed to gather information on work-related characteristics of new casino employees that could not be collected from any other source. The survey data can help workforce development providers and policy makers better understand the workforce at the Commonwealth's three casinos.² To gain insight into how casino jobs meet the needs of workers, the survey asks new employees about their demographics, previous employment, residency, experience, and other economic measures. These details give us an understanding of the types of workers who have been hired by EBH, so that we may properly explore the effects that casino employment might have on them. Note that this report only surveys persons who have been hired, not those who applied but were rejected. This report examines new employee survey data from pre-opening hires through two and a half years of EBH operation (January 2019-December 2021).

To ensure a diverse and inclusive workforce, The Expanded Gaming Act (November 2011) requires that casino developers set their own diversity goals for the hiring of minority, women, and veteran workers. EBH's initial goals were to hire a workforce comprised of 40 percent minorities, 50 percent women, and 3 percent veterans with 75 percent of the entire workforce coming from a 30-mile radius around the casino.³

² For an explanation of the Massachusetts Gaming Commission's employment opportunity goals, see Appendix D – Massachusetts Gaming Act: Employment Goals, which provides excerpts from the Expanded Gaming Act.

³ *Encore Boston Harbor Workforce Development & Diversity Plan*. Encore Boston Harbor, June 14, 2018. See <https://massgaming.com/wp-content/uploads/Encore-Boston-Harbor-Workforce-Development-Plan-6-18-18.pdf>

The report uses survey data to describe the characteristics of recently hired workers at EBH and assess the degree to which their economic situations are changing as a result of their new employment. The survey data show that the casino does provide improved economic opportunities for a wide range of workers, including workers who, by virtue of their previous employment history, gender, or race, may have historically faced discrimination in the workplace or may struggle to find employment opportunities. For many of these workers, EBH offers improvements in pay, benefits, and work hours over their previous employment situation.

Representativeness Assessment

The staging of the survey was established so that all new hires are given the opportunity to take the survey. The survey is given to newly hired workers during the I-9 process, during which new employee paperwork is filled out. While all employees hired between January 2019 and December 2021 were invited to take the survey, not all employees elected to participate in it. Therefore, the findings in the report reflect data from a sample of all employees at EBH. Overall, there were 3,179 responses captured, and 2,729 were valid and complete responses, an 86 percent completion rate. These 2,729 responses represent 37 percent of the 7,438 employee hires reported by the operator for the same period.⁴

Figure 2. Diagram showing EBH survey dates, and the two primary data sets used in the analysis



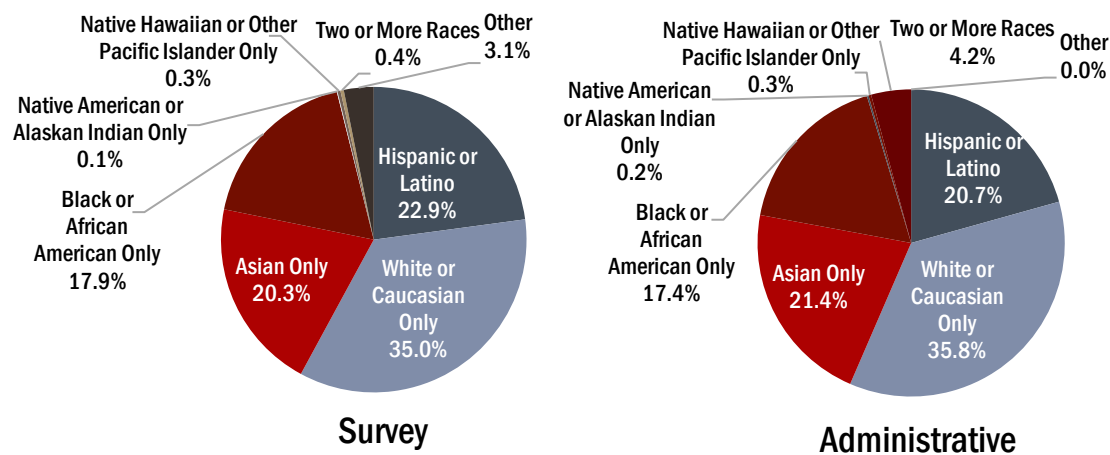
To make conclusions about the population of employees working at the casino, we first have to understand how well the survey sample represents the population of employees included in EBH's administrative data (also called operator data). For comparison, we analyzed survey responses collected from January 2019 to December 2021 against EBH's administrative data on all hires from the same period (Figure 2). We compared the frequencies of surveyed new employees to the frequencies of EBH administrative data on employees hired across the following four categories: gender, race and ethnicity, hourly or salaried pay, and casino department. The variables were chosen as they represent areas in which the SEIGMA team determined there could be potential for over- or under-sampling in the survey data or were of particular interest to measures of diversity established by the MGC.

The survey data reflect similar distributions when compared to the employee data provided by EBH for the same period. A representative sample allows us to generalize about the population using information from the sample of workers that we surveyed. Given that the proportions for key variables are generally within a few percentage points, we can assume that the sample collected is representative of the population at EBH, highlighted here:

⁴ Employee hire counts are calculated using a count of unique employee ID numbers (anonymized) which appear in the administrative data. EBH's 2018 Workforce Development and Diversity Plan outlines a strategy to recruit and hire a team to fill over 4,000 positions.

- Comprising the largest share at EBH, White workers account for 36 percent of all workers in the EBH administrative data (35 percent Survey). Asian workers make up the next-largest share (21 percent administrative data vs 20 percent Survey), followed by Hispanic or Latino workers (21 percent administrative data vs 23 percent Survey), and then Black workers (17 percent administrative data vs 18 percent Survey) (Figure 3).
- Women make up just under half of the workforce at 45 percent in the EBH administrative data (43 percent Survey) (Figure 4).
- 90 percent of the EBH workforce hired had hourly jobs, according to EBH administrative data, while 83 percent of surveyed employees reported having hourly status at the time of hiring (Figure 4).
- Most workers at the casino are employed in the food and beverage department (23 percent in the administrative data, 35 percent Survey), or the gaming and recreation department, (33 percent administrative data, 28 percent Survey) (Figure 5).

Figure 3. Race and ethnicity: survey and administrative data



Total Responses: 2,729. Total Valid Responses: 2,540. No Response: 189.

Total Hires: 7,483. Total Valid Data: 6,140. No Response: 1298.

Though the proportions are similar, there is some variation in the distribution across departments and between salaried versus hourly jobs. For example, the share of respondents in the food and beverage department is about 10 percent greater than the share of operator hires in this department. It is unclear why food and beverage workers appear more frequently in survey data compared to the proportion in the administrative data.

Furthermore, salaried workers are over-represented in the survey data compared to salaried workers in the administrative data and the proportion of hourly workers is lower than the proportion of hourly workers in the administrative data. We suspect these differences were driven in part by disruptions to survey data collection during the pandemic shutdown and limited operating phases. Due to their larger numbers overall, the hiring of hourly workers takes place more frequently than hiring of salaried workers. This hiring process continued during the period when the survey was off-line, leading to hourly workers being missed more frequently in the survey data.

Aside from these differences, our analysis of representativeness concludes that survey takers are for the most part representative of employees as a whole. Therefore, we can make assumptions about the

whole population given what we have learned from the survey. The remainder of this report will discuss the results of the survey data.

Figure 4. Gender & salary or hourly positions: survey and administrative data

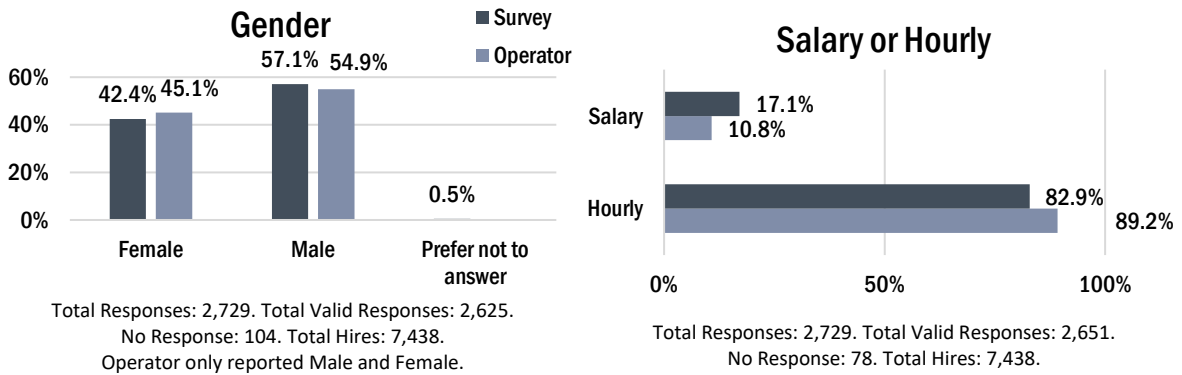
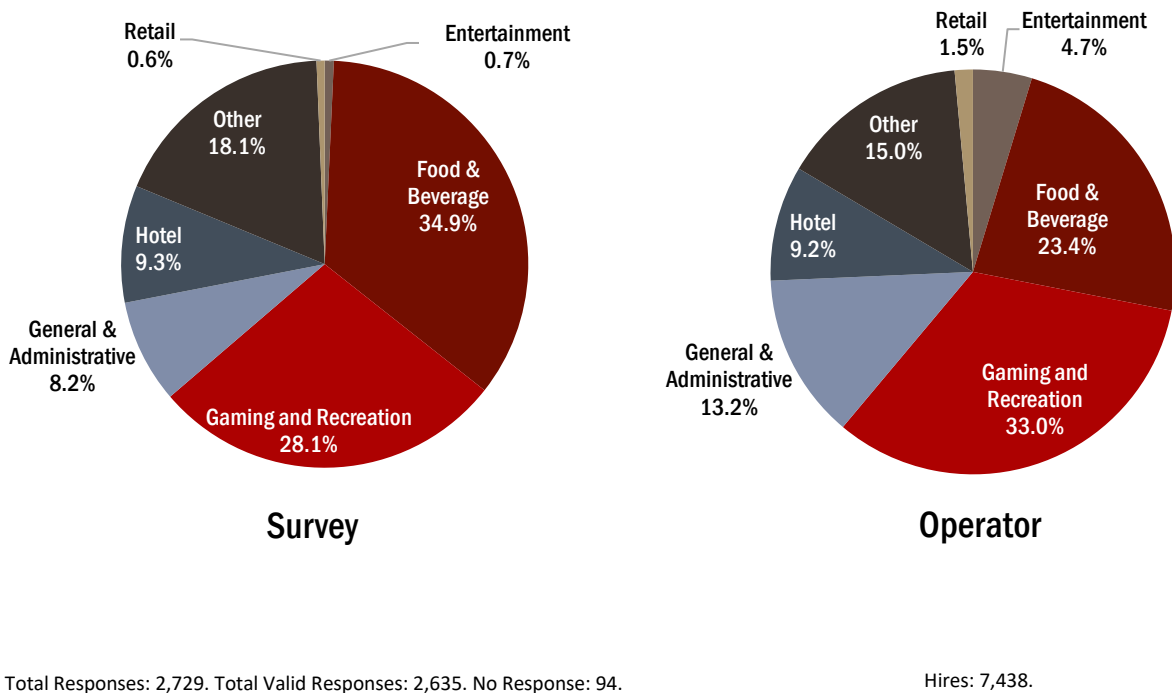


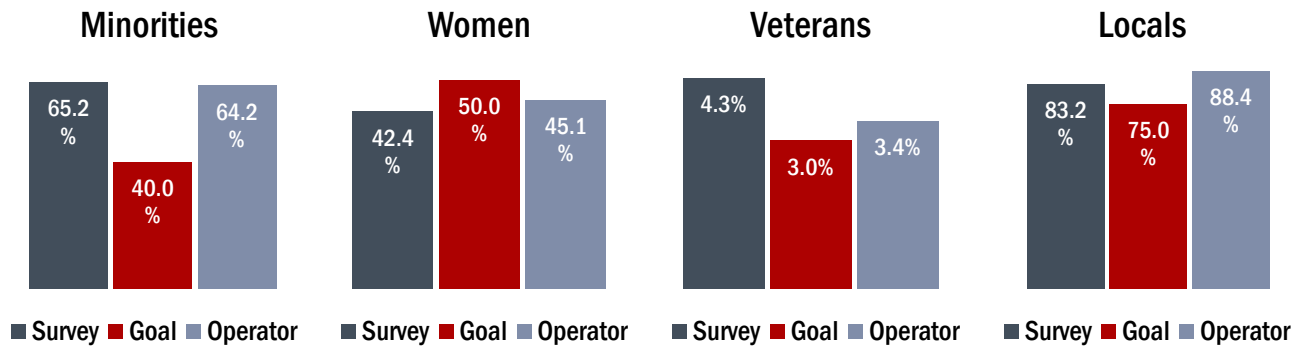
Figure 5. Departmental proportions: survey and administrative data



Who are EBH new employees?

This section summarizes important demographic characteristics about new employees at EBH. In our analysis, we use gender, race, veteran status and current residence to assess how EBH may have been able to meet their goals. The bar charts below (Figure 6) show proportions of employees in these identified diversity categories, comparing proportions from survey and administrative (operator) data to EBH hiring goals.

