



UNIVERSITY OF MASSACHUSETTS SCHOOL OF PUBLIC HEALTH AND HEALTH SCIENCES

New Employee Survey at Plainridge Park Casino: Analysis of Fiscal Year 2018

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Executive Summary

The findings of this report are based on an analysis of the third year of data collected from the Massachusetts Gaming Commission (MGC) New Employee Survey administered at Plainridge Park Casino in Plainville, Massachusetts. The period captured in this analysis is fiscal year 2018, which roughly spans the time from the summer of 2017 to the summer of 2018. During this period, 193 survey responses were collected. This study follows the *New Employee Survey at Plainridge Park Casino: Analysis of First Two Years of Data Collection* report that documented new employee characteristics during the first two years of operation. Survey respondents in both studies include newly hired employees of different types: employees who already worked for Plainridge Racecourse before the Commission designated it as the Commonwealth's only slots parlor; those who are new to the gaming industry; employees who were permanently transferred from other gaming properties operated by the casino licensee, Penn National; and employees of food-court vendors. Respondents completed the survey during the fingerprinting process, which is the only step in the gaming-licensing process where they appear in person.

In general, we find that the new employment opportunities created at Plainridge Park Casino have benefited people who have experienced unemployment or underemployment and those with little educational attainment, experience, or training. Hiring at Plainridge Park Casino has also generated interest in employment in this industry, evident from the career-related reasons new employees provided for seeking employment at Plainridge Park Casino.

The main findings of this report include:

Plainridge Park Casino is creating employment opportunities in areas of the Commonwealth where these did not previously exist.

- *Unemployed and Underemployed*: 51 percent of respondents sought a job at Plainridge Park Casino for one or more of the following reasons: 1) needing an additional job for supplementary income; 2) being unemployed and needing work; and 3) being part-time or underemployed and needing more work. Almost half (46 percent) of respondents hired in the past year reported being previously unemployed or employed only part-time. Forty-two percent of those who previously worked in part-time jobs now work full-time at the casino. Seventy-six percent of people who were previously unemployed are in full-time positions at the casino.
- *Movers from out-of-state*: Movers represented about five percent of new employees hired in the past year and almost seven percent of all employees hired at Plainridge Park Casino since its opening. Most movers tended to come from full-time positions prior to working at Plainridge Park Casino, did not have a gaming background, and moved from other New England states.
- *People with little educational attainment or experience*: Seventy-five percent of new employees in the most recent year¹ have less than a Bachelor's degree. Eighty-two percent of casino employees lacked previous casino-related experience. Most new employees used to work in the *Accommodation and Food Services* and *Retail* industries and had experience that was transferrable to their casino jobs.
- *People with low levels of pre-employment training*: Eighty-four percent of new employees hired in the past year did not receive pre-employment training prior to their employment at Plainridge Park Casino. For new employees who did receive training, most of that training took place at the casino itself. Community colleges in Massachusetts and Rhode Island and regional partnerships in the state also provide opportunities for new employees to train for casino employment.

¹ The data in this report cover Fiscal Year 2018.

Most new employees wanted to work at Plainridge Park Casino for reasons related to career planning and readiness.

- Reasons for Seeking Casino Employment: The three major reasons why recent hires want to work at Plainridge Park Casino include: 1) the opportunity for career advancement; 2) improved pay; and 3) the opportunity to learn new skills or receive training.
- Interest in Training: Eighty-one percent of new employees hired in the past year are interested in training. The top categories of casino-related training that new employees would like to receive include: 1) casino operations; 2) customer service; 3) food and beverage operations; and 4) general management. New employees are also interested in leadership training, management training, and technical and computer training.

Most new employees live in Massachusetts, but some commute from out-of-state.

- Commuters from Rhode Island: Most people hired in the past year live in Massachusetts; however, 33 percent of new hires across the three years of data collection now commute from out-of-state and mainly from Rhode Island. The top municipalities of residence are North Attleborough (MA), Attleboro (MA), Pawtucket (RI), and Providence (RI).

Introduction

The Social and Economic Impacts of Gambling in Massachusetts ([SEIGMA](#)) study, of which the Economic and Public Policy Research team at the University of Massachusetts Donahue Institute (UMDI) is a part, strives to understand the impacts of the introduction of casinos on the people and economy of the Commonwealth. Of interest in this endeavor is to gain a better sense of the characteristics of the workforce at the point of hire. To this end, the New Employee Survey was designed to gather a range of information on work-related characteristics and aspirations of new employees. Over time, survey data from all three casinos will help workforce development boards and policymakers understand: 1) the demographic characteristics of the casino workforce; 2) the types of employees who want to work at the casinos; 3) how much pre-employment experience employees have; 4) the extent to which they receive training; and 5) the number of employees drawn from the local labor supply. An explanation of the methodology and a copy of the survey instrument can be found in Appendix A: Methodology and Appendix B: Survey Instrument, respectively.

This report presents summary findings from the third year of data collection at Plainridge Park Casino, which covers fiscal year 2018 (July 2017 through June 2018). This period comprises the second full year of the “steady-state” phase of hiring which immediately followed the mass-hiring phase that took place leading up to and during the casino’s opening in June 2015. This analysis focuses mainly on the characteristics of people hired in the latest fiscal year and incorporates findings from earlier reports in only a few sections for context. For an analysis of the economic impacts related to casino employment, please consult our Operating Impacts report.²

Profile of New Casino Employees at Plainridge Park Casino

Previous Employment Status

Creating employment opportunities for unemployed and underemployed³ individuals in Massachusetts is a major concern of the MGC and a core goal of the Expanded Gaming Act. Prior to their employment at Plainridge Park Casino, almost half (46 percent) of respondents hired in the past year reported being unemployed or employed only part-time, as Figure 1 illustrates below. This finding is consistent with the 50 percent who were unemployed or part-time employed prior to employment at Plainridge Park Casino observed in the previous years of data collection.⁴ Sixty-seven percent of employees hired in the past year at Plainridge Park Casino are currently full-time, whereas only 51 percent were full-time in their previous jobs. Full-time employment typically translates to relatively higher wages (and, therefore, increased tax contributions), stable hours, more job security, and the potential for healthcare, paid time off, and/or

² Peake, T., Raisz, A., Astor, J. (2019). *Plainridge Park Casino Operating Impacts, Fiscal Years 2017 and 2018*. Amherst, MA: University of Massachusetts Donahue Institute, Economic and Public Policy Research Group. <https://www.umass.edu/seigma/reports>.

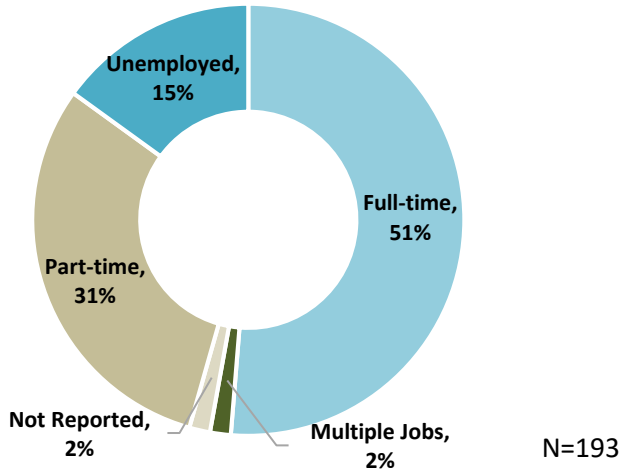
³ For the purposes of this analysis, we adopt the definition of the “underemployed” conceived by the U.S. Bureau of Labor Statistics (BLS). Underemployed individuals comprise three classes of employment framed within the context of guidelines regarding unemployment benefits: 1) *Discouraged workers* are not in the labor force, are willing and ready to work, and previously searched for work in the past year but refrained from searching in years prior to that because they believed that jobs were unavailable to them; 2) *Marginally attached workers* are not in the labor force, are willing and ready to work, and did not previously search for jobs for other reasons; and 3) *Persons employed part-time for economic reasons* work less than 35 hours per week because their hours were reduced or they were not able to find full-time employment, but they would prefer to work full-time and are available to work full-time. For more information, visit BLS Local Area Unemployment Statistics, <https://www.bls.gov/lau/stalt.htm>.

⁴ *New Employee Survey at Plainridge Park Casino: Analysis of First Two Years of Data Collection*, University of Massachusetts Donahue Institute, May 10, 2017, Page 4.

https://www.umass.edu/seigma/sites/default/files/PPC%20Employee%20Survey%20Report%202017-05-9_For%20Releasev2.pdf.

retirement benefits. Moreover, since the previously unemployed did not leave other jobs in the Commonwealth and create a job vacancy as a consequence of working at the casino, employment among this group constitutes new employment in Massachusetts. Increased employment among the formerly unemployed and part-time suggests that casino employment is creating economic opportunities for these employees.

Figure 1. Previous Employment Status



Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

Plainridge Park Casino has created employment opportunities that were previously unavailable to the unemployed and underemployed segments of the labor force. According to Table 1, 76 percent of those applicants who were previously unemployed and 42 percent of those who were previously part-time will be working full-time at Plainridge Park Casino. The remaining pool will work part-time at the casino. While it is possible that some employees have kept their previous jobs, they still report not having full-time employment prior to being hired by Plainridge Park Casino. In both cases, Plainridge Park Casino is providing employment opportunities to the unemployed and underemployed, thereby contributing to reducing their economic vulnerability.

Table 1. Previous and Current Employment Status of Applications

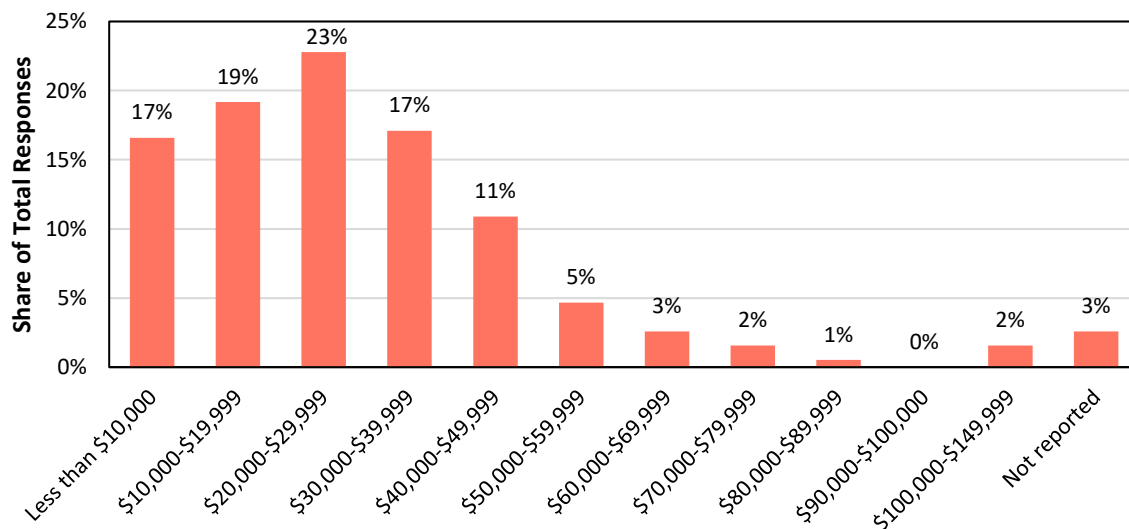
Employment Status	Currently Employed Full-time	Currently Employed Part-time	Not Reported	Response Percent	Response Count
Previously Employed Full-time	80%	19%	1%	100%	99
Previously Employed Part-time	42%	54%	3%	100%	59
Previously Worked Multiple Jobs	100%	0%	0%	100%	3
Previously Unemployed	76%	24%	0%	100%	29
Not Reported	0%	0%	2%	100%	3

Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

Previous Income

Illustrating the self-reported incomes of survey respondents, Figure 2 suggests that new employees at the casino previously worked in jobs paying relatively low wages. Seventy-six percent of newly hired employees earned less than \$40,000 in their previous jobs, and the highest concentration of new employees previously earned \$20,000 to \$29,999 annually, a range nearing the minimum-wage level. The previous industries and positions that once employed new casino employees are examined in greater detail in the next section. For context, Massachusetts’ 2018 hourly minimum wage was \$11.00 per hour (\$22,880 annually). In Rhode Island and Connecticut, where some commuting casino workers live, the minimum wage in 2018 was \$10.10 per hour (or \$21,014 annually).⁵ The Massachusetts average annual pay in 2017 for the industry that includes casinos, hotels, and gaming establishments was \$23,038. However, average annual pay was \$28,373 and \$24,083, respectively, in Connecticut and Rhode Island.⁶ Differences in the types of jobs being filled and types of operations being staffed likely play a role in these wage differences. Moreover, the fact that Connecticut and Rhode Island already have established resort casinos with experienced employees, while many employees in Massachusetts are new to the industry also helps explain why the industry’s annual wages were lower in Massachusetts in 2017. Unionization at one of the two large casinos in Connecticut could be another driver of wage differences.

Figure 2. Previous Salaries and Wages of New Employees



Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

While wages in the *Accommodation and Food Services* sector are relatively low, many casino positions—such as bartenders, servers, and card dealers—offer lower wages because employees in those positions receive tips. Since it is unlikely that new employees could provide an estimate of their previous and prospective earnings derived from tips, the survey asks them if they received tips rather than the dollar amount of tips received. Table 2 below further contextualizes our observations of the income data. Thirteen percent of employees hired in the past year reported receiving tips in their previous positions. In contrast, 21 percent reported that they would receive tips in their jobs at Plainridge Park Casino. While a

⁵ National Conference of State Legislatures, State Minimum Wage by State as of July 1, 2018, <http://www.ncsl.org/research/labor-and-employment/state-minimum-wage-chart.aspx#>. Massachusetts and Rhode Island’s minimum wage levels have since changed to \$12.00 per hour and \$10.50 per hour, respectively, in 2019.

⁶ U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, <https://www.bls.gov/cew/>.

greater number of employees will receive tips in their positions at Plainridge Park Casino than in their previous jobs, more than three quarters of the new employees reported that they will not receive tips.

Table 2. Distribution of New Employees by Receipt of Tips in Previous and Current Jobs

Receipt of Tips	Response Percent	Response Count
Previous job		
Received tips in previous job	13%	25
Did not receive tips in previous job	84%	163
Not Reported	3%	5
Casino job		
Will receive tips in current job	21%	40
Will not receive tips in current job	76%	147
Not Reported	3%	6
Total	100%	193

Source: UMDI analysis of MGC New Employee Survey.

Note: Percentages may not sum to 100 percent due to rounding.

Reasons for Seeking Employment at the Casino

The survey asks new employees hired in the past year to indicate why they sought employment at Plainridge Park Casino. Their responses, presented in Figure 3 below, serve as a firsthand account of the variety of economic considerations employees made in their decision to apply to Plainridge Park Casino as well as the opportunities that employment at the casino symbolized for them. The top reasons why employees wanted to work at Plainridge Park Casino included the opportunity for career advancement, improved pay, and to learn and use new skills and training. These responses are generally consistent with the findings in the New Employee Report examining fiscal years 2016 and 2017, where career advancement and improved pay were among the most popular reasons for new employees hired within the first two years of operation at Plainridge Park Casino.⁷

Similarly, the reasons for seeking employment at the casino that resonated most among employees hired in the past year generally relate to career growth and job readiness. Nearly half of all respondents sought the opportunity for career advancement while 43 percent wanted an opportunity to learn and use new skills. Other related, though less common, responses included the casino job being at a higher level than their previous job and the casino not requiring a college degree or specialized training. Taken together, it is clear that the decision of new employees to work at Plainridge Park Casino was largely driven by their career aspirations.

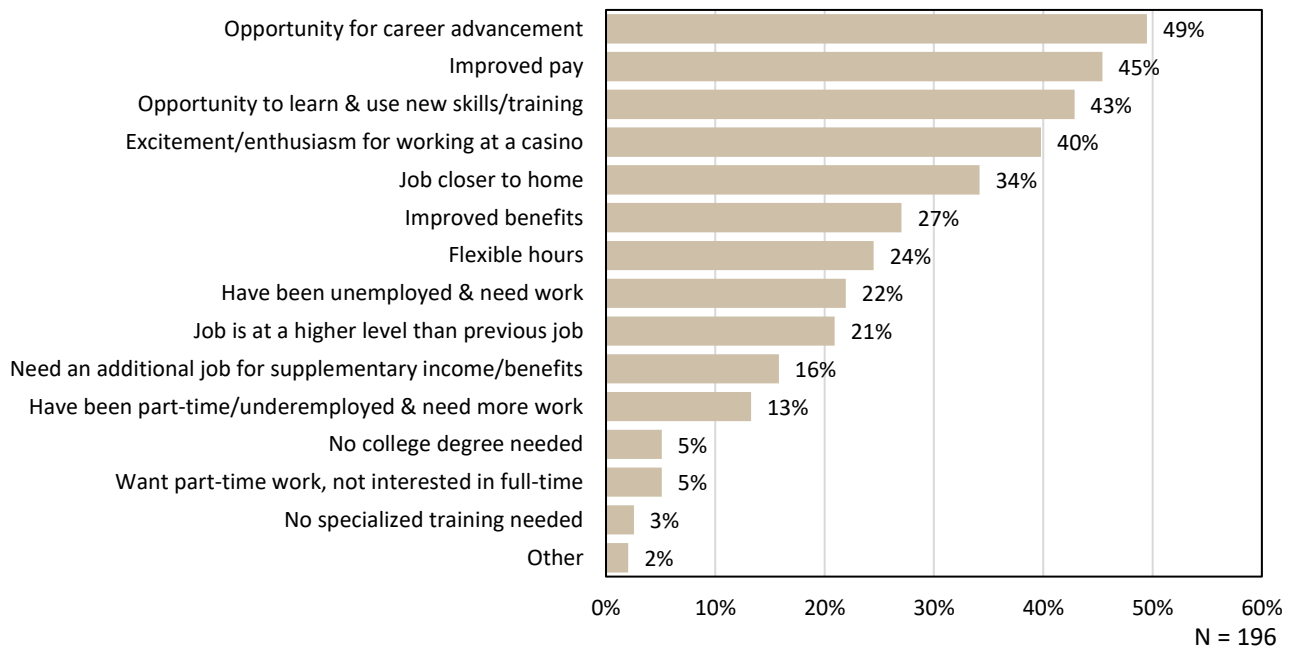
Another important theme that emerged in employees' reasons for working at the casino relates to income. The second most common response among all employees hired in the past year was improved pay. This finding reflected a wide range of employees—from those simply seeking to work more hours to those seeking to move into more advanced positions. In fact, indicators of previous underemployment were quite common among the survey respondents. Those needing a second job for supplementary income, those needing more work after working only part-time, and unemployment represented 51 percent of respondents. Improved pay might have been interpreted by the respondents to mean seeking more income

⁷ *New Employee Survey at Plainridge Park Casino: Analysis of First Two Years of Data Collection*, University of Massachusetts Donahue Institute, May 10, 2017, Page 7,

https://www.umass.edu/seigma/sites/default/files/PPC%20Employee%20Survey%20Report%202017-05-9_For%20Releasev2.pdf.

in general. In some cases, a new employee’s casino job could serve as an additional source of income in tandem with other jobs thus contributing to a higher household income overall. Plainridge Park Casino’s need for coverage 24 hours per day may also be attractive to those who are unavailable to work during regular business hours or who seek supplementary income outside of their primary jobs. Furthermore, thirty-four percent of employees hired in the last year cited the casino’s proximity to home as a reason that they applied, while the casino’s flexible hours appealed to 24 percent of them. Five percent reported not being interested in full-time work and wanting only part-time work. Responses to this item could suggest a type of underemployment in the sense that respondents may not prefer full-time employment because they already hold a full-time job. Another interpretation may be that these respondents did not want full-time employment because they planned to attend school, take care of family, or were retired. Whatever the reasons, these findings suggest that casino employment is fulfilling an unmet demand for more work in the Commonwealth and providing jobs to its unemployed and underemployed residents.