Figure 6. Demographic proportions compared: operator goals, survey, and administrative data

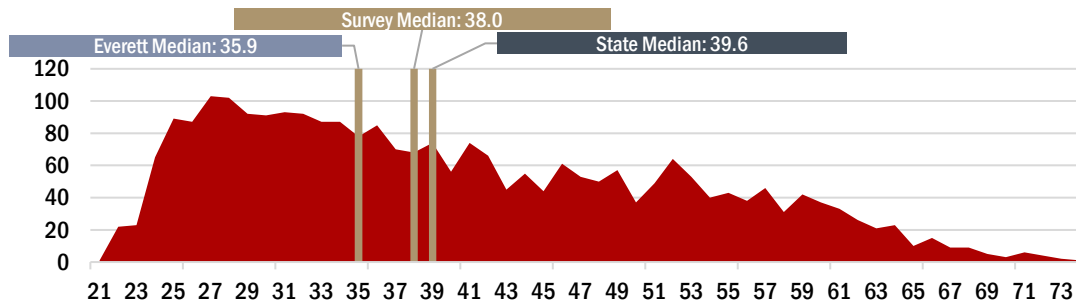


Total Responses: 2,729. Total Valid Responses: 2,617. No Response: 112.

Note: Locals are employees living within 30 miles of EBH.

The most common age group represented is workers in their twenties through mid-thirties. The median age of surveyed workers was 38 years old, just above the median in the City of Everett, 35.9 years, and below the state's median of 39.5 years (Figure 7).⁵ The youngest worker was 21 years old, while the oldest was 76.

Figure 7. Age range of surveyed EBH workers

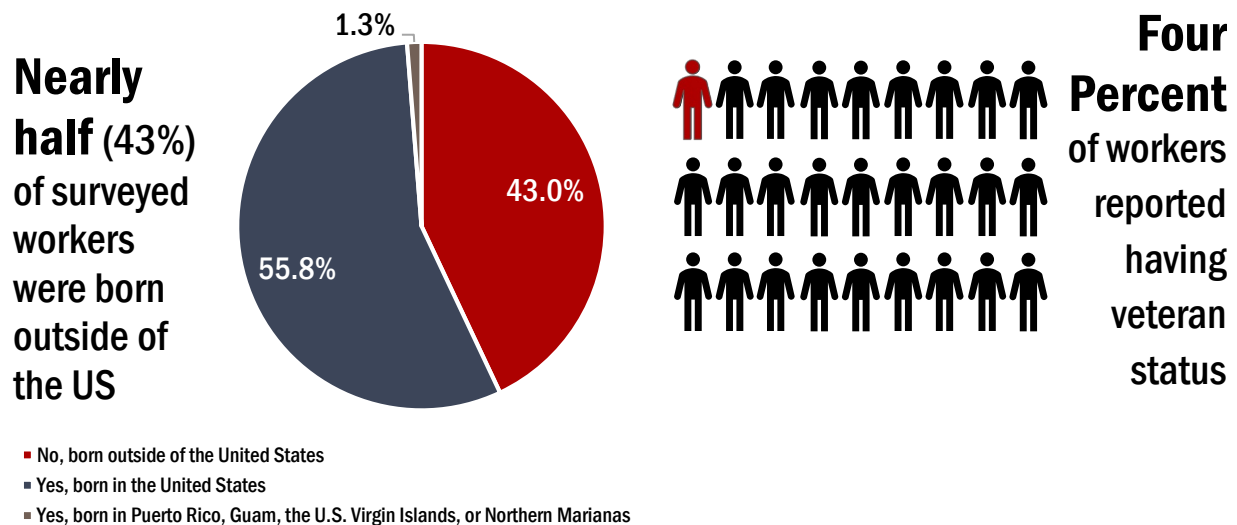


Over 100 survey respondents were veterans, making up about 4 percent of the survey respondents. EBH administrative data show a similar 3 percent proportion of the population that are veterans. The share of respondents that identified as being a veteran is slightly higher than that of Everett (3 percent) and just under the share of veterans at the state level which is over 5 percent of residents aged 18 years and over (5 percent).⁶

⁵ U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates. Tables S0101, DP02, and S2101

⁶ U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates.

Figure 8. Foreign-born and Veteran status of surveyed EBH workers



Total Responses: 2,729. Total Valid Responses: 2,624. No Response: 105. Total Responses: 2,729. Total Valid Responses: 2,624. No Response: 105.

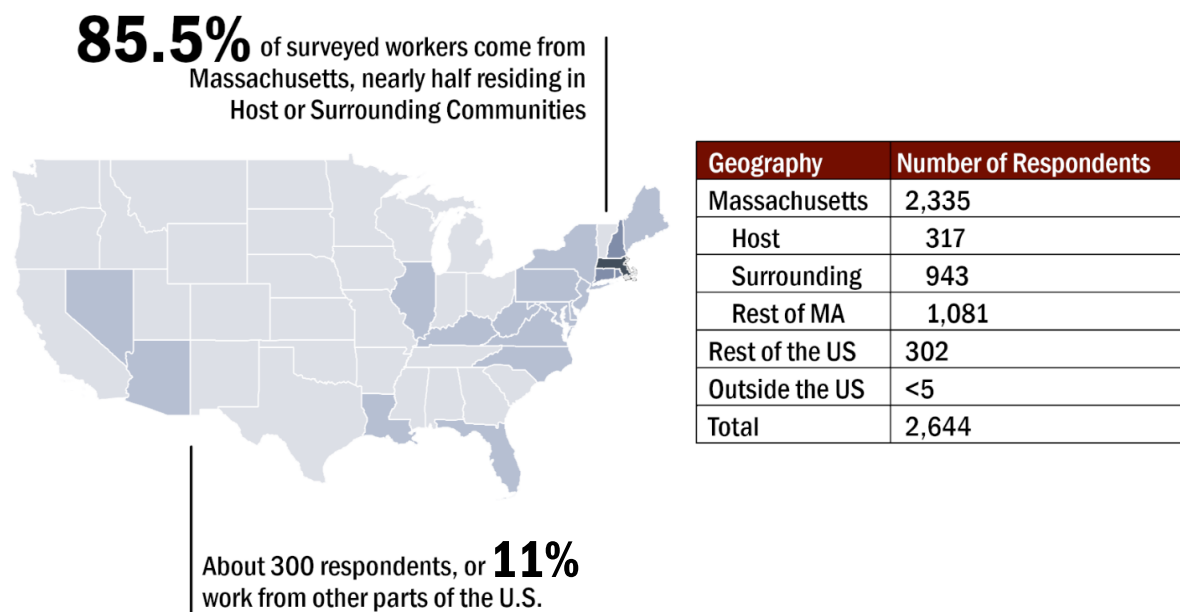
While most survey respondents were born in the U.S. (56 percent), a large proportion of respondents were born abroad— over 1,000 respondents (43 percent) were born outside of the U.S. (Figure 8). This is a high proportion compared to the 17 percent of the Massachusetts population born outside the U.S., while similar to the City of Everett, where 43 percent of the population are foreign-born. In general, the communities where employees live are also some of the communities with the most immigrants.⁷

Geographic Origin

One goal of the Massachusetts gaming legislation was for casinos to utilize the existing labor force in the Commonwealth. When asked where they lived at the time of hire by EBH, 86 percent of New Employee respondents reported Massachusetts residencies, 80 percent of whom lived within 30 miles of the casino. Of workers living in the state, 54 percent lived in either the Host or Surrounding communities. About 302 respondents, or 11 percent, lived in other U.S. states at their time of hire (Figure 9).

⁷ U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates.

Figure 9. Map of home residences of surveyed EBH workers



Total Responses: 2,729. Total Valid Responses: 2,644. No Response: 85.

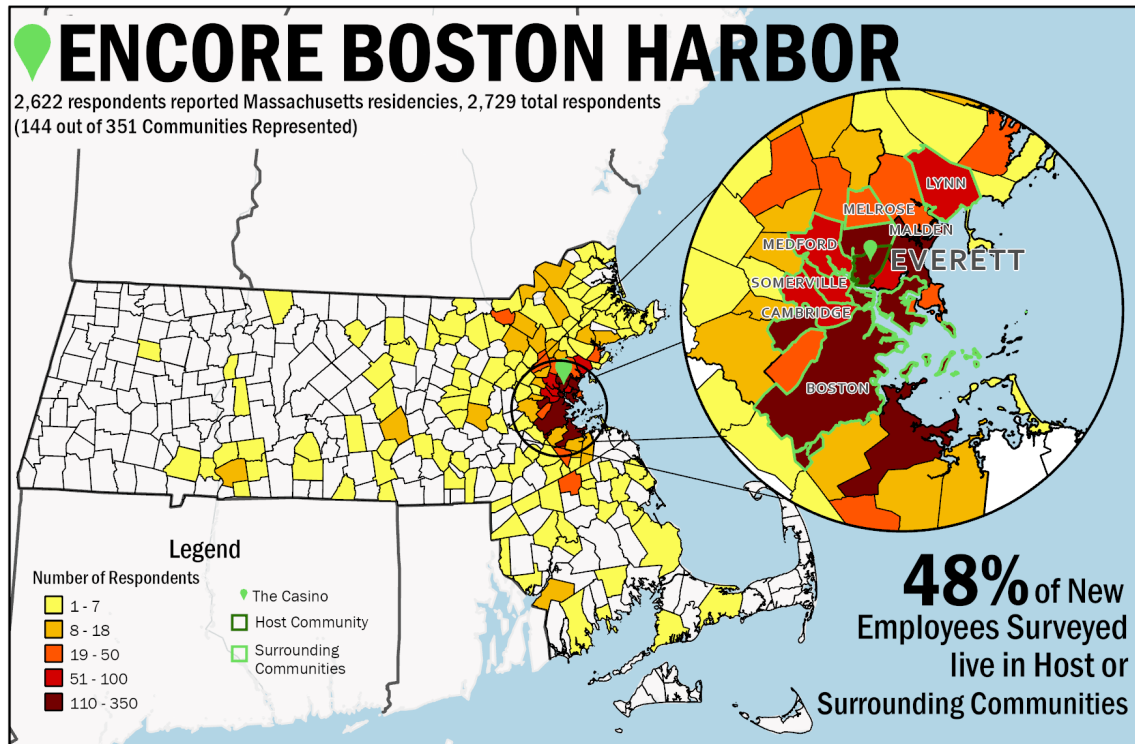
The survey allows us to assess the degree to which existing Massachusetts residents have been employed by the casino. Long-term residents who have lived in the Commonwealth for more than one year made up over 79 percent of Massachusetts residents hired by the casino during this time. The other 21 percent moved to the state less than one year before hire. Similarly, nearly 80 percent of workers hired from host and surrounding communities were long-term residents.

One year or more > 79%

21% < Less than one year

Forty-eight percent of all surveyed employees live in Host and Surrounding communities, providing an opportunity to better understand employees from these local cities (Figure 10). While 80 percent of respondents reported residencies within 30 miles of the casino, the highest number of respondents came from the immediate region. Roughly 13 percent came from Boston, 12 percent were from Everett, and 8 percent came from Malden. Altogether, survey respondents were hired from 144 of the 351 municipalities in Massachusetts, while 190 municipalities are reflected in the EBH administrative data.

Figure 10. Massachusetts residences of surveyed EBH workers



Past Experience and Future Aspirations

Also highlighted in the gaming legislation was the importance of providing new employment opportunities in all sectors of the economy, as well as opportunities for the unemployed.⁸ As the discussion in this section illustrates, in their waves of hiring new workers, casinos have hired employees with a wide range of previous job types, educational backgrounds, and industry and occupational experiences. Furthermore, these workers come to their jobs at the casino with hopes for further training and professional development.

⁸ This statement on employment goals was found in Section 1 (5), in Chapter 194 “An Act Establishing Expanded Gaming in the Commonwealth,” Chapter 23K - THE MASSACHUSETTS GAMING COMMISSION. For more information on employment goals in the legislation, see Appendix D – Massachusetts Gaming Act: Employment Goals.

Worker Employment Status

In order to assess how workers at EBH may be benefitting from their new positions, it is important to understand their previous employment background. Casino employment has attracted workers from different backgrounds and position types. Seventy percent of new hires surveyed came to their casino jobs from full-time positions (Table 1). Fifteen percent of new hires came from part-time jobs and nine percent were working multiple part-time jobs (mostly working more than full-time in those jobs). The remaining six percent of new hires surveyed were unemployed at time of hire.

Table 1. Type of job in most recent previous employment of surveyed EBH workers

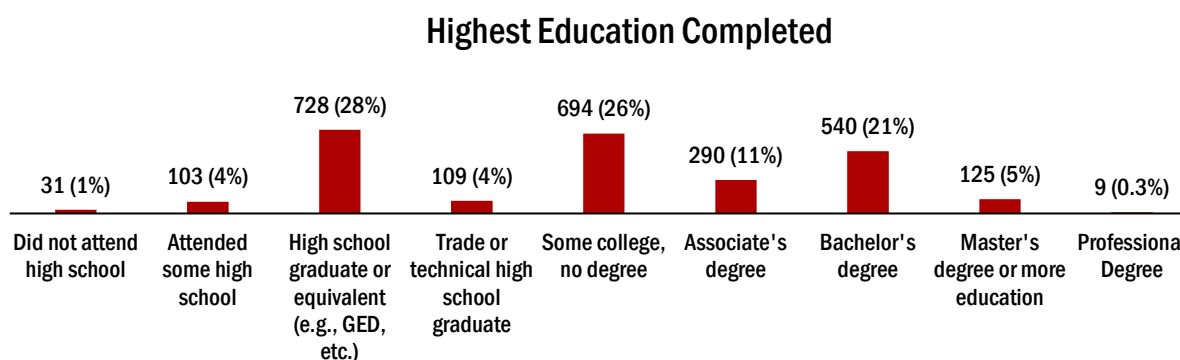
| Previous Employment Status | n | % |
|--|-------|--------|
| Full-time job | 1,897 | 69.9% |
| Part-time job | 400 | 14.7% |
| Multiple jobs totaling full-time or more | 215 | 7.9% |
| Unemployed | 162 | 6.0% |
| Multiple jobs totaling less than full-time | 38 | 1.4% |
| Total | 2,712 | 100.0% |

Total Responses: 2,729, Total Valid Responses: 2,712, No Response: 17.

Education

Survey data illustrate that EBH is providing job opportunities for workers with lower levels of educational attainment. Nearly 63 percent of surveyed workers had less than a college degree (Figure 11). The largest single group of respondents at EBH have completed a high school diploma or equivalent as their highest level of education (28 percent), and 5 percent of the new workers surveyed have not completed a high school education. Taken together, this is close to the proportion of workers at these educational levels in Massachusetts as a whole (24 percent and 9 percent, respectively), but smaller than the proportions in the Everett population (36 percent and 16 percent).⁹ There is also a large group of workers who have attended some college without getting a degree (26 percent). The remaining largest groups had completed bachelor's degrees (21 percent) or associates degrees (11 percent).

Figure 11. Educational attainment of surveyed EBH workers



Total Responses: 2,729. Total Valid Responses: 2,629. No Response: 100

⁹ U.S. Census Bureau, American Community Survey 5-Year Estimates, 2016-2020

Previous Industry

As they enter new jobs at the casino, a large majority of respondents bring with them industry-specific experience and occupational skills from previous jobs. The industry that previously employed the most survey respondents is the Food Services industry (30 percent) followed by Casino/Gambling Industries (15 percent) (Table 2). Large numbers of workers also come from the Accommodations and Retail sectors, representing 8 percent of respondents each, and Security Services (7 percent).

Table 2. Industry of more recent previous job of surveyed EBH Workers

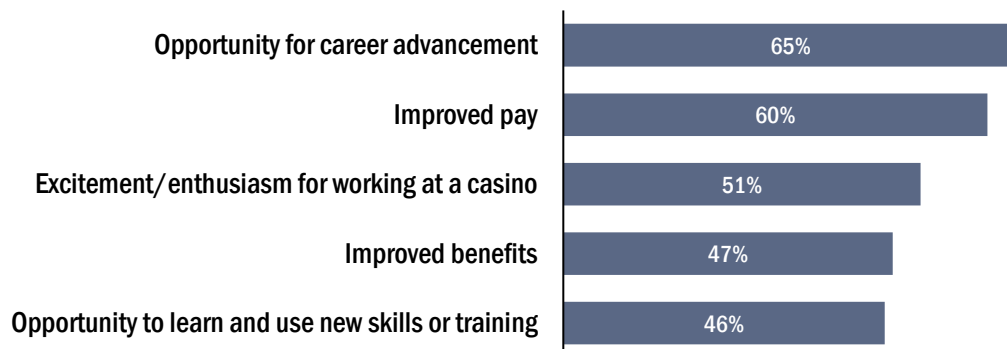
| Top 10 Previous Industries | n | % |
|--|-------|--------|
| Food Services (food and drinking establishments; catering; etc.) | 793 | 29.8% |
| Casino/gambling Industries | 405 | 15.2% |
| Accommodations (hotels; B&Bs; inns; motels; etc.) | 199 | 7.5% |
| Retail | 199 | 7.5% |
| Security Services (surveillance; guarding, etc.) | 178 | 6.7% |
| Transportation and Warehousing | 122 | 4.6% |
| Health Care (including hospitals and EMS) | 110 | 4.1% |
| Finance and Insurance (including banking) | 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% |

Total Responses: 2,729. Total Valid Responses: 2,664. No response: 65.

Casino Careers

The majority of newly hired casino workers are taking a casino job for the first time, while approximately one in five are entering their new jobs with work experience in the casino industry. Twenty-one percent of workers surveyed had previous casino work experience while 79 percent are new to the industry. For those who have previous experience working in a casino, 21 percent have been working at a casino for more than five years. Five percent of workers with casino experience had worked as employees of Wynn Resorts, the operator and owner of EBH.

Figure 12. Top 5 reasons for seeking casino job



Total Responses: 2,729, Total Valid Responses: 2,636, No Response: 93

When asked about the reason they chose to work at a casino, 65 percent of respondents are looking forward to the opportunity for career advancement at EBH, the number one answer for respondents (Figure 12). Following closely was improved pay (60 percent) and excitement/enthusiasm for working at a casino (51 percent). The survey also asked specifically about respondents' interest in a career in the casino industry, to which 94 percent of workers responded that they were either somewhat or very interested. Most of this interest comes from those entering the food and beverage department and gaming and recreation department, though many respondents in hotel operations and security are also looking forward to a career at the casino.

Job Training Interests

To prepare workers for their new careers, EBH offers casino career training by department as well as other types of training including adult basic education, higher education, or basic work skills, English for speakers of other languages, leadership/management training and technical/computer training. Eighty-nine percent of respondents reported that they had already received or anticipated getting their training at EBH. Additionally, 6 percent had received training at Cambridge College and 3 percent at the Massachusetts Casino Career Training Institute (MCCTI).

Table 3. Training obtained or interest in training by Casino Department

| Casino Training Departments | n = 2581 | % |
|---|-------------|-------|
| Casino Operations (slots, table games, poker, cashiering, count rooms, security) | 951 | 36.8% |
| Food and Beverage Operations (bartending, bussing, serving, cooking, supervising) | 917 | 35.5% |
| Customer Service | 608 | 23.6% |
| General Management, Supervisor | 574 | 22.2% |
| Hotel and Facility Operations (housekeeping, front desk, valet, grounds keeping, maintenance, facilities, retail) | 412 | 16.0% |
| Security | 381 | 14.8% |
| Finance and Administration (accounting, financial analysis, purchasing, MIS/IT, auditing) | 243 | 9.4% |
| Human Resources Administration (human resources, personnel) | 233 | 9.0% |
| Sales and Marketing (advertising, box office, promotions, public relations) | 221 | 8.6% |
| None | 96 | 3.7% |

Total Responses: 2,729. Total Valid Responses: 2,581. No Response: 148.

In a survey question about job training, respondents indicated the types of casino career training they anticipated obtaining or were interested in obtaining for their new positions. Most were being trained or were interested in training in casino operations or food and beverage operations (Table 3). These are also the two industry settings which previously employed the most respondents. Customer service, general management, and hotel and facility operations were also common areas, either areas where people were receiving training or that were of interest among new employees at EBH. Training in these fields has the potential to develop skills useful for future work in the casino industry or for career paths in other sectors.

What do jobs at EBH offer workers?

In this section, we explore data from the survey offering evidence of improved economic opportunities for workers. Comparing data on previous employment to respondents’ current casino employment, we explore several categories of workers and the extent to which they benefit from casino employment.

Employment Status: Previous and Casino

Casino employment offered many people the opportunity for full-time work. After being hired by the casino, 77 percent of new hires surveyed obtained one full-time job—up from approximately 70 percent of workers’ who held one full-time job in their most recent work arrangement (Table 4). A large proportion of workers surveyed who wanted to work full-time at the casino did indeed obtain full-time work there (92 percent of workers who wanted full time work obtained it). New hires for full-time work at the casino included a large proportion of people who had previously worked less than full-time (including 67 percent of former part-time workers and 86 percent of those who had been unemployed). At the same time, an additional set of the workers surveyed—19 percent in all—obtained part-time jobs at the casino. The small remainder of workers who answered the survey question had obtained on-call jobs.

Table 4. Types of employment: comparing previous and casino jobs

| | All Respondents (n = 2,729) | | | |
|---------------|-----------------------------|---------------|-------------------|--------------|
| | Previous Employment | | Casino Employment | |
| Full-time job | 1,897 | 69.9% | 2,090 | 77.1% |
| Part-time job | 400 | 14.7% | 509 | 18.8% |
| Multiple jobs | 253 | 9.3% | 16 | 0.6% |
| On-Call Job | 0 | 0.0% | 31 | 1.1% |
| Unemployed | 162 | 6.0% | 0 | 0.0% |
| Total | 2,712 | 100.0% | 2,646 | 97.6% |

Total Responses: 2,729. Total Valid Responses (Previous Employment): 2,712. Total Valid Responses (Casino Employment): 2,646.

Full-Time Employment

An analysis of workers’ before-and-after employment status suggests that EBH jobs did, to a large extent, provide adequate full-time employment opportunities for workers who wanted that. As the pie chart in Figure 13 below shows, the large majority of workers coming from more marginal employment situations (e.g., people who were previously working part-time, working multiple jobs, or were unemployed) did obtain full-time work at EBH casino.

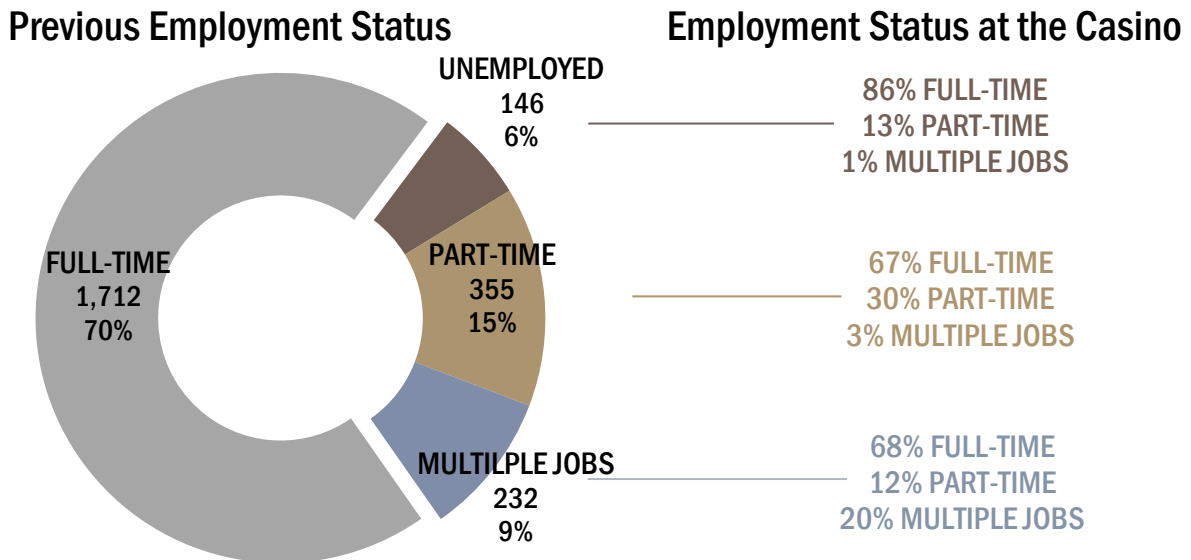
Among those who worked part-time at their previous jobs, 67 percent entered full-time employment at EBH. Similarly, 68 percent of those who previously worked multiple jobs before working at the casino found full-time employment. Of respondents who had been previously unemployed, an even larger proportion (86 percent) found full-time work.

Still, there still appears to be demand for part-time work at the casino for workers, including people coming from less-than-full-time jobs or unemployment. Thirty percent of those who previously worked part-time continued working part-time at the casino. Twelve percent of former multiple jobholders

reported that their new jobs at EBH were part-time, and an additional 20 percent of former multiple job holders reported working in multiple jobs at EBH. Of people who were formerly unemployed, 13 percent obtained part-time work at EBH.

Clearly, not everyone who works part-time at the casino necessarily sought a full-time job. However, there is evidence of some need for improved employment opportunities among current casino workers. Sixty-three percent of current part-time workers at EBH reported that they wanted to work full-time but did not obtain full-time jobs. Nine percent of current full-time employees are still working other jobs in order to supplement their income. Also, former full-time workers are slightly over-represented in full-time jobs. Seventy-five percent of EBH’s full-time positions were occupied by people who previously held full-time jobs despite their representing only 70 percent of the survey population.

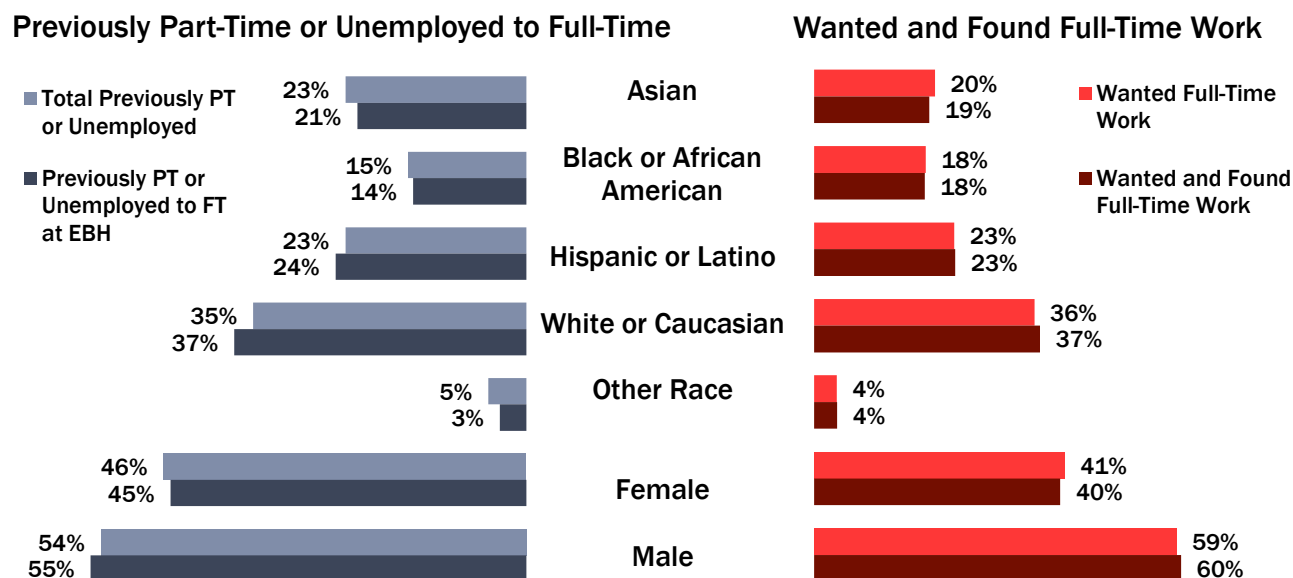
Figure 13. Casino employment outcomes based on previous employment status



Total Responses: 2,729. Total Valid Responses: excludes 16 respondents who did not report their previous employment status and 81 who did not report their employment status at EBH.