Figure 3. Reasons for Seeking Employment at Plainridge Park Casino



Source: UMDI analysis of MGC New Employee Survey.

Note: Respondents were allowed to “select all responses that apply,” resulting in the sum of percentages exceeding 100 percent.

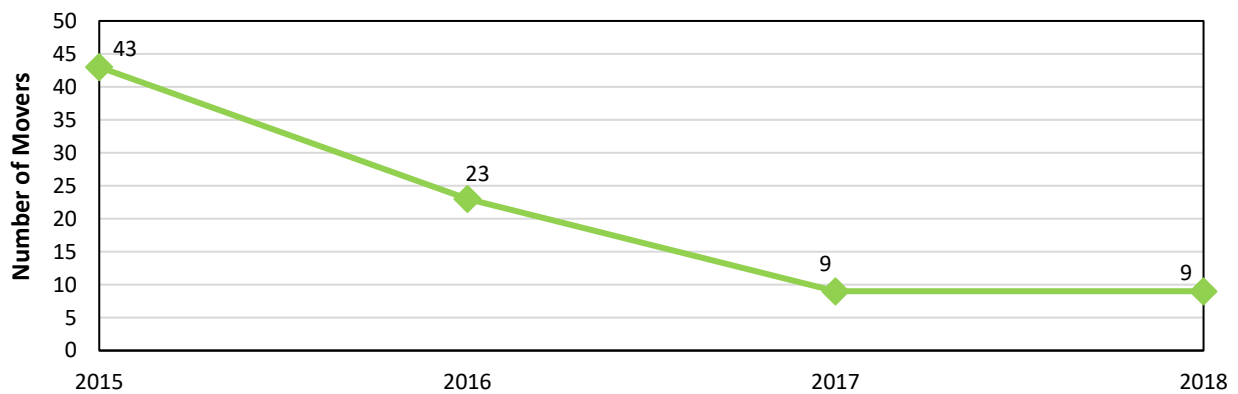
Moving and Current Residence

Since the grand opening of Plainridge Park Casino in June 2015, 84 employees moved to accommodate their new jobs at the casino, as seen in Figure 4 below. This represents nearly seven percent of all people passing through the licensing process at this establishment. Most movers originated from outside of Massachusetts while a few came from other cities and towns in Massachusetts. Out-of-state movers represent net new employment growth to the Commonwealth—similar to how the casino creates employment opportunities for those who were previously unemployed or underemployed. Both examples are ways in which the casino is creating employment where it did not exist before and without displacing existing employment somewhere else in the state.

Very few individuals hired in the study year indicated that they had moved or planned to move to accommodate their job at Plainridge Park Casino. Given this small number of recent movers, this section analyzes new movers together with all other movers who have relocated for their casino job since the reopening. Most movers during Plainridge Park Casino’s start-up phase originated from states with casinos outside of the New England region, such as New Jersey, Pennsylvania, Nevada, and Ohio.⁸ The bulk of these employees had casino experience (though very few were from Penn National) and presumably moved to the area in the hopes of greater opportunities. In contrast, more recent movers do not have a gaming background and tended to move from New England states rather than from outside the region.

It is interesting to note that employees who were hired in the past year and moved to take their jobs did not necessarily move to Massachusetts. In fact, only 44 percent of movers hired in the past year relocated to Massachusetts while 56 percent moved to Rhode Island. This is not surprising given the close geographic proximity of the casino to the Rhode Island border. The comparatively higher minimum wage in Massachusetts, as discussed earlier, may be one reason for employment opportunities in the Commonwealth to attract residents of neighboring states. The choice to move to Rhode Island instead of Massachusetts could be due to any number of reasons, possibly including Rhode Island’s lower cost of living. The remaining—and substantially larger—share of employees hired in the past year did not move for their positions at the casino and probably lived close enough to the casino to commute to their jobs.

Figure 4. Number of Movers, FY2015-2018



Source: UMDI analysis of MGC New Employee Survey.
 Note: Years are represented as fiscal years (July 1st- June 30th).

In addition to asking new employees whether they moved for their positions, the survey asks respondents where they currently live in order to identify the communities from which Plainridge Park Casino draws its workforce. A map of all new employees’ current residence, including those who moved, shows the concentrations of new employees by municipality in Figure 5 below. Employee residence is important for several reasons. First, it provides insight into the place-based socioeconomic networks and opportunities to which new employees have access during their employment at Plainridge Park Casino. Our analysis of the baseline socioeconomic conditions of Plainridge Park Casino’s Host and Surrounding Communities⁹ revealed the poverty rates, rates of labor force participation, unemployment rates, educational attainment levels, and other characteristics of those communities’ residents and workforce. New employees at Plainridge Park

⁸ *New Employee Survey at Plainridge Park Casino: Analysis of First Two Years of Data Collection*, University of Massachusetts Donahue Institute, May 10, 2017, Page 9, https://www.umass.edu/seigma/sites/default/files/PPC%20Employee%20Survey%20Report%202017-05-9_For%20Releasev2.pdf.
⁹ *Host Community Economic Profiles: Plainville Host Community Profile*, University of Massachusetts Donahue Institute, October 20, 2015, https://www.umass.edu/seigma/sites/default/files/Plainville%20Host%20Community%20Profile_Final.pdf.

Casino will ultimately contribute to—and be affected by—those same socioeconomic conditions. Knowing the distance that employees are traveling to work is a second factor that will reveal how local traffic patterns and infrastructure could be impacted by the influx of employees commuting from those communities. Assuming that at least some of new employees' wages are spent in the local economy, we can also determine which communities may experience increased economic activity from the income of casino employees. The distribution of employees' residences may also have implications for the demand for housing development in those cities and towns. All of these considerations are important to the MGC and have bearing on the effects of casino employment in Massachusetts.

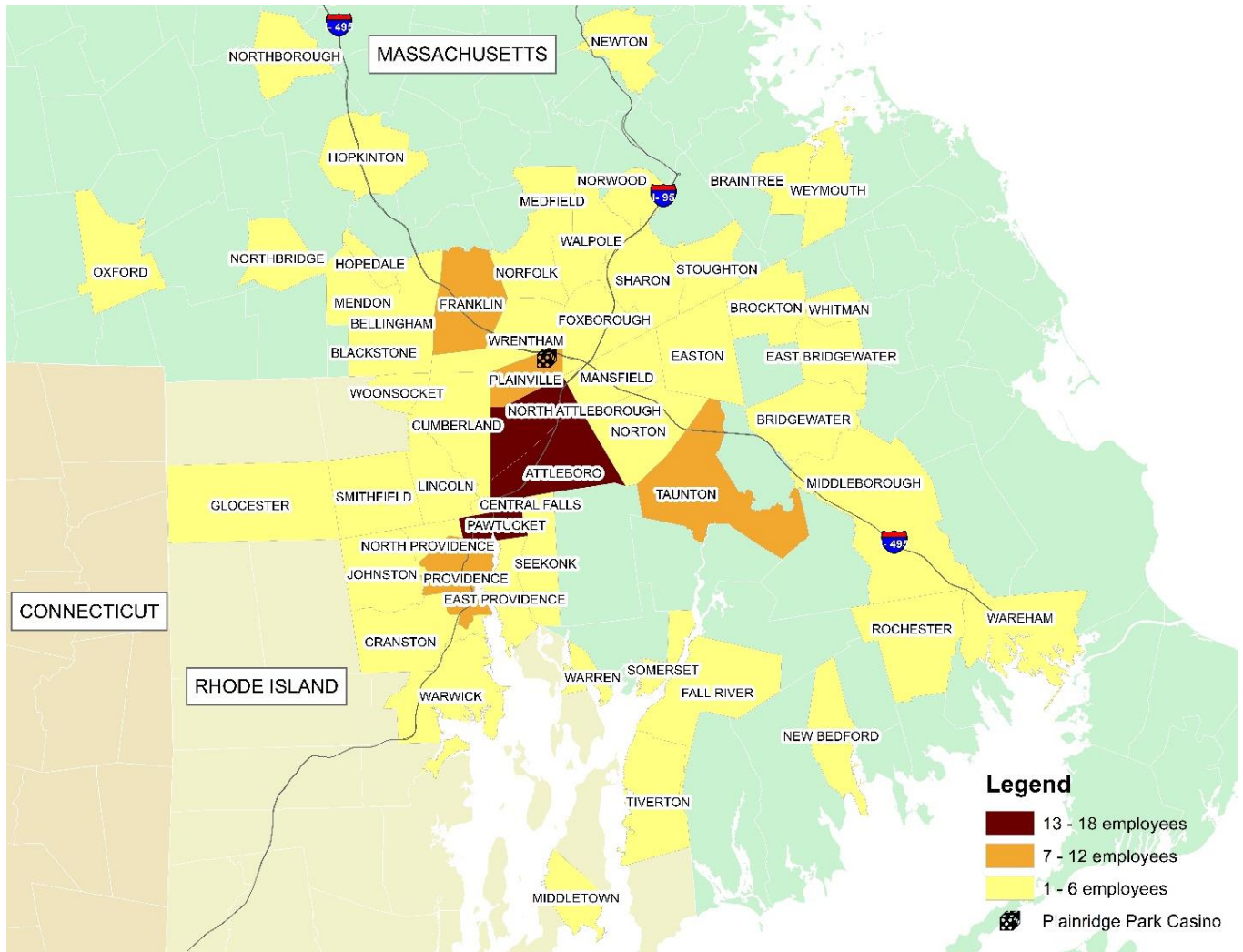
Not all new employees hired in the past year live in Massachusetts: 64 percent live in Massachusetts, but 32 percent live in Rhode Island and one percent live in Connecticut. Employees who moved to Massachusetts would contribute more fully to the state economy through in-state household spending and taxes. Examples of household spending from income include such activities as paying for groceries, doctor appointments, car repairs, buying a home or car, and mortgage or rent payments. This sort of spending frequently takes place in the state in which one lives and helps to support jobs and economic activity in the local economy. For the casino employees who live in other states but work in Massachusetts, their income would be generated in Massachusetts but spent in other state economies so Massachusetts would not benefit directly from the increased economic activity from those wages.

Even though most new employees live in Massachusetts, only a few of them actually live in Plainville, Plainridge Park Casino's host community. As can be seen from the map, the highest number of new employees reside instead in two of Plainridge Park Casino's designated surrounding communities,¹⁰ North Attleborough (N=18) and Attleboro (N=15) in Massachusetts. Pawtucket (N=16) and Providence (N=11) have the highest numbers of new employees in Rhode Island, which makes sense given the short geographic distance from Providence and Pawtucket to Plainville. Other common municipalities where new employees live include Franklin (N=9) and Taunton (N=8) in Massachusetts. Plainville, by contrast, is home to only seven new employees hired in the past year. Plainville has a smaller population than these other communities, so the comparatively smaller number of employees that reside there is to be expected and denotes that Plainville is still well represented.

It is also clear from Figure 5 that the communities with the greatest concentrations of new employees fall along the two major highways in Southeastern Massachusetts and Rhode Island, namely I-95 and I-495. Both highways provide a direct route to Plainridge Park Casino and connect the casino to cities and towns that are not adjacent to Plainville. As discussed earlier (Figure 3), 34 percent of new employees reported that the casino's proximity to home motivated them to seek employment at Plainridge Park Casino. The ease of access to these highways appears to be a practical rationale for working at the casino.

¹⁰ The MGC defines a "host community" as the municipality in which the casino is located. A "surrounding community" is a municipality that is geographically close to a casino's host community that the MGC expects to experience positive and negative impacts from the casino. A municipality's designation of a "surrounding community" is the result of a political process and does not necessarily include all neighboring municipalities that share a border with the host community. For more information about host communities, surrounding communities, and the process involved in becoming a surrounding community, please visit <https://massgaming.com/about/community-mitigation-fund/host-surrounding-communities/surrounding-community-agreements/>.

Figure 5. Residence of New Casino Employees, July 2017-June 2018



Source: UMDI analysis of MGC New Employee Survey; ArcGIS

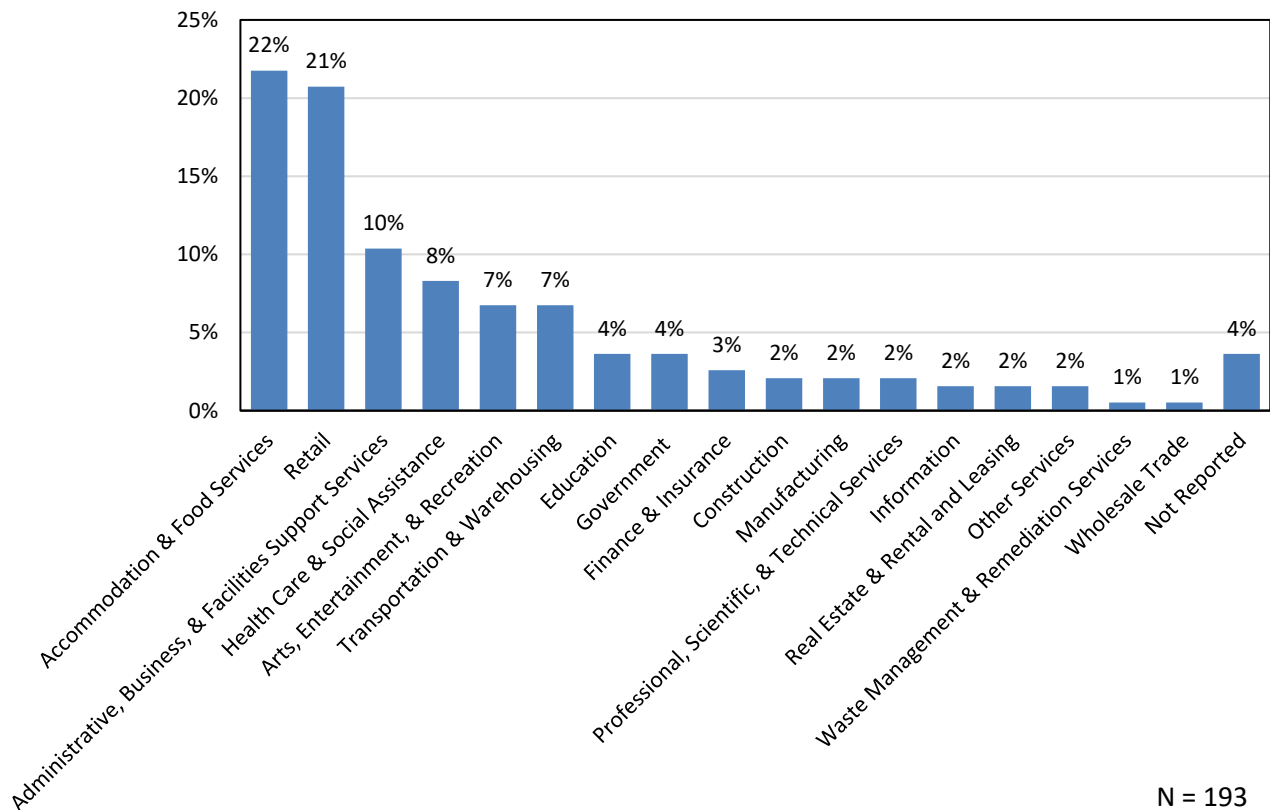
Previous Employment by Industry and Occupation

Employees hired in the past year came from a wide range of industries before working at Plainridge Park Casino. Figure 6 shows the distribution of industries in which casino employees previously worked. The top two industries from which Plainridge Park Casino drew employees include *Accommodation and Food Services* and *Retail*, each with over 20 percent of employees. These two industries conduct the business-related activities of hotels, catering, fast-food and full-service restaurants, bars, and retail establishments. They also tend to be associated with lower-than-average wages. New casino employees from these industries also tended to come from part-time jobs. Casino employees also came in substantial proportions from *Health Care and Social Assistance*, *Arts, Entertainment, and Recreation*, and *Transportation and Warehousing*—sectors that, relative to the top two, tend to offer higher base pay. Other, less common industries were *Construction*, *Education*, and *Manufacturing*.

Employees' previous industries can provide insight into the skill sets that they bring with them to their new jobs as well as their overall job readiness and need for training. Most of the industries mentioned above

experienced significant job losses during the Great Recession (December 2007-June 2009), and the *Manufacturing, Transportation and Warehousing* and *Retail* sectors still have not reached or exceeded their pre-recession employment peaks. Volatility—including job losses—in these industries may have been a factor for Massachusetts’ workers seeking employment in the casino industry. In contrast, employment in Massachusetts’ *Arts, Entertainment, and Recreation* (of which the casino industry is a part) and *Accommodation and Food Services* industries grew steadily up to and after the recession and now have reached their highest job levels in 17 years.¹¹ Even though some employees will continue to work in their previous fields while maintaining employment at Plainridge Park Casino, these broader economic considerations may have contributed to the attractiveness of working in this industry.

Figure 6. Previous Industry of Casino Employees



Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

Previous industry by full- and part-time status is analyzed in Table 3 below. *Retail, Accommodation and Food Services*, and *Administrative, Business, and Facilities Support Services* (e.g., office administration, collection agencies, credit bureaus, security, pest control, landscaping, carpet and cleaning services, and janitorial services) were the previous industries of 50 percent of new hires who came from full-time jobs and 63 percent of new hires who came from part-time jobs. *Accommodation and Food Services* was the top industry for those who previously worked full-time whereas *Retail* was the top industry for those who previously worked part-time. A few additional individuals previously worked in *Health Care and Social Assistance* and *Arts, Entertainment, and Recreation*.

¹¹ Massachusetts Executive Office of Labor and Workforce Development, Labor Market Information, ES-202.

Table 3. Top Industries of Previous Jobs by Employment Status

Top Industries	Response Percent		Response
	Previously Full-time	Previously Part-time	Count
Accommodation and Food Services	21%	24%	35
Retail	15%	31%	33
Administrative, Business, and Facilities Support Services	14%	8%	19
Health Care and Social Assistance	10%	8%	15
Transportation and Warehousing	8%	8%	13
Arts, Entertainment, and Recreation	4%	8%	9
All Other	27%	12%	34
Response Count	99	59	158

Source: UMDI analysis of MGC New Employee Survey.

Note: “All Other” includes industries with fewer than nine respondents, including Construction, Education, Finance and Insurance, Government, Health Care and Social Assistance, Information, Manufacturing, Professional, Scientific, and Technical Services, Real Estate, Waste Management and Remediation Services, Wholesale Trade, and those respondents who did not indicate a previous industry.