When considering the benefits of casino employment (and, specifically, full-time employment at the casino), it is also important to look at the extent to which EBH provided full-time work across demographic groups. In general, we observed relative parity with respect to those who were previously part-time or unemployed and also for those who wanted full-time work and found full-time work. The analysis can be seen in the two bar charts below (Figure 14).

Figure 14. Casino employment outcomes across demographic groups



Total Responses: 2,729. Response counts for Pacific Islander & Native Hawaiian; Native American & Alaskan Native; Two or More Races; and Other Race were too small to report.

Survey respondents who identified as Asian or as Black or African American represented 23 percent and 15 percent of those employees who were previously unemployed or worked part-time, respectively (Figure 14). At the same time, these groups comprised 21 percent and 14 percent of those who were previously unemployed or part-time and obtained a full-time job at EBH. White workers were slightly overrepresented among workers previously unemployed or part-time who found full-time work (35 percent versus 37 percent who found full-time work). Hispanic workers also obtained full-time positions at a slightly higher rate than their share of the population of previously unemployed or part-time (23 percent to 24 percent). Finally, full-time positions were slightly less concentrated among formerly part-time or unemployed female workers relative to their size of the surveyed population.

A similar pattern of proportional parity relative to the population emerges when we examine workers who wanted—and eventually found—full-time work at EBH. Not everyone wanted a full-time job; but, among those who did, white or male employees tended to have slightly higher rates of full-time employment compared to their Asian or female colleagues. Black and Hispanic workers, on the other hand, had a proportionate share of full-time jobs given their share of those employees who sought a full-time job.

EBH’s less-than-full time workers were more likely to be workers of color. When asked about the jobs they will be working once hired, 70 percent of respondents who were working less than full-time across all jobs were workers of color (despite workers of color representing 65 percent of EBH’s workforce).

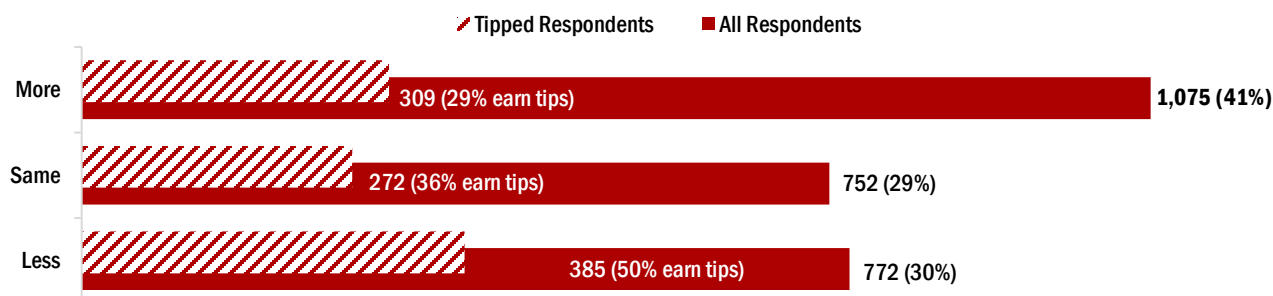
Casino Employment: Other Outcomes

Income in Previous and Casino Jobs

In the survey, respondents were asked to provide their previous annual income and the annual income they expect to receive from their casino job (both before tips). We created a code to indicate if the

income they expect to receive at the casino is, roughly, either less, the same, or more than their previous income. Forty-one percent of respondents expect to earn more income than they did at their previous job, and another 29 percent expect to earn roughly the same (Figure 15). Of the 30 percent who expect to earn less salary and wage income, half expect to earn tips as well, a larger proportion of tip earners than among those who will be earning higher pay (50 percent of those earning less will earn tips versus 29 percent of those earning more wage and salary income). These differences suggest that the chance to earn tips at the casino may counterbalance the prospect of lower base salary pay.

Figure 15. Income and tips: comparing previous and casino jobs



Total Responses: 2,729. Total Valid Responses (Previous): 2,569. Total Valid Responses (Casino): 2,516. Total Valid Responses (Tipped): 2,516.

Hourly/Salary Positions in Previous and Casino Jobs

Most new workers at EBH—nearly 83 percent of those surveyed—moved into hourly positions rather than salaried ones (Table 5). The majority of past hourly workers, 92 percent, stayed in hourly work at EBH. At the same time, nearly 50 percent of respondents who had held salaried positions with their previous employer (48 percent) entered hourly positions at EBH. The remaining eight percent of workers who previously held hourly jobs entered salaried jobs and 52 percent of former salaried workers entered salaried positions.

Table 5. Salary or wage jobs: comparing previous and casino jobs

| | Casino Employment | | | | | |
|----------------------|-------------------|--------------|------------|--------------|------------|---------------|
| | Hourly Wage | | Salary | | Total | |
| Previous Hourly wage | 1,899 | 92.0% | 166 | 8.0% | 2,065 | 100.0% |
| Previous Salary | 267 | 48.3% | 286 | 51.7% | 553 | 100.0% |
| Total | 2,166 | 82.7% | 452 | 17.3% | 452 | 100.0% |

Total Responses: 2,729. Total Valid Responses: 2,166.

Benefits in Previous and Casino Jobs

To a large degree, new workers at the casino saw improved access to health benefits, retirement benefits, and personal time off (PTO) as sick or vacation time. Sixty-seven percent of respondents reported having PTO benefits in their previous jobs, 64 percent had health benefits, and just under half had retirement benefits (Table 6). Approximately 25 percent of workers surveyed said they did not obtain benefits in their previous jobs. Upon being hired by the casino, the proportion of workers who expect to earn benefits is larger across every benefit category. Furthermore, the percentage of respondents who receive no benefits was considerably lower than for workers’ previous jobs.

Table 6. Benefits offered by type: comparing previous and casino jobs

| | All Respondents (n = 2,729) | |
|----------------------|------------------------------|----------------------------|
| | Previous Jobs (n = 2,635) | Casino Jobs (n = 2,573) |
| Health Benefits | 64.3% | 85.7% |
| Retirement Benefits | 47.3% | 70.9% |
| PTO sick or vacation | 66.7% | 84.1% |
| None | 25.4% | 8.7% |

Total Responses: 2,729. Total Valid Responses: Not Applicable, respondents can choose more than one option, all that apply.

Findings across Demographic Groups of Interest

There is particular interest in how casino industry jobs may offer improved work opportunities for workers who are unemployed as well as workers from demographic groups which have historically faced disadvantages in the workforce. In this analysis, we take our cue from the interests expressed in the Gaming Legislation as well as the Massachusetts Gaming Commission “to promote the development of a skilled and diverse workforce in the [Massachusetts] casino industry.”¹⁰ In particular, we look at how formerly unemployed and underemployed workers,¹¹ women, and minority¹² workers have fared in a few areas of interest relative to job quality. In contrast to the proportional comparisons used in previous sections— which compare the pool of workers in their most recent previous jobs against the pool of workers in their new casino jobs—the analysis in this section tracks individual outcomes as detailed in the survey. In this case, we examine individual employees—comparing their most recent job conditions to the same conditions offered at hire by the casino—to assess how EBH may have improved job opportunities for individuals. Note that in this analysis there can be overlap in membership across the various groups.

Salary improvements

Related to wage and salary pay, respondents were asked to estimate their salary range (in increments of \$10,000) for their most recent primary job regardless of previous employment status, and for their new job at the casino. By comparing answers from these two questions, we are able to assess if an individual worker’s new salary offered by EBH is an improvement from their current/most recent salary.¹³ In comparing groups, a higher proportion of women and minority workers reported higher salaries. Compared to 41 percent of all respondents, 42 percent of both minority and female workers will earn a higher salary range for their new casino job than for their most recent, previous job (Table 7). Formerly unemployed/underemployed workers, however, were somewhat less likely to see higher salaries. Only 37 percent of these respondents reported having a higher wage and salary range. Finally, workers who said they were seeking higher pay (asked in a separate question) were over-represented in workers

¹⁰ For more information on employment-related topics in the Legislation see Appendix D: The Massachusetts Gaming Act - Employment Goals: employment goals

¹¹ Underemployed workers are defined as those who formerly held multiple jobs adding up to less than full-time work.

¹² In this analysis, we define Minority as people who identify as Black or African American, Hispanic or Latino, Asian, Native Hawaiian and Pacific Islander, Native American and Alaskan Indian. People who identify as two or more races or as a race other than the ones specified were not included for this analysis.

¹³ The question as designed asked respondents to estimate wage and salary income (not including tips) in \$10,000 increments. Therefore, we cannot calculate exactly how much higher or lower a salary is at the new casino job, only that the new range is above, below, or within the same range of the wage and salary income of a person’s most recent, primary job.

obtaining higher pay. Forty-eight percent of these workers obtained a new casino job with a higher wage and salary range than for their latest primary job.

Table 7. Wage and salary income changes with casino job

| Salary Range | Higher Range | | Lower Range | | Same Range | | Total |
|-----------------------------------|--------------|-------|-------------|-------|------------|-------|-------|
| All Respondents | 1,075 | 40.7% | 800 | 30.3% | 769 | 29.1% | 2,644 |
| Analysis by Selected Group | | | | | | | |
| Unemployed & Underemployed | 70 | 36.5% | 69 | 35.9% | 53 | 27.6% | 192 |
| Minorities | 635 | 41.5% | 430 | 28.1% | 466 | 30.4% | 1,531 |
| Women | 453 | 41.8% | 305 | 28.1% | 327 | 30.1% | 1,085 |
| New Hires Seeking Improved Pay | 782 | 48.4% | 408 | 25.2% | 427 | 26.4% | 1,617 |

Note: In this analysis each person can belong to one or more group so the combined totals will not equal the number of All Respondents.

“Q: What is the annual wage and salary pay of your most recent primary job (salary or total wages) before working at the casino? (17) And of your new job at the casino? (22) Please do not include tips in the total. If you are unsure, please estimate to the closest dollar range.”

Attainment of full-time work

Related to the ability to obtain full-time work when desired, respondents were asked if they would prefer to work full-time at the casino. They were also asked to indicate how much they expected to work at the casino—either full-time, part-time, multiple jobs totaling less than full-time, or multiple jobs totaling more than full-time. Overall, for those who indicated wanting to work full-time, 83 percent did improve to full-time status, while 12 percent did not (Table 8). Unemployed/underemployed, and minority workers as groups had relatively similar outcomes proportionally to the total population. In contrast, women were slightly less likely to obtain full-time work when they wanted it, and as a group had the highest proportion of workers who did not want full-time work.

Table 8. Attainment of full-time work with casino job

| | Wanted Full Time | | | | | | Total |
|-----------------------------------|------------------|-------|-----------------------|-------|-----|------|-------|
| | Got Full Time | | Did Not Get Full Time | | | | |
| All Respondents | 2193 | 83.0% | 312 | 11.8% | 137 | 5.2% | 2,642 |
| Analysis by Selected Group | | | | | | | |
| Unemployed & Underemployed | 163 | 84.0% | 18 | 9.3% | 13 | 6.7% | 194 |
| Minorities | 1290 | 82.9% | 188 | 12.1% | 79 | 5.1% | 1,557 |
| Women | 878 | 80.0% | 138 | 12.6% | 82 | 7.5% | 1,098 |

Note: In this analysis each person can belong to one or more group so the combined totals will not equal the number of All Respondents. This question includes salaried- as well as hourly full-time work.

Q: How much do you expect to work after you are hired at the casino? (26) Would you prefer to work full-time at the casino? (27)

Improved access to benefits

New employees were asked if their most recent primary job and their new casino job provided benefits in three different categories: health care, retirement, and paid time off for sick or vacation time. Respondents could check more than one box so these benefits categories are not mutually exclusive. Comparing before and after proportions only, surveyed workers’ new casino jobs provide them with proportionally higher rates of all three types of benefits compared to jobs with previous employers.

Both women and minorities saw improved access to benefits in all three benefit categories and those two groups expect to receive benefits at a similar rate to all respondents as a whole. Formerly unemployed and underemployed respondents as a group saw even greater proportional gains in access to benefits (Table 9). Former unemployed/underemployed worker access to health benefits increased from 56 percent in previous jobs to 82 percent in their new casino jobs, access to retirement increased from 43 percent to 71 percent, and access to paid time off increased from 54 percent to 80 percent of the group now receiving benefits.