Table 4 similarly highlights the occupations or positions that employees of Plainridge Park Casino previously held. *Sales workers* and *Food and Restaurant Service workers* were the most common types of occupations for both those who were previously employed full-time and part-time. These workers include cashiers, cooks, bartenders, servers, bussers, and store and restaurant managers. Together, these workers represent 44 percent of all employees hired in the past year. *Protective Service workers*, which include correctional officers, firefighters, and security guards, comprised the third largest concentration of casino employees overall. A less common occupation, though still among the top occupations, for those previously employed part-time was drivers, including long-distance truck drivers, taxi drivers, towing, and drivers for ride-sharing services. For those who previously worked full-time, *Business Management, Office Administrator, or Financial Officer* positions held the fourth highest concentration of casino employees.

Table 4. Top Occupations of Previous Jobs by Employment Status

Top Occupations	Response Percent		Response
	Previously Full-time	Previously Part-time	Count
Food and Restaurant Services (e.g., Cook, Bartender, Server)	20%	27%	36
Sales Worker (e.g., Cashier, Retail Store Manager, Customer Service)	17%	29%	34
Protective Service Worker (e.g., Correctional Officer, Firefighter, Security Guard)	11%	12%	18
Trucker or Driver (e.g., Long-distance Trucking, Towing, Taxis, Uber)	7%	7%	11
Business Management, Office Administrator, or Financial Officer	8%	2%	9
Health Worker (e.g., Physician, Nurse, Physical Therapist, EMT)	6%	5%	9
All Other	30%	19%	41
Response Count	99	59	158

Source: UMDI analysis of MGC New Employee Survey.

Note: All Other includes occupations with fewer than nine respondents, including Artists, Designers, Entertainers, Sports, or Media, Building and Grounds Maintenance, Computer or IT-related jobs, Construction Workers or Building Trades, Social Workers, Counselors, Clergy, or Community Organizers, Educators, Farmers and Fishermen, Hotel or Accommodation jobs, Lawyers and Paralegals, Military, Personal and Home-based jobs, Production Workers, and those respondents who did not indicate a previous occupation.

Identifying casino employees’ previous industries can also shed light on the industries that might experience vacancies in the local labor force if workers leave to take new jobs at Plainridge Park Casino. While the casino is undoubtedly creating new employment—by attracting those who were unemployed, underemployed, or lived outside of Massachusetts—it is also expected to pull existing workers from the

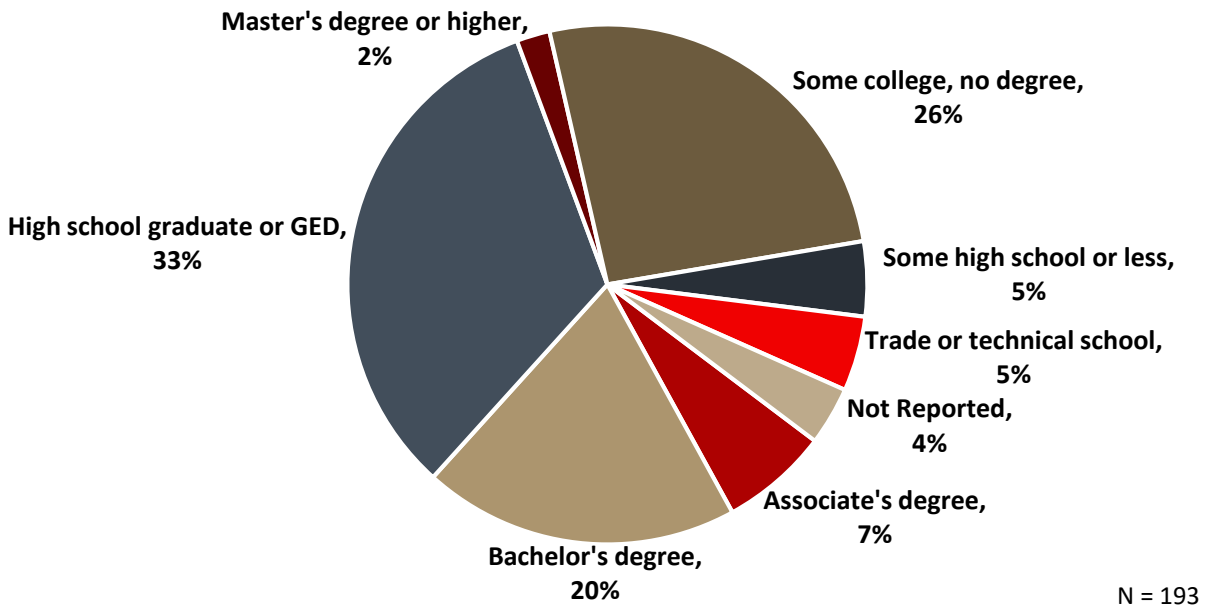
local labor market by virtue of possibly offering higher wages, benefits, career advancement opportunities, or even just from the novelty of being a new and larger employer in the job market. The impacts of “backfill”—the vacancies left behind by people pursuing casino employment—are concerns of the MGC and local businesses, which could potentially lose employees due to new opportunities offered at Plainridge Park Casino. Smaller businesses may not have the resources necessary to compete with a larger employer in terms of being able to raise wages or provide full-time benefits or hours. These survey data alone are not able to demonstrate how many vacancies Plainridge Park Casino is actually creating in the local labor market. Not all of the positions described above are necessarily vacancies. Some employees may decide to keep their previous jobs while working at the casino, and some previous jobs may be located outside of Massachusetts. New employees may also have been fired or laid off from their previous jobs, people may decide to leave their jobs and seek work elsewhere, and previous employers may not seek to refill those vacancies. Information from local businesses will be necessary to more fully identify effects of casino employment on the local labor market.

Education, Experience, and Training

Plainridge Park Casino is creating employment opportunities for those with lower levels of educational attainment and with no experience in the field or pre-employment training. These categories of workers comprise another vulnerable subsection of the workforce that may have been less employable prior to the casino’s opening. Figure 7 illustrates the current educational attainment levels of the new casino employees hired in the previous year at Plainridge Park Casino. Slightly over 20 percent of new employees have at least a Bachelor’s degree while 76 percent have less than a Bachelor’s degree. In a state where 46 percent of residents over 25 years of age have at least a Bachelor’s degree or higher,¹² this finding supports the argument that the casino is providing opportunities for those with lower levels of formal education (i.e., less than a Bachelor’s degree). Among those with lower levels of educational attainment, 33 percent of respondents reported having a high school diploma or General Education Diploma (or GED), 26 percent of respondents have completed some college-level coursework, and seven percent hold an Associate’s degree. Five percent of respondents graduated from a trade or technical school (e.g., those that offer training in culinary arts, plumbing, masonry, carpentry, mechanics, electrical work, and other skilled trades). The fact that people with lower levels of educational attainment are able to find employment at the casino underscores the accessibility of casino jobs in the Commonwealth—at least in terms of a formal education.

¹² U.S. Census Bureau, 2017 American Community Survey, 1-year Estimates, Table B23006 (Educational Attainment by Employment Status for the Population 25 to 64 Years).

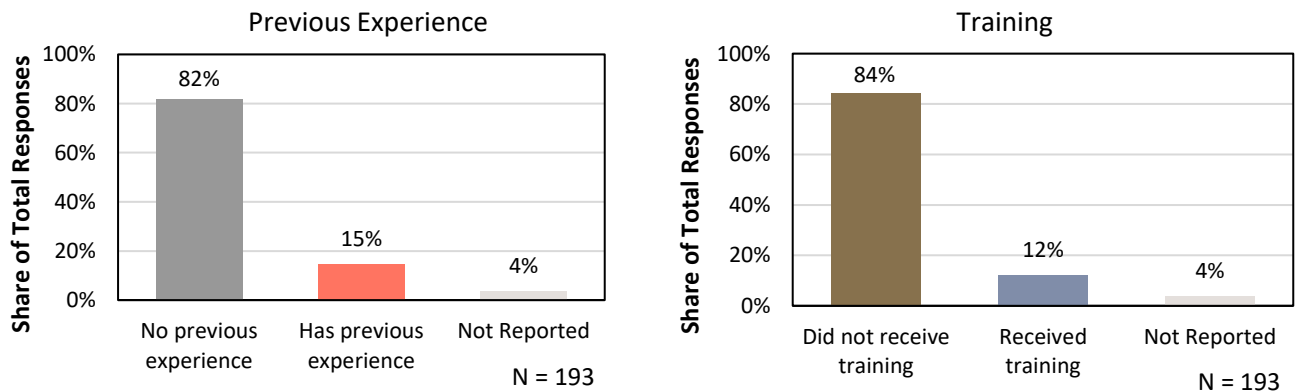
Figure 7. Educational Attainment of New Casino Employees



Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

Accessibility is also measured by the extent to which employees need pre-employment experience or training in order to be eligible for employment at the casino. As Figure 8 below shows, 82 percent of casino employees lacked previous casino-related experience and 84 percent did not receive pre-employment training prior to their employment at Plainridge Park Casino. It is not surprising that employees reported not having direct experience working in a casino given that no other casino existed in Massachusetts prior to Plainridge Park Casino. However, from our analysis above of the industries and occupations in which employees previously worked (Table 3 and Table 4), most new casino employees had backgrounds in retail, hospitality, food service, and administrative and business services, all of which would provide them with transferable skills for their jobs at the casino. While employees seemed to not perceive their skills to qualify as casino-related experience *per se*, many new employees at Plainridge Park Casino previously had employment which likely provided them with skills applicable to the casino industry.