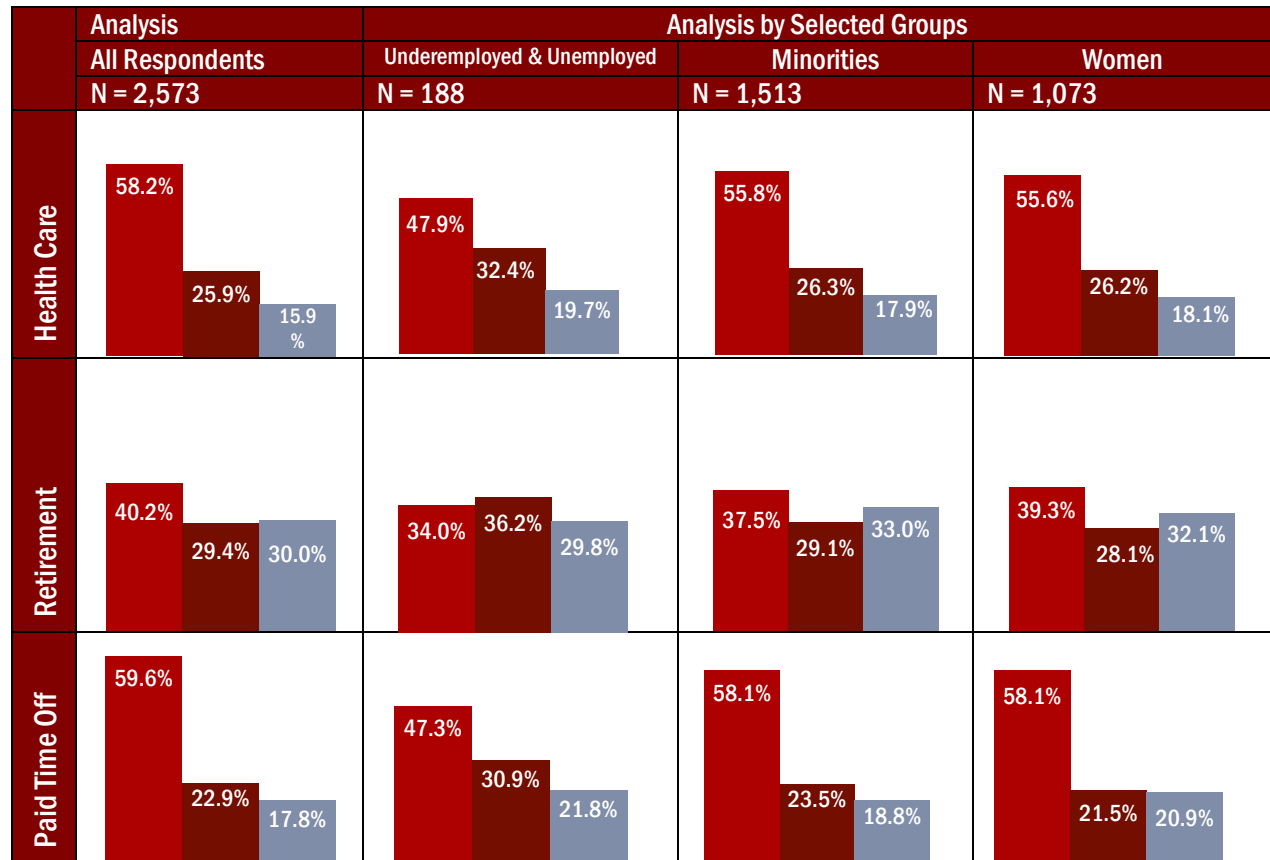
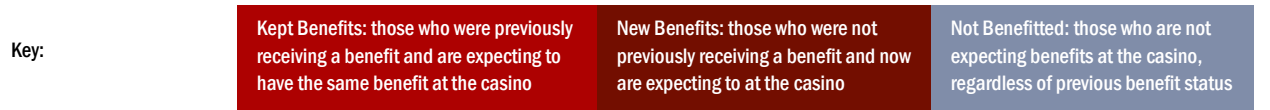
Table 9. Obtainment of benefits, previous jobs and casinos jobs

| | Previous Employer | | Casino | |
|---|-------------------|--------------|--------------|--------------|
| | n=2635 | | n=2574 | |
| Health benefits | 1,695 | 64.3% | 2,204 | 85.6% |
| Unemployed & Underemployed | 106 | 55.8% | 154 | 81.9% |
| Minorities | 964 | 62.1% | 1261 | 83.3% |
| Women | 679 | 61.8% | 890 | 82.9% |
| Retirement benefits | 1,246 | 47.3% | 1,823 | 70.8% |
| Unemployed & Underemployed | 82 | 43.2% | 134 | 71.3% |
| Minorities | 690 | 44.4% | 1024 | 67.7% |
| Women | 510 | 46.4% | 734 | 68.3% |
| Paid time off for sick or vacation | 1,757 | 66.7% | 2,164 | 84.1% |
| Unemployed & Underemployed | 102 | 53.7% | 151 | 80.3% |
| Minorities | 1018 | 65.6% | 1258 | 83.1% |
| Women | 724 | 65.9% | 869 | 80.9% |
| None | 669 | 25.4% | 223 | 8.7% |

Note: In this analysis each person can belong to one or more group so the combined totals will not equal the number of All Respondents.

The final figure below (Figure 16) tracks individual employees—comparing their most recent job conditions to the same conditions offered at hire by the casino—to assess how EBH jobs may have improved individual access to benefits. Looking at each benefit type exclusively and for each group, we compare individual access to benefits in previous and casino jobs to determine if access to benefits improved, stayed the same, or if no benefits were expected in casino jobs.

Figure 16. Receipt of benefits with casino job



Note: In this analysis each person can belong to one or more group so the combined totals will not equal the number of All Respondents. The category "Not Benefitted" includes two groups of people- those who did have previous benefits but do not expect to at the casino, and those who did not have previous benefits and do not expect benefits at the casino.

As the bar chart figure above (Figure 16) illustrates, overall, those who were previously benefitted tended to keep these same types of benefits when hired at the casino. When it comes to expanded access, more than one in five people hired by the casino gained access to a new type of benefit due to their casino job. For example, across all demographic groups, 26 percent of newly hired workers gained new access to health care benefits that had not been offered in their most recent previous jobs for a total of 84 percent who expect to receive casino healthcare benefits. Twenty-nine percent and 23 percent of respondents gained new access to retirement and PTO benefits respectively, totaling 70 percent of new respondents who expect retirement benefits, and 83 percent who expect to get PTO. As a group, unemployed and underemployed respondents saw the highest rates of individual improved benefits across respondent groups, although they likely had fewer benefits to keep in the first place given that they were previously under- or unemployed. Finally, very few employees lost entire categories of benefits when entering their new casino jobs. Furthermore, a large proportion of the workers who said they lost a category or more of benefits are working part-time jobs at the casino. Part-time jobs are generally less likely to be fully benefitted.

Conclusion

The casino industry in Massachusetts has been a vital source of tax revenue for the state,¹⁴ but it has also had an impact on the state's workforce. The three casinos have generated demand for casino employment and created a pipeline of casino jobs. New Employee survey data are beginning to show that employees are transferring from one casino to another, as in other industries and trades. Perhaps more importantly, casino employment has been serving several purposes for the Commonwealth's workers, including those who have been in economically at-risk situations, and younger workers, women, and workers of color. For many, casino employment is a way for employees to leverage existing experience from other fields such as the food, retail, or hospitality industries and continue a career with the potential for growth. For others, casino employment may serve as a pathway to re-enter the workforce or to work in a new way. Casino hires include the unemployed, new workers joining the workforce for the first time, retired individuals, and other workers needing non-traditional hours. Low barriers to entry such as not requiring a college degree or several years of specialized training or experience mean that casino jobs are accessible and can utilize people's lived experience and skillsets in ways that many other industries do not. This is especially relevant given the current labor shortage that is gripping the nation and the leisure and hospitality sector's slow recovery to pre-pandemic employment levels.

In the first three years of its operations, EBH has delivered on gaming legislation goals to provide employment opportunities to Massachusetts residents, especially the existing labor force in the Commonwealth, the unemployed and marginally employed, with specific goals for workers within the host and surrounding communities, and for the utilization of minorities, women, and veterans. Our profile of EBH's workforce shows that many new casino employees were born outside the U.S., were people of color, had less than a college degree, and brought with them invaluable skillsets developed from previous work in leisure and hospitality sectors, retail, and security services, among others. Working at EBH has helped to improve economic situations through increased income, access to benefits, and employment status, although there is still some unmet demand for full-time employment and higher pay. Many new employees at EBH earned a higher income by means of full-time work or earning tips. Due to their new jobs at EBH, more than one in five new employees accrue new benefits such as health care, retirement plans, or paid time off; and the majority of the previously unemployed found a full-time position at the casino. Many of EBH's full-time positions also went to people of color and women. Finally, working at EBH afforded some employees with the opportunity to supplement their income from other sources and, for workers generally, provided new avenues to improve overall economic stability.

Next steps for new employee research include continued surveying of new employees at the casinos and further analysis of the data from the survey in combination with casino employer administrative data to conduct a casino jobs and employment impacts study across all three Massachusetts casinos.

¹⁴ For information on the scale of state tax revenues from gross gaming revenue before, during, and after the pandemic shutdowns, see the section called *Taxes Collected on Gross Gaming Revenue*, in the report *SEIGMA COVID-19 Impacts Report, 2022*.

Technical Appendix

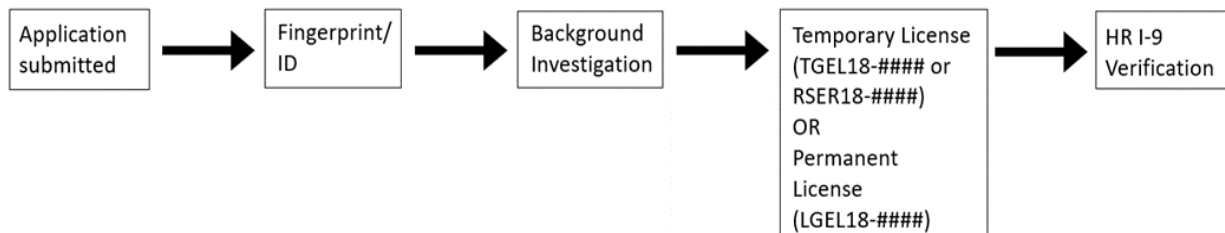
Appendix A: Methodology

Data-collection responsibilities for the New Employee Survey reside exclusively with the Massachusetts Gaming Commission (MGC), and the survey data are shared with the SEIGMA research team as secondary data. The research team collaborated with the MGC to create the survey instrument and is responsible for analyzing the results of the survey.

Licensing, hiring and administration of the New Employee Survey

The MGC's New Employee Survey is distributed through the online tool SurveyMonkey on tablet computers during the I-9 verification phase in the hiring process. The figure below outlines the process for licensing and hiring casino employees, ending with I-9 verification. At the I-9 phase, during which new employee paperwork is filled out, candidates are officially employees rather than job applicants or candidates. Moreover, the I-9 phase is a key end point in the hiring and on-boarding process when employees appear in person so this phase was selected as the obvious choice for the point at which the surveys could be administered to all applicants, gaming, and service employees alike.

The Process for Licensing Casino Employees



Contents of the survey

The earliest versions of the New Employee Survey were significantly more limited in the questions that were asked and information that was collected. The survey asked respondents only about whether they already work for the casino operator, previous employment status, reasons for seeking the job at the casino, whether they have experience or moved to take the position (and, if so, to and from where they moved), and whether they received pre-employment training.

The current survey collects a wider range of information from new casino employees, and items that could not be acquired from other sources, including: employment status and wages prior to hire; whether the applicant currently works for the operator or is a new hire; whether they plan to still work at their previous job while working at the casino and the locations of their previous job; how long they were previously employed or unemployed; reasons for seeking the job; previous industry and occupation; salary or wages for the position at the casino as well as whether they will receive tips and have received tips in the past; whether the applicant moved to take the position; the origin and destination of movers; current residence of non-movers; training received in preparation for work at the casino; level of educational attainment; types and sources of casino-related training received; and interest in seeking different types of training. The survey also asks respondents about demographic information, which is used to assess diversity and representativeness compared to employee data from

the operator. See Appendix C: Survey Instrument for a copy of the survey instrument showing all questions included in the survey.

Survey data in this report

The analysis in this report covers the period of January 2019 to December 2021, which captures the mass hiring activities during the ramp-up phase of hiring, transition to steady-state hiring, and the first two and a half years of Encore Boston Harbor operations.

Survey respondents include a range of new employee types:

- 1) people who are new to the gaming industry and are being hired for gaming positions at Encore Boston Harbor,
- 2) employees of Encore Boston Harbor’s entertainment vendors, including the salon, spa, fitness center, retail stores, bars, and restaurants,
- 3) seasonal employees, and
- 4) gaming employees who were permanently transferred from other gaming properties owned by Encore Boston Harbor.

The survey excludes Encore Boston Harbor’s construction workers whose employment impacts are discussed in SEIGMA’s October 2019 construction report.¹⁵

The survey data included in this report reflect 2,729 cleaned, de-duplicated and completed cases of survey respondents. In this instance, “completed cases” refers to the number of respondents that completed at least the first five questions. Survey data from respondents who did not complete the first five questions are considered invalid responses. Overall, there were 3,179 responses captured, and 2,729 were valid and complete responses, an 85.8 percent completion rate. These 2,729 responses represent 36.7 percent of the 7,438 employee hires reported by the operator for the same period.¹⁶

While the survey is considered administrative in nature, in keeping with research guidelines, the MGC’s New Employee Survey was strongly encouraged but not mandatory, and within the survey instrument itself, respondents were permitted to skip questions and end the survey at any time. This meant that the total survey count for each question was not consistent across the entire survey. The findings of this report are based on the *valid responses* for each question, or the responses that were answered completely and excluding blank responses. Appendix B: Survey Result Tables, below, includes tables showing the responses for each survey question, and includes the valid response count and total number of survey records.