Figure 8. New Casino Employees' Educational Attainment and Pre-Employment Training



Source: UMDI analysis of MGC New Employee Survey.
 Note: Percentages may not sum to 100 percent due to rounding.

As we saw in Figure 8 above, 12 percent of employees who were hired in the past year reported that they received training prior to working at Plainridge Park Casino. The survey asks employees whether they attended or completed a casino-related certificate program in advance of their employment at Plainridge Park Casino and, if they received training, to elaborate on the source of that training. Table 5 shows that, of the 12 percent of new hires who received pre-employment training, 80 percent received training from Plainridge Park Casino or another casino while the remaining 20 percent received training from other providers, including local sources. This finding highlights that, so far, most employees do not receive training prior to starting their casino jobs and the little training that does occur takes place at the casino.

Several casino certificate programs, training programs, and other educational programs have emerged since the expansion of gaming in the Commonwealth, and they are collectively aimed at preparing the new casino workforce for their new employment opportunities. The current usage of casino-related certificate programs appears to be small for workers at Plainridge Park Casino, as indicated by the small number of employees who either attended or finished certificate programs. Ninety-one percent of employees hired in the past year reported that they neither attended nor completed a casino-related certificate program.

Table 5. Receipt of Casino-Related Certificate Program and Source of Training

Training	Response Percent	Response Count
What is the source of your casino-related training?		
From this or some other gaming establishment	80%	20
Other training provider	20%	4
Total who received training	12%	24
Have you taken a casino-related certificate program?		
Neither attended nor completed a program	91%	175
Attended and completed a program	4%	8
Attended but did not complete a program	2%	3
Not Reported	4%	7
Total employees	100%	193

Source: UMDI analysis of MGC New Employee Survey.

Note: Percentages may not sum to 100 percent due to rounding.

Local community colleges or universities offer many of these casino-related certificate programs. Two places that were particularly popular sources of training among the 20 percent of Plainridge Park Casino employees who did receive training included Fall River-based Bristol Community College and Johnson & Wales University, located in Providence, Rhode Island. Bristol Community College has a wide selection of degree and non-degree programs that could be relevant to casino employees, including Culinary Arts, Business and Entrepreneurship, Hospitality Management, and Office Administration.¹³ Johnson & Wales offers Associate-, Bachelor- and some Master-level programs in fields such as Baking and Pastry Arts, Business, Culinary Arts, Food and Beverage Entrepreneurship, Hotel and Lodging Management, Human Resources, Hospitality, Restaurant Management, and Sports and Entertainment Management. They also provide other programs such as an accelerated culinary program, a recreational chef program, and a certificate program in management.¹⁴

The New Employee Survey asks employees about their interest in training and, in particular, the types of training that they would like to receive. There is relatively high demand for training among the new casino employees. In Table 6, we see that 81 percent of Plainridge Park Casino employees hired in the previous

¹³ <http://bristolcc.smartcatalogiq.com/en/2017-2018/Catalog/Programs-of-Study-alphabetically>.

¹⁴ <https://www.jwu.edu/academics/programs-by-campus/providence-programs/index.html>.

year are at least somewhat interested in training. Fifty-eight percent of employees reported being very interested in training. Only 13 percent are neutral about training.

Table 6. Interest in Training

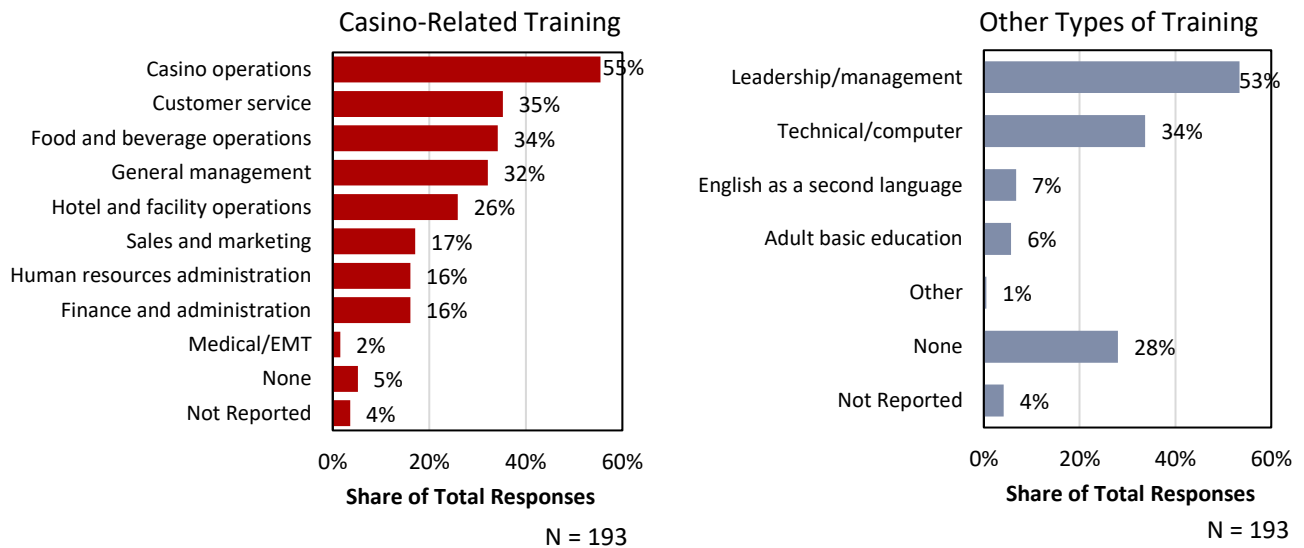
Interest in Training	Response Percent	Response Count
Very interested	58%	112
Somewhat interested	23%	44
Neutral (not interested or disinterested)	13%	26
Somewhat disinterested	2%	3
Very disinterested	1%	1
Not Reported	4%	7
Total	100%	193

Source: UMDI analysis of MGC New Employee Survey.

Note: Percentages may not sum to 100 percent due to rounding.

Figure 9 shows that the areas of casino-related training of greatest interest to new employees are casino operations (55 percent), customer service (35 percent), food and beverage operations (34 percent), and general management (32 percent). Casino operations includes all activities related to the operation of slots, table games, poker, cashiering, count rooms, security, and surveillance; and food and beverage operations comprise bartending, bussing, serving, cooking, and supervising the restaurants. For Plainridge Park Casino, this latter category would refer to its two restaurants, Slack’s Oyster House & Grill and Flutie’s Sports Pub.¹⁵ Twenty-six percent of employees have an interest in training in hotel and facility operations, despite Plainridge Park Casino not having its own hotel. Perhaps this type of training could help employees seeking advancement within Penn National in particular or the casino industry in general.

Figure 9. Types of Casino-Related Training that Employees Would Like to Pursue



Source: UMDI analysis of MGC New Employee Survey.

Note: Respondents were allowed to “select all responses that apply,” resulting in the sum of percentages exceeding 100 percent.

¹⁵ <https://www.plainridgeparkcasino.com>.

Casino employees are also interested in pursuing training for career growth such as leadership or management training (53 percent) and technical or computer training (34 percent). While most casino-related training seems to be facilitated by the casino on the premises, some of the aforementioned institutions and programs could help to fill the need for casino-related training, professional development, and educational opportunities. It is not surprising that a low number of survey respondents reported an interest in achieving adult basic education given that over 90 percent of the employees have at least a high school diploma (Figure 7). A low number of employees expressed an interest in English-language skills, but we expect that interest in these different types of non-casino training may vary across the different casinos and their corresponding pools of employees.

Conclusion and Next Steps

By the end of fiscal year 2018, more than 1,200 people passed through the MGC's licensing process at Plainridge Park Casino since the casino opened in June 2015. In that time, we have learned a lot about the new casino workforce through the MGC's New Employee Survey. The instrument that is used to collect information about new casino employees has evolved over time in an effort to increase precision and explanatory power. The goal is to explore what types of people seek employment at the casino, what experiences and backgrounds they bring with them, and how accessible employment opportunities provided by the casinos are for the Commonwealth's workers, including vulnerable populations.

So far, we have presented several key characteristics about the new casino employees and identified a few ways this new employer may be affecting the local and state labor force. In this latest year of analysis, approximately half of all new casino employees previously worked in part-time positions or were previously unemployed. About seven percent of all casino employees moved their residence in order to work at Plainridge Park Casino. While not all of them moved from out-of-state, the majority of movers did originate from states across the country as well as from New England. New casino employees primarily sought casino jobs for career advancement and improved pay. The vast majority of new casino employees also lacked casino-specific pre-employment training. These findings support the argument that casino jobs are accessible to sectors of the labor force that have been difficult to employ—the unemployed, underemployed, and those with less formal education and training. Our findings also demonstrate that these categories of the labor force are finding employment opportunities that were otherwise not available to them. By expanding the casino industry, Massachusetts has established multiple and accessible entry points into the larger labor force for people who were previously not engaged (or less engaged) in the labor market. Furthermore, the Massachusetts casino industry may serve as a vehicle for new employees to gain experience, training, skills, and knowledge, all of which could improve their careers in the longer term and ultimately improve their economic livelihoods.

This analysis of the third year of survey data supplements and reiterates earlier findings. Improvements to the survey have allowed us to explore more characteristics of the workforce, such as previous industry, employment status, wages, and sources of training. With these changes, we found that employees hired in the most recent year still tend to seek casino employment for reasons related to career advancement and higher pay, and about half of them were previously unemployed or underemployed. New employees tended to come from industries that were indirectly related to the broader casino industry such as *Retail* and *Hotel and Accommodations*. We also found that Plainridge Park Casino has created jobs among groups of vulnerable workers, namely those without a Bachelor's degree, with little experience, and with no training. Most new employees have not received training upon starting employment at the casino, regardless of whether the source of that training is Plainridge Park Casino, another casino, a certification or training program, or other source. When training is received, it takes place on-site at the casino. With the

emergence of training programs offered by community colleges and regional partnerships, there are many programs and training opportunities throughout Southeastern Massachusetts and Rhode Island for casino workers.

Plainridge Park Casino continued to create employment opportunities for people who moved from out-of-state. Attracting employment from out-of-state is more beneficial economically when those employees relocate for their jobs rather than commute from their out-of-state residences. Wages from out-of-state commuters are not expected to be spent in the state economy and, as such, these wages are considered to be economic leakages.

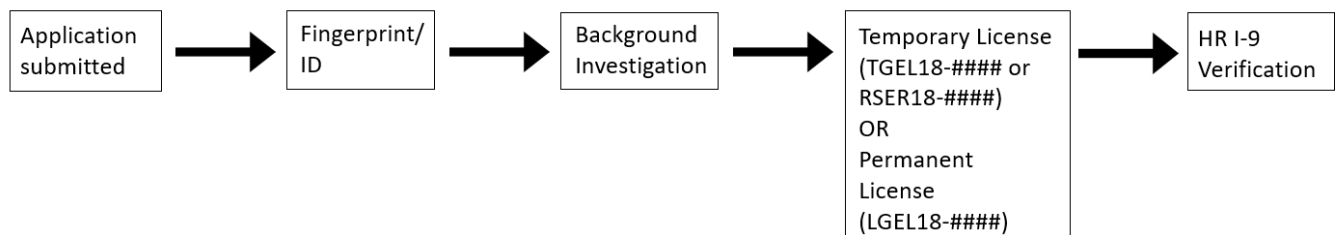
We look forward in future years to compiling employment data from the survey with employee data provided by the operators which will allow for further insights into this growing workforce. Surveys launched with the openings of MGM Springfield and Encore Boston Harbor have been revised to collect additional information about previous and current employment status as well as general demographic information. These improvements to the survey will contribute to a more detailed assessment of the impacts of expanded gaming on the Massachusetts workforce and on under-represented and disadvantaged groups.

Appendix A: Methodology

The MGC Licensing Process

The survey is distributed through the online tool SurveyMonkey on tablet computers during the gaming-license application process illustrated in Figure 10. The survey was designed to collect information from job candidates during required background checks. At the time, this was the only point when surveys could be administered to all applicants in person (gaming and service employees, alike). The original gaming legislation automatically disqualified individuals with felony records or particular types of fraud- or theft-related convictions from applying to any casino position before proving rehabilitation and within 10 years from the date of conviction.¹⁶ In May of 2018, certain categories of service employees became exempt from the MGC’s background check so as to increase the accessibility of casino employment. These exempt employees are generally characterized as having little to no interaction with the gaming-related activities of the casino and include such jobs as cooks, prep cooks, chefs, sous chefs, hosts/hostesses, bussers, servers, stewards, valet attendants, groundskeepers, and restaurant managers.¹⁷ As per Massachusetts law, casinos would still perform their own background checks on applicants but candidates for these types of positions were no longer required to obtain registration with the MGC and were no longer automatically disqualified on the basis of having a criminal record. From that time on, the survey was able to capture information only from licensed gaming employees and registered non-exempt service employees.

Figure 10. Process for Licensing Casino Employees



Source: MGC

Methodology

Data-collection responsibilities for the New Employee Survey reside exclusively with the 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.

The survey questions and survey topics were shaped by the interests and with input of the MGC. Survey questions were reviewed by MGC members, including Commissioner Bruce Stebbins, Director Mark Vander Linden, and Director Jill Griffin. Survey questions were also vetted by academic experts, including SEIGMA principal investigators and research team members with specific expertise in the following specialties: gambling employee research (Dr. Alissa Mazar), casino economic impacts (Drs. Mark Nichols and Rob Williams), economic and workforce development (Dr. Henry Renski), survey design (Dr. Rob Williams), and statistical methods (Dr. Ed Stanek). Discussion of survey results was intended to be descriptive and not statistical in nature. All of the questions in the survey were utilized in the analysis of survey findings, but only notable findings were reported. When all three of Massachusetts’ casinos are open, the research team

¹⁶ <https://www.mass.gov/files/documents/2018/08/15/205cmr134.pdf>.

¹⁷ <https://massgaming.com/wp-content/uploads/SER-Exemptions-Plainridge-Park-Casino.pdf>.

will have a large enough sample of survey responses to yield a more analytical, rather than descriptive, reporting approach.

Typically, researchers lack direct access to casino employee data due to casino operators not allowing access to employees and their information. Therefore, existing research of employee impacts of a casino venue is largely limited to studying macro-level impacts using secondary data which focuses on per capita wages and industry wages. This survey, in contrast, is unprecedented in both its direct access to employee data and breadth in the types of data collected. As a result, the New Employee Survey is the most comprehensive of its kind to date.

Early versions of the survey collected substantially less information and asked respondents only about whether they already worked for the casino operator, previous employment status, reasons for seeking the job at the casino, whether they had 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 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; reasons for seeking the job; previous industry and occupation; salary or wages of 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 (see Appendix B: Survey Instrument for a copy of the survey questions). A future iteration of the New Employee Survey will also ask respondents for demographic information and clarify issues relating to multiple jobholders. The analysis in this report is of fiscal year 2018, during which 193 people passed through the licensing process, and is based on the expanded version of the MGC New Employee Survey. As a result, data from previous surveys could not be examined across fiscal years for many of the questions.

Casino employee applicants take the MGC New Employee Survey while they wait during the fingerprinting stage of the licensing process. Since this is the only step in which the applicants are physically present at the casino, this point in the process was selected in order to ensure that the maximum number of prospective employees are exposed to the survey and to yield a high response rate.

Survey respondents include:

- 1) people who are new to the gaming industry and are being hired for gaming positions at Plainridge Park Casino,
- 2) employees who already worked for Plainridge Racecourse before its award of the Commonwealth's only slots parlor license in February 2014 by the MGC and before it became Plainridge Park Casino,
- 3) seasonal employees, and
- 4) gaming employees who were permanently transferred from other gaming properties owned by Plainridge Park Casino's parent company, Penn National Gaming, Inc.¹⁸

There are several types of employees who do not take the survey and whose characteristics are not reflected in this analysis. The survey does not capture Penn National employees who temporarily helped to

¹⁸ Information about Penn National Gaming, Inc., the parent company of Plainridge Park Casino and owner of over 30 casinos across the United States, can be found at <https://www.pngaming.com/locations>.

coordinate the grand opening, as these employees did not go through the traditional licensing process (Figure 10) and were not fingerprinted.¹⁹ The survey also excludes Plainridge Park Casino's construction workers whose employment impacts are discussed in our March 2017 construction report.²⁰ Additionally, service employees who became exempt from the MGC licensing process in May 2018 (e.g., cooks, prep cooks, chefs, sous chefs, hosts/hostesses, bussers, servers, stewards, valet attendants, groundskeepers, and the employees of Plainridge Park Casino's vendor, Dunkin Donuts), no longer go through the fingerprinting process and therefore do not take the survey. The MGC estimates that exempt casino service employees generally represent approximately one third of all casino employees,²¹ though that exact figure varies by casino. In fiscal year 2018, most employees were captured in the survey before the requirement changed.

The total number of survey responses does not reflect the total employment at Plainridge Park Casino at any point in time. 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 this reason, it may be more useful to interpret the number of responses as a count of people going through the licensing process or a total pool of applicants in a given period rather than a headcount of employment in real time.

Actual employment data provided by Plainridge Park Casino show that, in fiscal year 2018, the casino employed 380 individuals, two-thirds of whom were full-time employees. When the survey data are combined with data from the operator, we will be able to determine a rate of turnover, the length of employment, general characteristics of the populations for whom employment at the casino continues or ends, and the casino job categories in which turnover occurs most often.

¹⁹ Current Penn National personnel go through an abbreviated process outlined in 2015 CMR 134.03 (2), <https://massgaming.com/wp-content/uploads/205CMR134.03-EMERGENCY-5-11-18.pdf>.

²⁰ Motamedi, R. and Peake, T. *The Construction of Plainridge Park Casino: Spending, Employment, and Economic Impacts*, University of Massachusetts Donahue Institute, March 7, 2017, <https://www.umass.edu/seigma/sites/default/files/The%20Construction%20of%20Plainridge%20Park%20Casino%20-%20REVISED.pdf>.

²¹ <https://massgaming.com/about/frequently-asked-questions/>.

Appendix B: Survey Instrument

This survey is being conducted on behalf of the Massachusetts Gaming Commission (MGC) to inform a study on the effects of gaming on the Massachusetts economy and its people. As a potential employee at this gaming establishment, your participation is requested as part of this effort. The survey asks about your employment prior to starting your job, whether you moved, and your reasons for seeking a job. This optional questionnaire should take about 10 minutes to complete and you can stop at any point.

Please be assured that the MGC will hold your responses in the strictest confidence and will use them only for the purposes of the study. While the survey does ask for your application or license number, it is only so the state can better understand the movement and impact of our gaming employees throughout the Commonwealth. At no time will identifying information be displayed in releases of survey results.

Thank you for your participation.

BACKGROUND

1. Please indicate the gaming establishment to which you have applied.

- Encore Boston Harbor
- MGM Springfield
- Plainridge Park Casino

2. Do you currently work for this casino operator but at a different location (e.g., at another gaming establishment or headquarters/administrative office)?

- Yes, for this casino operator
- Yes, for a different casino operator in Massachusetts
- Yes, for a different casino operator outside of Massachusetts
- No

3. What is your Massachusetts Gaming Commission application or license number? (The information is for survey purposes only and your survey responses will not be a part of your MGC application or license.)