¹⁵ Motamedi, R., Hall, A., & Dinnie, I. (2020). The Construction of Encore Boston Harbor: Spending, Employment, and Economic Impacts. Hadley, MA: University of Massachusetts Donahue Institute, Economic and Public Policy Research Group.

https://www.umass.edu/seigma/sites/default/files/Encore%20Boston%20Harbor%20Construction%20Report_FIN AL.pdf

¹⁶ Employee hire counts are calculated using a count of unique employee ID numbers (anonymized) which appear in the administrative data.

The total number of survey responses (N = 3,179) reflects the cumulative total of survey responses collected from people hired between January 2019 and December 2021 at Encore Boston Harbor rather than a headcount of employees at any point in time. During this same period, Encore Boston Harbor hired 7,438 employees, yielding a 36.7 percent response rate for the MGC's New Employee Survey. For context, the latest quarterly performance statistics for Encore Boston Harbor report the casino having 3,256 total employees as of the most recent quarter ending in June 2022.¹⁷ It is important to note that the period of study for this report stretches from before the pandemic and throughout shutdowns, which resulted in a lot of turn over for jobs in the industry. There was an intensive hiring phase leading up to June 2019 when the casino opened, and then again after restrictions relaxed, which means there have been more new employees coming in and taking the survey than there would have been if the survey was administered only during the first, massive hiring period. The nature of this cumulative count and the reality of job turnover may explain some of the discrepancy between total operator reported hires and our survey results. Since the survey is administered to each applicant only once, it can neither reveal whether the respondent continues employment at the gaming establishment nor the duration of that employment. For these reasons, it may be more useful to interpret the number of survey responses as a pool of employees within a given time period rather than a headcount of employment in real time.

¹⁷ <https://massgaming.com/about/encore-boston-harbor/>

Appendix B: Survey Result Tables

Q2. In your latest job, did you work at a casino? If so, where?

| Response | n | % |
|---|-------|-------|
| No | 2,146 | 78.9% |
| Yes, for a different casino operator outside of Massachusetts | 327 | 12.0% |
| Yes, for this casino operator | 147 | 5.4% |
| Yes, for a different casino operator in Massachusetts | 101 | 3.7% |
| Total | 2,721 | 100% |
| No response | 8 | |

Q7. How much did you work before your new job at the casino?

| Response | n | % |
|--|-------|-------|
| Full-time job | 1,897 | 69.9% |
| Part-time job | 400 | 14.7% |
| Multiple jobs totaling full-time or more | 215 | 7.9% |
| Unemployed | 162 | 6.0% |
| Multiple jobs totaling less than full-time | 38 | 1.4% |
| Total | 2,712 | 100% |
| No response | 17 | |

Q8. Do you plan to keep working in this job/these jobs after you are hired by the casino?

| Response | n | % |
|-------------|-------|-------|
| No | 1,185 | 47.8% |
| Yes | 972 | 39.2% |
| Not sure | 322 | 13.0% |
| Total | 2,479 | 100% |
| No response | 250 | |

Q9. Please indicate how long you were unemployed.

| Response | n | % |
|-------------------|-------|-------|
| Not reported | 2,572 | 94.2% |
| Less than 2 years | 120 | 4.4% |
| 5-10 years | 15 | 0.5% |
| 2-5 years | 14 | 0.5% |
| 10-20 years | 7 | 0.3% |
| Over 20 years | 1 | 0.0% |
| Total | 2,729 | 100% |
| No response | 0 | |

Q10. What type of job did you have prior to applying to this casino?

| Response | n | % |
|--|-------|--------|
| Food and Beverage Operations (bartending, busing, serving, cooking, supervising) | 746 | 28.7% |
| Casino Operations (slots, table games, poker, cashiering, count rooms) | 387 | 14.9% |
| Retail Sales (cashier, retail store manager, customer service) | 225 | 8.7% |
| Security (security guard, surveillance, correctional officer, police) | 208 | 8.0% |
| Hotel and Facility Operations (housekeeping, front desk, valet) | 196 | 7.5% |
| Finance and Administration (accounting, financial analysis, purchasing, MIS/IT, auditing) | 139 | 5.4% |
| Trucker or Driver (long-distance trucking, towing, taxis, Uber) | 82 | 3.2% |
| None, this will be my first job. | 74 | 2.8% |
| Computer or IT-related Jobs (software developer, programmer, systems administrator) | 64 | 2.5% |
| Personal and Home-based Services (hairstylist, home health aide, childcare, fitness trainer) | 59 | 2.3% |
| All Other Occupations | 417 | 16.1% |
| Total | 2,597 | 100.0% |

Q11. What industry did you work in before applying to the casino? If multiple jobs, answer for your primary job.

| Response | n | % |
|--|-------|--------|
| Food Services (food and drinking establishments; catering; etc.) | 793 | 29.8% |
| Casino/gambling Industries | 405 | 15.2% |
| Accommodations (hotels; B&Bs; inns; motels; etc.) | 199 | 7.5% |
| Retail | 199 | 7.5% |
| Security Services (surveillance; guarding, etc.) | 178 | 6.7% |
| Transportation and Warehousing | 122 | 4.6% |
| Health Care (including hospitals and EMS) | 110 | 4.1% |
| Finance and Insurance (including banking) | 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% |

Q12. Location of recent job – State (Top 10)

| Response | n | % |
|------------------|-------|--------|
| Massachusetts | 2,123 | 79.70% |
| Rhode Island | 106 | 4.00% |
| Connecticut | 98 | 3.70% |
| Nevada | 49 | 1.80% |
| New Hampshire | 47 | 1.80% |
| New York | 45 | 1.70% |
| Outside the U.S. | 37 | 1.40% |
| Pennsylvania | 25 | 0.90% |
| Maryland | 17 | 0.60% |
| California | 14 | 0.50% |
| All Other States | 102 | 3.83% |
| Total | 2,663 | 100% |
| No response | 66 | |

Q13. Location of recent job – Town (Top 10)

| Response | n | % |
|------------------|-------|-------|
| Boston | 841 | 32.1% |
| Cambridge | 109 | 4.2% |
| Everett | 95 | 3.6% |
| Springfield | 72 | 2.7% |
| Somerville | 58 | 2.2% |
| Malden | 53 | 2.0% |
| Lincoln | 50 | 1.9% |
| Chelsea | 48 | 1.8% |
| Las Vegas | 46 | 1.8% |
| Quincy | 43 | 1.6% |
| All Other Cities | 1207 | 46.0% |
| Total | 2,622 | 100% |
| No response | 107 | |

Q15. How long were you employed at your most recent job?

| Response | n | % |
|-------------------|-------|-------|
| Less than 2 years | 1,040 | 38.1% |
| 2-5 years | 813 | 29.8% |
| 5-10 years | 456 | 16.7% |
| 10-20 years | 241 | 8.8% |
| Over 20 years | 94 | 3.4% |
| Not reported | 85 | 3.1% |
| Total | 2,729 | 100% |
| No Response | 0 | |

Q16. Did you receive a salary or hourly wage from your most recent job before working at the casino?

| Response | n | % |
|-------------|-------|-------|
| Hourly wage | 2,081 | 78.8% |
| Salary | 559 | 21.2% |
| Total | 2,640 | 100% |
| No response | 89 | |

Q17. What was the annual income from your most recent primary job before working at the casino?

| Response | n | % |
|---------------------|-------|-------|
| \$30,000-\$39,999 | 490 | 19.1% |
| \$20,000-\$29,999 | 417 | 16.2% |
| \$40,000-\$49,999 | 401 | 15.6% |
| \$10,000-\$19,999 | 339 | 13.2% |
| \$50,000-\$59,999 | 264 | 10.3% |
| Less than \$10,000 | 220 | 8.6% |
| \$60,000-\$69,999 | 175 | 6.8% |
| \$70,000-\$79,999 | 94 | 3.7% |
| \$100,000-\$149,999 | 71 | 2.8% |
| \$80,000-\$89,999 | 47 | 1.8% |
| \$90,000-\$99,999 | 27 | 1.1% |
| \$150,000-\$199,999 | 16 | 0.6% |
| \$200,000 and over | 8 | 0.3% |
| Total | 2,569 | 100% |
| No response | 160 | |

Q18. Did you receive tips in your most recent primary job?

| Response | n | % |
|-------------|-------|-------|
| No | 1,859 | 70.3% |
| Yes | 784 | 29.7% |
| Total | 2,643 | 100% |
| No response | 86 | |

Q19. Did your most recent primary job provide benefits?

| Response | n | % |
|------------------------------------|-------|--------|
| Health benefits | 1695 | 85.6% |
| Retirement benefits | 1246 | 62.9% |
| Paid time off for sick or vacation | 1757 | 88.7% |
| None | 669 | 33.8% |
| Total | 1,980 | 100.0% |
| No response | 749 | |

Q20. Please characterize your job at the casino

| Response | n | % |
|---|-------|-------|
| Food & Beverage Operations (bartending, catering, busing, serving, cooking, supervising) | 920 | 34.9% |
| Casino Operations (slots, table games, poker, cashiering, count rooms, loyalty program, surveillance) | 720 | 27.3% |
| Security Services | 308 | 11.7% |
| Hotel Operations (housekeeping, front desk, valet, call center) | 245 | 9.3% |
| Facility Maintenance (grounds keeping, horticulture, cleaning, other maintenance) | 116 | 4.4% |
| Finance, Accounting and IT (accounting, financial analysis, purchasing, MIS/IT, auditing) | 91 | 3.5% |
| Casino Administration (executive team, management, human resources, personnel) | 87 | 3.3% |
| Casino Marketing (advertising, promotions, public relations) | 39 | 1.5% |
| Transportation | 36 | 1.4% |
| Recreation (salon, spa, arcade, movie theatre) | 20 | 0.8% |
| Entertainment/Event Production (box office, audio-visual production, facility changeover) | 19 | 0.7% |
| Retail | 17 | 0.6% |
| Warehouse Operations | 17 | 0.6% |
| Total | 2,635 | 100% |
| No response | 94 | |

Q21. Will you receive a salary or hourly wage from your new job at the casino?

| Response | n | % |
|-------------|-------|-------|
| Hourly wage | 2,197 | 82.9% |
| Salary | 454 | 17.1% |
| Total | 2,651 | 100% |
| No response | 78 | |

Q22. What is the annual wage and salary pay of your new job at the casino?

| Response | n | % |
|---------------------|-------|-------|
| \$40,000-\$49,999 | 532 | 21.1% |
| \$30,000-\$39,999 | 461 | 18.3% |
| \$10,000-\$19,999 | 379 | 15.1% |
| \$50,000-\$59,999 | 290 | 11.5% |
| \$20,000-\$29,999 | 257 | 10.2% |
| \$60,000-\$69,999 | 149 | 5.9% |
| \$70,000-\$79,999 | 141 | 5.6% |
| Less than \$10,000 | 118 | 4.7% |
| \$80,000-\$89,999 | 63 | 2.5% |
| \$100,000-\$149,999 | 58 | 2.3% |
| \$90,000-\$99,999 | 34 | 1.4% |
| \$150,000-\$199,999 | 20 | 0.8% |
| \$200,000 and over | 14 | 0.6% |
| Total | 2,516 | 100% |
| No response | 213 | |

Q23. Will you receive tips in your job at the casino?

| Response | n | % |
|-------------|-------|-------|
| No | 1,625 | 62.2% |
| Yes | 987 | 37.8% |
| Total | 2,612 | 100% |
| No response | 117 | |

Q24. Does your job at the casino provide benefits? If yes, please check all that apply.

| Response | n | % |
|------------------------------------|-------|--------|
| Health benefits | 2205 | 93.4% |
| Retirement benefits | 1823 | 77.2% |
| Paid time off for sick or vacation | 2164 | 91.6% |
| None | 223 | 9.4% |
| Total | 2,362 | 100.0% |
| No response | 367 | |

Q25. Will your job at the casino be:

| Response | n | % |
|--|-------|-------|
| Full-time job | 2,218 | 84.3% |
| Part-time job | 302 | 11.5% |
| Multiple jobs totaling full-time or more | 106 | 4.0% |
| Multiple jobs totaling less than full-time | 5 | 0.2% |
| Total | 2,631 | 100% |
| No response | 98 | |

Q26. How much do you expect to work after you are hired at the casino?

| Response | n | % |
|-------------------------|-------|-------|
| One full-time job | 2,090 | 79.0% |
| One part-time job | 509 | 19.2% |
| On-call job | 31 | 1.2% |
| Multiple part-time jobs | 16 | 0.6% |
| Total | 2,646 | 100% |
| No response | 83 | |

Q27. Would you prefer to work full-time at the casino?

| Response | n | % |
|-------------|-------|-------|
| Yes | 2,491 | 94.2% |
| No | 152 | 5.8% |
| Total | 2,643 | 100% |
| No response | 86 | |

Q28. What are your reason(s) for seeking a job at this casino? Please check all that apply.

| RCJT | n |
|--|-------|
| Improved pay | 1,643 |
| Improved benefits (e.g., health insurance) | 1,276 |
| Excitement/enthusiasm for working at a casino | 1,384 |
| Opportunity for career advancement | 1,761 |
| Flexible hours | 566 |
| It offers jobs that are more stable and secure | 732 |
| Job closer to home | 711 |
| Have been unemployed and need work | 195 |
| It offers me additional supplementary income or benefits | 344 |
| It offers me part-time work, not interested in full-time | 77 |
| Job is a higher role or has more responsibilities | 464 |
| Opportunity to learn and use new skills or training (professional development) | 1,245 |
| No college degree (Associate's, Bachelor's, etc.) needed | 119 |
| No specialized training needed | 46 |
| Other | 64 |