WORK INFORMATION

4. Please indicate your most recent work status prior to applying to this gaming establishment.

Choose only one response.

- Full-time job ➡ GO TO QUESTION 6
- Part-time job ➡ GO TO QUESTION 6
- Unemployed ➡ GO TO QUESTION 5

5. Please indicate if you were looking for work or not looking for work.

- Looking for work
- Not looking for work

6. In what industry did you work prior to applying to this gaming establishment?

- Accommodation and Food Services
- Administrative, Business and Facilities Support Services
- Agriculture, Forestry, Fishing, and Hunting
- Arts, Entertainment and Recreation
- Construction
- Education
- Government (including Military but not Education)
- Finance and Insurance
- Health Care and Social Assistance
- Information (Telecommunications, Software Design, Publishing, etc.)
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Other Services (Religious/Social Organizations, Repair and Maintenance, Personal Services, etc.)
- Professional, Scientific and Technical Services
- Real Estate and Leasing
- Retail
- Transportation and Warehousing
- Utilities
- Waste Management and Remediation Services
- Wholesale Trade
- Other (please specify)

7. Which of the following occupational types best describes your job prior to applying to this gaming establishment?

- Architect or Engineer
- Artist, Designer, Entertainer, Sports, or Media
- Building and Grounds Cleaner/Maintenance
- Business Management, Office Administrator or Financial Officer
- Computer or IT-related Jobs (e.g., Software Development, Programmer, Systems Administrator)
- Construction Worker or Building Trades (e.g., Carpenter, Plumber, Electrician, HVAC)
- Counselor, Social Worker, Clergy, or Community Organizer
- Educator or Educational Trainer
- Farmer, Forester, Fisherman, Animal Husbandry
- Food and Restaurant Services (e.g., Cook, Bartender, Server)
- Health Worker (e.g., Physician, Nurse, Physical Therapist, EMT)
- Hotel or Accommodations Jobs (e.g., Housekeeping, Maintenance, Front Desk Clerk)
- Lawyer or Paralegal
- Life, Physical and Social Scientist (e.g., Scientist, Economist, Research Assistant)
- Military
- Personal and Home-based Services (e.g., Hairdresser, Home Health Aide, Childcare, Fitness Trainer)
- Production Worker (e.g., Machinist, Welder, Plant Operator, Food Processing)
- Protective Service Worker (e.g., Correctional Officer, Firefighter, Security Guard)
- Sales Worker (e.g., Cashier, Retail Store Manager, Customer Service)
- Trucker or Driver (e.g., Long-distance Trucking, Towing, Taxis, Uber)
- Other (please specify)

8. What was the annual salary in your most recent job (primary job before this)? Do not include tips. 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 or over

9. Did you receive tips in your previous job?

- Yes
- No

10. What is the annual salary for the job to which you applied at this gaming establishment? Do not include tips. 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 or over

11. Will you receive tips for the job to which you applied at this gaming establishment?

- Yes
- No

12. Please indicate your expected work status for the job to which you applied at this gaming establishment.

- Full-time
- Part-time
- Seasonal

13. Please indicate your reason(s) for seeking a job at the gaming establishment. 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.
- Job closer to home.
- Have been unemployed and need work
- Have been part-time or underemployed and need more work
- Need an additional job for supplementary income or benefits
- Want part-time work, not interested in full-time
- Job is at a higher level than previous job
- 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)

RESIDENCE AND PLANS TO MOVE

14. Have you moved or do you plan to move to take this job at this gaming establishment?

- Yes, I moved or plan to move to accommodate this job. ➡ **GO TO QUESTION 15**
- No, I did not move and do not plan to move to accommodate this job.
➡ **GO TO QUESTION 22**

15. From which state or territory are you moving?

PR Puerto Rico
AL Alabama
AK Alaska
AS American Samoa
AZ Arizona
AR Arkansas
CA California
CO Colorado
CT Connecticut
DE Delaware
DC District of Columbia
FL Florida
GA Georgia
GU Guam
HI Hawaii
ID Idaho
IL Illinois
IN Indiana
IA Iowa
KS Kansas
KY Kentucky
LA Louisiana
ME Maine
MD Maryland
MA Massachusetts
MI Michigan
MN Minnesota
MS Mississippi
MO Missouri
MT Montana
NE Nebraska
NV Nevada
NH New Hampshire
NJ New Jersey
NM New Mexico
NY New York
NC North Carolina
ND North Dakota
MP Northern Mariana Islands
OH Ohio
OK Oklahoma
OR Oregon
PA Pennsylvania
PR Puerto Rico
RI Rhode Island
SC South Carolina
SD South Dakota
TN Tennessee
TX Texas
VI U.S. Virgin Islands
UT Utah
VT Vermont
VA Virginia
WA Washington
WV West Virginia
WI Wisconsin

16. From which city or town are you moving?

17. From which location are you moving? Please enter that location's zip code or postal code.

18. If from outside of the United States, please indicate the name of the country.

19. To which state or territory are you moving?

- PR Puerto Rico
- AL Alabama
- AK Alaska
- AS American Samoa
- AZ Arizona
- AR Arkansas
- CA California
- CO Colorado
- CT Connecticut
- DE Delaware
- DC District of Columbia
- FL Florida
- GA Georgia
- GU Guam
- HI Hawaii
- ID Idaho
- IL Illinois
- IN Indiana
- IA Iowa
- KS Kansas
- KY Kentucky
- LA Louisiana
- ME Maine
- MD Maryland
- MA Massachusetts
- MI Michigan
- MN Minnesota
- MS Mississippi
- MO Missouri
- MT Montana
- NE Nebraska
- NV Nevada
- NH New Hampshire
- NJ New Jersey
- NM New Mexico
- NY New York
- NC North Carolina
- ND North Dakota
- MP Northern Mariana Islands
- OH Ohio
- OK Oklahoma
- OR Oregon
- PA Pennsylvania
- PR Puerto Rico
- RI Rhode Island
- SC South Carolina
- SD South Dakota
- TN Tennessee
- TX Texas
- VI U.S. Virgin Islands
- UT Utah
- VT Vermont
- VA Virginia
- WA Washington
- WV West Virginia
- WI Wisconsin

20. To which city or town are you moving?

21. To which location are you moving? Please enter that location's zip code or postal code.

 **GO TO QUESTION 25**

22. In which state do you currently live?

- PR Puerto Rico
- AL Alabama
- AK Alaska
- AS American Samoa
- AZ Arizona
- AR Arkansas
- CA California
- CO Colorado
- CT Connecticut
- DE Delaware
- DC District of Columbia
- FL Florida
- GA Georgia
- GU Guam
- HI Hawaii
- ID Idaho
- IL Illinois
- IN Indiana
- IA Iowa
- KS Kansas
- KY Kentucky
- LA Louisiana
- ME Maine
- MD Maryland
- MA Massachusetts
- MI Michigan
- MN Minnesota
- MS Mississippi
- MO Missouri
- MT Montana
- NE Nebraska
- NV Nevada
- NH New Hampshire
- NJ New Jersey
- NM New Mexico
- NY New York
- NC North Carolina
- ND North Dakota
- MP Northern Mariana Islands
- OH Ohio
- OK Oklahoma
- OR Oregon
- PA Pennsylvania
- PR Puerto Rico
- RI Rhode Island
- SC South Carolina
- SD South Dakota
- TN Tennessee
- TX Texas
- VI U.S. Virgin Islands
- UT Utah
- VT Vermont
- VA Virginia
- WA Washington
- WV West Virginia
- WI Wisconsin

23. In which city or town do you currently live?

24. In which location do you currently live? Please enter that location's zip code or postal code.

EXPERIENCE AND TRAINING

25. Do you have previous experience working at a gaming establishment?

- Yes
- No

26. Please select the highest level of education that you have completed.

- Some high school or less
- High school graduate or GED
- Trade or technical school
- Some college, no degree
- Associate's degree
- Bachelor's degree
- Master's degree or higher

27. Have you attended a casino-related certificate program?

- Yes, I have attended but not completed a program.
- Yes, I have attended and completed a program.
- No, I have neither attended nor completed a program.

28. Have you received any casino-related training in preparation for the job to which you have applied (casino operations, food and beverage operations, hotel operations, etc.)?

- Yes  **GO TO QUESTION 29**
- No  **GO TO QUESTION 30**

29. From where did you receive training? Check all that apply.

- From this or some other gaming establishment
- Bristol Community College
- Bunker Hill Community College
- Holyoke Community College
- Springfield Technical Community College
- Training & Workforce Options (TWO)
- Other training provider, college, business, or community organization and program (please specify)

30. How interested are you in pursuing professional or career development in the casino industry?

- Very interested
- Somewhat interested
- Neutral (not interested or disinterested)
- Somewhat disinterested
- Very disinterested

31. Please indicate which types of casino career training in which you would like to participate. Check all that apply.

- Casino operations (slots, table games, poker, cashiering, count rooms, security)
- Food and beverage operations (bartending, bussing, serving, cooking, supervising)
- Customer service
- General management
- Hotel and facility operations (housekeeping, front desk, valet, grounds keeping, maintenance, facilities, security, retail)
- Sales and marketing (advertising, box office, promotions, public relations)
- Finance and administration (accounting, financial analysis, purchasing, MIS/IT, auditing)
- Human resources administration (human resources, personnel)
- None
- Other (please specify)

32. Please indicate which types of other training in which you would like to participate. Check all that apply.

- Adult basic education (GED/high-school-equivalency certification)
- Leadership/management training
- Technical/computer training
- English for speakers of other languages
- None
- Other (please specify)

Thank you for taking the time to complete this survey.