Q29. Where do you currently live? (State)

| Response | n | % |
|------------------|-------|-------|
| Massachusetts | 2,336 | 88.4% |
| Connecticut | 103 | 3.9% |
| Rhode Island | 99 | 3.7% |
| New Hampshire | 49 | 1.9% |
| New York | 20 | 0.8% |
| Pennsylvania | 11 | 0.4% |
| Maryland | 7 | 0.3% |
| Maine | 4 | 0.2% |
| New Jersey | 4 | 0.2% |
| Arizona | 1 | 0.0% |
| All Other States | 10 | 0.4% |
| Total | 2,644 | 100% |
| No response | 85 | |

Q30. Current City/Town (Top 10)

| Response | n | % |
|------------------|-------|--------|
| Boston | 352 | 13.40% |
| Everett | 303 | 11.60% |
| Malden | 204 | 7.80% |
| Revere | 137 | 5.20% |
| Quincy | 101 | 3.90% |
| Chelsea | 93 | 3.50% |
| Lynn | 93 | 3.50% |
| Medford | 87 | 3.30% |
| Somerville | 79 | 3.00% |
| Cambridge | 74 | 2.80% |
| All Other Cities | 1099 | 41.91% |
| Total | 2,622 | 100% |
| No response | 107 | |

Q33. How long have you lived at current residence?

| Response | n | % |
|--------------------|-------|-------|
| One year or more | 1,908 | 78.7% |
| Less than one year | 515 | 21.3% |
| Total | 2,423 | 100% |
| No response | 306 | |

Q34. Have you moved or do you plan to move to take this job at this casino?

| Response | n | % |
|--|-------|-------|
| No, I have not moved and do not plan to move to take this job. | 1,931 | 73.3% |
| Yes, I have already moved to take this job. | 403 | 15.3% |
| Yes, I plan to move to take this job but have not moved yet. | 302 | 11.5% |
| Total | 2,636 | 100% |
| No response | 93 | |

Q35. Where did you move from? (Top 10 showing) (Question only for people who moved)

| Response | n | % |
|------------------|-------|-------|
| Massachusetts | 129 | 34.2% |
| Nevada | 48 | 12.7% |
| Connecticut | 29 | 7.7% |
| New York | 28 | 7.4% |
| Outside the U.S. | 21 | 5.6% |
| New Jersey | 16 | 4.2% |
| Pennsylvania | 13 | 3.4% |
| Florida | 11 | 2.9% |
| Illinois | 11 | 2.9% |
| Rhode Island | 10 | 2.7% |
| All Other States | 61 | 16.2% |
| Total | 377 | 100% |
| No response | 2,352 | |

Q36. City/Town you moved from (Question only for people who moved)

| Response | n | % |
|------------------|-------|-------|
| Las Vegas | 37 | 10.2% |
| Everett | 15 | 4.2% |
| Malden | 13 | 3.6% |
| Boston | 12 | 3.3% |
| Quincy | 9 | 2.5% |
| Henderson | 7 | 1.9% |
| Saipan | 7 | 1.9% |
| Dorchester | 6 | 1.7% |
| Revere | 6 | 1.7% |
| Chicago | 5 | 1.4% |
| All Other Cities | 244 | 67.6% |
| Total | 361 | 100% |
| No response | 2,368 | |

Q39. What state do you plan to move to? (Question only for people who moved)

| Response | n | % |
|---------------|-------|-------|
| Massachusetts | 293 | 96.1% |
| Rhode Island | 5 | 1.6% |
| Nevada | 3 | 1.0% |
| New Hampshire | 3 | 1.0% |
| Connecticut | 1 | 0.3% |
| Total | 305 | 100% |
| No response | 2,424 | |

Q40. City/Town you plan to move to. (Question only for people who moved)

| Response | n | % |
|------------------|-------|-------|
| Everett | 60 | 24.5% |
| Boston | 40 | 16.3% |
| Malden | 35 | 14.3% |
| Medford | 12 | 4.9% |
| Quincy | 11 | 4.5% |
| Chelsea | 8 | 3.3% |
| Revere | 8 | 3.3% |
| Salem | 6 | 2.4% |
| Somerville | 5 | 2.0% |
| Lynn | 4 | 1.6% |
| All Other Cities | 56 | 22.9% |
| Total | 245 | 100% |
| No response | 2,484 | |

Q43. Do you have previous experience working at a casino?

| Response | n | % |
|-------------|-------|-------|
| No | 2,006 | 76.2% |
| Yes | 626 | 23.8% |
| Total | 2,632 | 100% |
| No response | 97 | |

Q 44. What is the highest level of education you have completed?

| Response | n | % |
|--|-------|-------|
| High school graduate or equivalent (e.g., GED, etc.) | 728 | 27.7% |
| Some college, no degree | 694 | 26.4% |
| Bachelor's degree | 540 | 20.5% |
| Associate's degree | 290 | 11.0% |
| Master's degree or more education | 125 | 4.8% |
| Trade or technical high school graduate | 109 | 4.1% |
| Attended some high school | 103 | 3.9% |
| Did not attend high school | 31 | 1.2% |
| Professional Degree | 9 | 0.3% |
| Total | 2,629 | 100% |
| No response | 100 | |

Q45. Have you received training, or do you anticipate any orientation or training in preparation for your job at the casino (e.g., casino operations, food and beverage operations, hotel operations, etc.)?

| Response | n | % |
|-------------|-------|-------|
| Yes | 1,983 | 75.3% |
| No | 650 | 24.7% |
| Total | 2,633 | 100% |
| No response | 96 | |

Q46. Where did you receive training (or anticipate training)? Please check all that apply.

| Response | n | % |
|--|-------|--------|
| From this casino or another casino | 1,616 | 89.4% |
| Cambridge College (CC) | 108 | 6.0% |
| Massachusetts Casino Career Training Institute (MCCTI) | 55 | 3.0% |
| Bunker Hill Community College (BHCC) | 19 | 1.1% |
| North Shore Community College (NSCC) | 4 | 0.2% |
| Roxbury Community College (RCC) | 3 | 0.2% |
| Bristol Community College (BCC) | 1 | 0.1% |
| Massasoit Community College (MCC) | 1 | 0.1% |
| Total | 1,807 | 100.0% |

Q47. How interested are you in pursuing a career in the casino industry?

| Response | n | % |
|--|-------|-------|
| Very interested | 2,147 | 82.2% |
| Somewhat interested | 276 | 10.6% |
| Neutral (neither interested nor disinterested) | 161 | 6.2% |
| Very disinterested | 14 | 0.5% |
| Somewhat disinterested | 13 | 0.5% |
| Total | 2,611 | 100% |
| No response | 118 | |

Q48. Please indicate which types of casino career training you are obtaining or are interested in obtaining for your job. Please check all that apply (There are 148 non responses).

| Casino Training Departments | n |
|---|-----|
| Casino Operations (slots, table games, poker, cashiering, count rooms, security) | 951 |
| Food and Beverage Operations (bartending, bussing, serving, cooking, supervising) | 917 |
| Customer Service | 608 |
| General Management, Supervisor | 574 |
| Hotel and Facility Operations (housekeeping, front desk, valet, grounds keeping, maintenance, facilities, retail) | 412 |
| Security | 381 |
| Finance and Administration (accounting, financial analysis, purchasing, MIS/IT, auditing) | 243 |
| Human Resources Administration (human resources, personnel) | 233 |
| Sales and Marketing (advertising, box office, promotions, public relations) | 221 |
| None | 96 |

Q49. Please indicate which other types of training you might benefit from in your career. Please check all that apply (There are 196 non respondents).

| Response | n |
|---|-------|
| Leadership/management training | 1,294 |
| Technical/computer training | 651 |
| Adult higher education (Bachelor's degree or more) | 590 |
| English for speakers of other languages | 446 |
| Adult basic work skills | 439 |
| None | 423 |
| Adult basic education (GED/high-school-equivalency certification) | 270 |
| Other | 49 |

Q50. What is your age?

| Response | n | % |
|-------------|-------|-------|
| 35-49 | 936 | 35.8% |
| 24-34 | 923 | 35.3% |
| 50-64 | 583 | 22.3% |
| 16-24 | 111 | 4.2% |
| 65+ | 64 | 2.4% |
| Total | 2,617 | 100% |
| No response | 112 | |

Q51. What is your gender?

| Response | n | % |
|----------------------|-------|-------|
| Male | 1,500 | 57.1% |
| Female | 1,113 | 42.4% |
| Prefer not to answer | 12 | 0.5% |
| Total | 2,625 | 100% |
| No response | 104 | |

Q52. Are you Hispanic or Latino?

| Response | n | % |
|----------|-------|--------|
| No | 2,035 | 77.8% |
| Yes | 581 | 22.2% |
| Total | 2,616 | 100.0% |

Q53. Which one or more of the following would you say is your race?

| Response | n | % |
|---|-------|-------|
| White or Caucasian | 890 | 35.0% |
| Hispanic or Latino | 581 | 22.9% |
| Asian | 515 | 20.3% |
| Black or African American | 455 | 17.9% |
| Two or More Races | 80 | 3.1% |
| Other | 9 | 0.4% |
| Native Hawaiian or Other Pacific Islander | 8 | 0.3% |
| Native American or Alaskan Indian | 2 | 0.1% |
| Total | 2,540 | 100% |
| No response | 189 | |

Appendix C: Survey Instrument



Please fill out this survey which is required by the Massachusetts Gaming Commission. You will need your MGC license, registration or employee number to complete the survey. All responses are kept strictly confidential and will not affect your employment in any way.

Thank you for your participation.

Background

- 1. At what casino will you be working?**
 - Encore Boston Harbor
 - MGM Springfield
 - Plainridge Park Casino

- 2. In your latest job, did you work at a casino? If so, where?**
 - Yes, for this casino operator
 - Yes, for a different casino operator in Massachusetts
 - Yes, for a different casino operator outside of Massachusetts
 - No

- 3. Does your position require you to have a Massachusetts Gaming License?**
 - Yes
 - No, I am not required to have a gaming license
 - I do not know

Massachusetts Gaming Commission Registration or License Number

The information is for survey purposes only and your survey responses will not affect your employment at this casino.

What is your Massachusetts Gaming Commission registration or license number?

4. 6-digit Prefix (e.g., RSER18)

- LGEL18
- TGEL18
- LGKE18
- TGKE18
- LGKS18
- TGKS18
- LSER18
- RSER18
- TSER18
- LGEL19
- TGEL19
- LGKE19
- TGKE19
- LGKS19
- TGKS19
- LSER19
- RSER19
- TSER19
- LGEL20
- TGEL20
- LGKE20
- TGKE20
- LGKS20
- TGKS20
- LSER20
- RSER20
- TSER20
- It has not been issued
- I cannot remember my number

5. 4-digit Number (e.g., 1234)

Employee ID Number

The information is for survey purposes only and your survey responses will not affect your employment

at this casino.

6. What is your employee ID number at this casino?

- I can't remember my number

Employment

7. How much did you work before your new job at the casino?

- Full-time job ➡ **GO TO QUESTION 8**
- Part-time job ➡ **GO TO QUESTION 8**
- Multiple jobs totaling full-time or more ➡ **GO TO QUESTION 8**
- Multiple jobs totaling less than full-time ➡ **GO TO QUESTION 8**
- Unemployed ➡ **GO TO QUESTION 9**

8. Do you plan to keep working in this job/these jobs after you are hired by the casino?

- Yes ➡ **GO TO QUESTION 10**
- No ➡ **GO TO QUESTION 10**
- Not sure

9. Please indicate how long you were unemployed.

_____ Years and _____ Months

10. What type of job did you have prior to applying to this casino?

- None, this will be my first job.
 - Casino Operations (slots, table games, poker, cashiering, count rooms)
 - Food and Beverage Operations (bartending, bussing, serving, cooking, supervising)
 - Hotel and Facility Operations (housekeeping, front desk, valet)
 - Marketing (advertising, box office, promotions, public relations)
 - Retail Sales (cashier, retail store manager, customer service)
 - Security (security guard, surveillance, correctional officer, police)
 - Finance and Administration (accounting, financial analysis, purchasing, MIS/IT, auditing)
 - Human Resources
 - Building and Grounds/Maintenance
 - Computer or IT-related Jobs (software developer, programmer, systems administrator)
 - Construction Worker or Building Trades (carpenter, plumber, electrician, HVAC)
 - Teacher or Education Administration
 - Health Worker (physician, nurse, physical therapist, EMT)
 - Military
 - Personal and Home-based Services (hairstylist, home health aide, childcare, fitness trainer)
 - Production Worker (machinist, welder, plant operator, food processing)
 - Trucker or Driver (long-distance trucking, towing, taxis, Uber)
 - Artist, Designer, Entertainer
 - Architect or Engineer
 - Lawyer or Paralegal
 - Other, please specify:
-

11. What industry did you work in before applying to this casino? If multiple jobs, answer for your primary job.

- None, this will be my first job.
 - Casino/gambling Industries
 - Accommodations (hotels; B&Bs; inns; motels; etc.)
 - Administrative and Support Services
 - Agriculture, Forestry, Fishing, and Hunting
 - Construction
 - Education (primary; secondary; higher ed.)
 - Security Services (surveillance; guarding, etc.)
 - Finance and Insurance (including banking)
 - Food Services (food and drinking establishments; catering; etc.)
 - Government (Including military but not education)
 - Health Care (including hospitals and EMS)
 - Information (telecommunications; software design; publishing; etc.)
 - Manufacturing
 - Arts, Entertainment, and Recreation
 - Professional, Scientific, and Technical Services
 - Real Estate, Rentals, and Leasing
 - Retail
 - Social Assistance
 - Transportation and Warehousing
 - Wholesale Trade
 - Other, please specify:
-

Where was your most recent job located? Please provide details below.

12. State or territory. Please circle one.

| |
|-------------------------|
| Outside the U.S. |
| PR Puerto Rico |
| AK Alaska |
| AL Alabama |
| AR Arkansas |
| AZ Arizona |
| CA California |
| CO Colorado |
| CT Connecticut |
| DC District of Columbia |
| DE Delaware |
| FL Florida |
| GA Georgia |
| HI Hawaii |
| IA Iowa |
| ID Idaho |
| IL Illinois |
| IN Indiana |
| KS Kansas |
| KY Kentucky |
| LA Louisiana |
| MA Massachusetts |
| MD Maryland |

13. City or town: _____

14. If you worked outside of the United States, please enter the name of that country.

| |
|--|
| |
|--|

15. How long were you employed at your most recent job?

_____ Years and _____ Months

16. Did you receive a salary or hourly wage from your most recent job before working at the casino?

- Salary
- Hourly wage

17. What was the annual income from your most recent primary job (salary or total wages) before working at the casino? Please do not include tips in the total. If you are unsure, please estimate to the closest dollar range.

- Less than \$10,000
- \$10,000-\$19,999
- \$20,000-\$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999
- \$100,000-\$149,999
- \$150,000-\$199,999
- \$200,000 and over

18. Did you receive tips in your most recent primary job?

- Yes
- No

19. Did your most recent primary job provide benefits? Please check all that apply.

- Health benefits
- Retirement benefits
- Paid time off for sick or vacation
- None

20. Please characterize your new department at the casino.

- Casino Operations (slots, table games, poker, cashiering, count rooms, surveillance)
- Hotel Operations (housekeeping, front desk, valet)
- Security Services
- Recreation (salon, spa, arcade, movie theatre)
- Food & Beverage Operations (bartending, bussing, serving, cooking, supervising)
- Entertainment/Event Production (box office, audio-visual production, facility changeover)

- Facility Maintenance (grounds keeping, cleaning, other maintenance)
- Retail
- Casino Marketing (advertising, promotions, public relations)
- Finance, Accounting and IT (accounting, financial analysis, purchasing, MIS/IT, auditing)
- Casino Administration (executive team, management, human resources, personnel)
- Transportation
- Warehouse Operations
- Other, please specify: _____

21. Will you receive a salary or hourly wage from your new job at the casino?

- Salary
- Hourly wage

22. What is the annual wage and salary pay of your new job at the casino? Please do not include tips in the total. If you are unsure, please estimate to the closest dollar range.

- Less than \$10,000
- \$10,000-\$19,999
- \$20,000-\$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- \$50,000-\$59,999
- \$60,000-\$69,999
- \$70,000-\$79,999
- \$80,000-\$89,999
- \$90,000-\$99,999
- \$100,000-\$149,999
- \$150,000-\$199,999
- \$200,000 and over

23. Will you receive tips in your job at the casino?

- Yes
- No

24. Does your job at the casino provide benefits? If yes, please check all that apply.

- Health benefits
- Retirement benefits
- Paid time off for sick or vacation

25. Will your job at the casino be:

- One full-time job
- One part-time job
- Multiple part-time jobs
- On-call job

26. How much do you expect to work after you are hired at the casino?

- Full-time job
- Part-time job
- Multiple jobs totaling full-time or more
- Multiple jobs totaling less than full-time

27. Would you prefer to work full-time at the casino?

- Yes
- No

28. What are your reason(s) for seeking a job at this casino? **Please check all that apply.**

- Improved pay
- Improved benefits (e.g., health insurance)
- Excitement/enthusiasm for working at a casino
- Opportunity for career advancement
- Flexible hours
- It offers jobs that are more stable and secure
- Job closer to home
- Have been unemployed and need work
- It offers me additional supplementary income or benefits
- It offers me part-time work, not interested in full-time
- Job is a higher role or has more responsibilities
- Opportunity to learn and use new skills or training (professional development)
- No college degree (Associate's, Bachelor's, etc.) needed
- No specialized training needed
- Other, please specify:

Residency and moving: Where do you currently live?

29. State or territory. Please circle one.

| |
|-------------------------|
| Outside the U.S. |
| PR Puerto Rico |
| AK Alaska |
| AL Alabama |
| AR Arkansas |
| AZ Arizona |
| CA California |
| CO Colorado |
| CT Connecticut |
| DC District of Columbia |
| DE Delaware |
| FL Florida |
| GA Georgia |
| HI Hawaii |
| IA Iowa |
| ID Idaho |
| IL Illinois |
| IN Indiana |
| KS Kansas |
| KY Kentucky |
| LA Louisiana |
| MA Massachusetts |
| MD Maryland |

30. City or town: _____

31. Zip code or postal code:

| |
|--|
| |
|--|

32. If you live outside of the United States, please enter the name of that country.

33. How long have you lived there?

- Less than one year
- One year or more

34. Have you moved or do you plan to move to take this job at this casino?

- Yes, I have already moved to take this job. ➡ **GO TO QUESTION 35**
- Yes, I plan to move to take this job but have not moved yet. ➡ **GO TO QUESTION 39**
- No, I have not moved and do not plan to move to take this job. ➡ **GO TO QUESTION 43**

Residency and moving: Where did you move from?

35. State or territory. Please circle one.

| |
|-------------------------|
| Outside the U.S. |
| PR Puerto Rico |
| AK Alaska |
| AL Alabama |
| AR Arkansas |
| AZ Arizona |
| CA California |
| CO Colorado |
| CT Connecticut |
| DC District of Columbia |
| DE Delaware |
| FL Florida |
| GA Georgia |
| HI Hawaii |
| IA Iowa |
| ID Idaho |
| IL Illinois |
| IN Indiana |
| KS Kansas |
| KY Kentucky |
| LA Louisiana |
| MA Massachusetts |
| MD Maryland |

36. City or town: _____

37. Zip code or postal code:

| |
|--|
| |
|--|

38. If you moved from outside of the United States, please enter the name of that country.



GO TO QUESTION 43

Residency and moving: Where do you plan to move?

39. State or territory. Please circle one.

| |
|-------------------------|
| Outside the U.S. |
| PR Puerto Rico |
| AK Alaska |
| AL Alabama |
| AR Arkansas |
| AZ Arizona |
| CA California |
| CO Colorado |
| CT Connecticut |
| DC District of Columbia |
| DE Delaware |
| FL Florida |
| GA Georgia |
| HI Hawaii |
| IA Iowa |
| ID Idaho |
| IL Illinois |
| IN Indiana |
| KS Kansas |
| KY Kentucky |
| LA Louisiana |
| MA Massachusetts |
| MD Maryland |

40. City or town: _____

41. Zip code or postal code:

42. If you are moving outside of the United States, please enter the name of that country.

Experience and Training

43. Do you have previous experience working at a casino?

- Yes
- No

44. What is the highest level of education that you have completed?

- Did not attend high school
- Attended some high school
- High school graduate or equivalent (e.g., GED, etc.)
- Trade or technical high school graduate
- Some college, no degree
- Associate's degree
- Bachelor's degree
- Master's degree or more education

45. Have you received or do you anticipate any orientation or training in preparation for your job at the casino (e.g., casino operations, food and beverage operations, hotel operations, etc.)?

- Yes ➔ **GO TO QUESTION 46**
- No ➔ **GO TO QUESTION 47**

46. Where did you receive training (or anticipate training)? **Please check all that apply.**

- From this casino or another casino
- Massachusetts Casino Career Training Institute (MCCTI)
- Bristol Community College
- Bunker Hill Community College
- Cambridge College
- Holyoke Community College
- Massasoit Community College

- North Shore Community College
 - Roxbury Community College
 - Springfield Technical Community College
 - Other training provider (community organization, employment board, etc.), please specify institution name.
-

47. How interested are you in pursuing a career in the casino industry?

- Very interested
- Somewhat interested
- Neutral (neither interested nor disinterested)
- Somewhat disinterested
- Very disinterested

48. Please indicate which types of casino career training you are obtaining or are interested in obtaining for your job. **Please check all that apply.**

- Casino Operations (slots, table games, poker, cashiering, count rooms, security)
 - Food and Beverage Operations (bartending, busing, serving, cooking, supervising)
 - Customer Service
 - General Management, Supervisor
 - Hotel and Facility Operations (housekeeping, front desk, valet, grounds keeping, maintenance, facilities, retail)
 - Sales and Marketing (advertising, box office, promotions, public relations)
 - Security
 - Finance and Administration (accounting, financial analysis, purchasing, MIS/IT, auditing)
 - Human Resources Administration (human resources, personnel)
 - None
 - Other, please specify:
-

49. Please indicate which other types of training you might benefit from in your career. **Please check all that apply.**

- Adult basic education (GED/high-school-equivalency certification)
 - Adult higher education (Bachelor's degree or more)
 - Adult basic work skills
 - English for speakers of other languages
 - Leadership/management training
 - Technical/computer training
 - None
 - Other, please specify:
-

This section asks questions about you.

50. What year were you born?

51. What is your gender?

- Male
- Female
- Prefer not to answer

52. Are you Hispanic or Latino?

- Yes
- No

53. Which one or more of the following would you say is your race? Please check all that apply.

- White/Caucasian
 - Black/African-American
 - Asian
 - Native Hawaiian/Other Pacific Islander
 - Native American/Alaskan Native
 - Some other race, please specify:
-

54. Were you born in the United States?

- Yes, born in the United States
- Yes, born in Puerto Rico, Guam, the U.S. Virgin Islands, or Northern Marianas
- No, born outside of the United States

55. Have you ever served in the Military or reserves of the United States?

- Yes
- No

Thank you for taking the time to complete this survey.

Appendix D: The Massachusetts Gaming Act - Employment Goals

The material in this appendix is taken directly from the Expanded Gaming Act to summarize expectations in the law related to casino employment and workforce conditions. In particular, we reference Chapter 23K – The Massachusetts Gaming Commission. The source document providing this information is called Chapter 194 “An Act Establishing Expanded Gaming in the Commonwealth.”¹⁸

Chapter 23K - The Massachusetts Gaming Commission

Section 1. Findings and declaration

(5) the commonwealth must provide for new employment opportunities in all sectors of the economy, particularly opportunities for the unemployed, and shall preserve jobs in existing industries in the commonwealth; this chapter sets forth a robust licensing process whereby an applicant for a gaming license shall submit a comprehensive plan for operating a gaming establishment which includes how the applicant will foster and encourage new construction through capital investment and provide permanent employment opportunities to residents of the commonwealth;

....

Section 18. In determining whether an applicant shall receive a gaming license, the commission shall evaluate and issue a statement of findings of how each applicant proposes to advance the following objectives:

(4) implementing a workforce development plan that utilizes the existing labor force, including the estimated number of construction jobs a proposed gaming establishment will generate, the development of workforce training programs that serve the unemployed and methods for accessing employment at the gaming establishment;

(9) establishing, funding and maintaining human resource hiring and training practices that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that: (i) establishes transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion; (ii) provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and (iii) establishes an on-site child day-care program;

(11) maximizing revenues received by the commonwealth;

(12) providing a high number of quality jobs in the gaming establishment;

¹⁸ The Gaming Act can be found here: <https://malegislature.gov/Laws/SessionLaws/Acts/2011/Chapter194>

(17) implementing a workforce development plan that: (i) incorporates an affirmative action program of equal opportunity by which the applicant guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities; (ii) utilizes the existing labor force in the commonwealth; (iii) estimates the number of construction jobs a gaming establishment will generate and provides for equal employment opportunities and which includes specific goals for the utilization of minorities, women and veterans on those construction jobs; (iv) identifies workforce training programs offered by the gaming establishment; and (v) identifies the methods for accessing employment at the gaming establishment;

(18) whether the applicant has a contract with organized labor, including hospitality services, and has the support of organized labor for its application, which specifies: (i) the number of employees to be employed at the gaming establishment, including detailed information on the pay rate and benefits for employees and contractors; (ii) the total amount of investment by the applicant in the gaming establishment and all infrastructure improvements related to the project; (iii) completed studies and reports as required by the commission, which shall include, but need not be limited to, an economic benefit study, both for the commonwealth and the region; and (iv) whether the applicant has included detailed plans for assuring labor harmony during all phases of the construction, reconstruction, renovation, development and operation of the gaming establishment;

Other documents

Massachusetts Gaming Commission publication

In addition to the material above taken directly from the General Law, the Massachusetts Gaming Commission provides an overview of the employment goals of the Massachusetts Gaming Act in a publication entitled *Resort Casino and Slots Workforce and Employment: Frequently Asked Questions*. The report states: “In November of 2011, the Legislature passed and Governor Deval Patrick signed “An Act Establishing Expanded Gaming in the Commonwealth,” (the Act) which established Casino Gaming in Massachusetts. The legislation was designed to stimulate economic development and job creation, including private investment and new state and local tax revenue.... The legislation also calls for a net job-gain for the Commonwealth and for the creation of new career and job opportunities for the unemployed or underemployed with opportunity for personal growth and career advancement.”¹⁹

Encore Boston Harbor publication

In 2018, Encore Boston Harbor released a document detailing and discussing its workforce development and diversity plan. This report, *Encore Boston Harbor Workforce Development & Diversity Plan*, provides a good source of information on plans related to the Encore Boston Harbor workforce.²⁰

¹⁹ *Resort Casino and Slots Workforce and Employment*. Massachusetts Gaming Commission.

<http://massgaming.com/wp-content/uploads/Resort-Casino-and-Slots-Workforce-and-Employment.pdf>

²⁰ *Encore Boston Harbor Workforce Development & Diversity Plan*. Encore Boston Harbor. June 14, 2018.

<https://massgaming.com/wp-content/uploads/Encore-Boston-Harbor-Workforce-Development-Plan-6-18-18.pdf>