



The Commonwealth of Massachusetts

Massachusetts Gaming Commission

NOTICE OF MEETING and AGENDA

Tuesday, October 2, 2012
1:00 p.m.

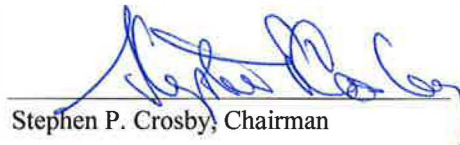
Holyoke Community College
303 Homestead Avenue
Kittredge Center, Room 302
Holyoke, Massachusetts

This meeting will be an informal, information gathering session conducted on the Commission's behalf by Commissioners McHugh and Stebbins.

1. Call to order
2. Presentation by William Messner, President – Holyoke Community College
Massachusetts Community College System
Casino Career Training Institute
3. Discussion with the Pioneer Valley Building Trades Council
4. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting

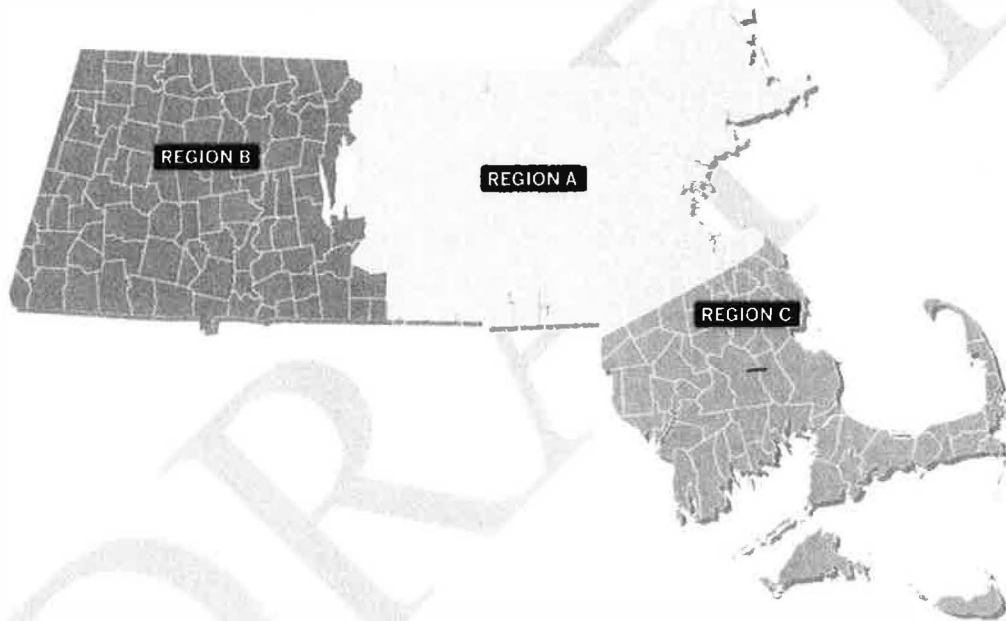
I certify that on this date, this Notice was posted as "Gaming Commission Meeting" at www.mass.gov/gaming/meetings, and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us, brian.gosselin@state.ma.us.

9/28/12
(date)


Stephen P. Crosby, Chairman

Date Posted to Website: September 28, 2012 at 1:00 p.m.

A Statewide Initiative Addressing the Workforce Needs of the Gaming Industry in Massachusetts



Prepared by the

***Massachusetts Community College System
Casino Career Training Institute***

September 12, 2012

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I. Summary – Initial Recommendations

The primary workforce issue related to the establishment of the Casino Gaming industry in Massachusetts is to scale up the effort in order to meet the large demand for qualified employees in a timely fashion. Recruitment, screening and skill matching will require that a statewide pool of at least 30,000 applicants be created to meet the estimated 10,000+ job openings.

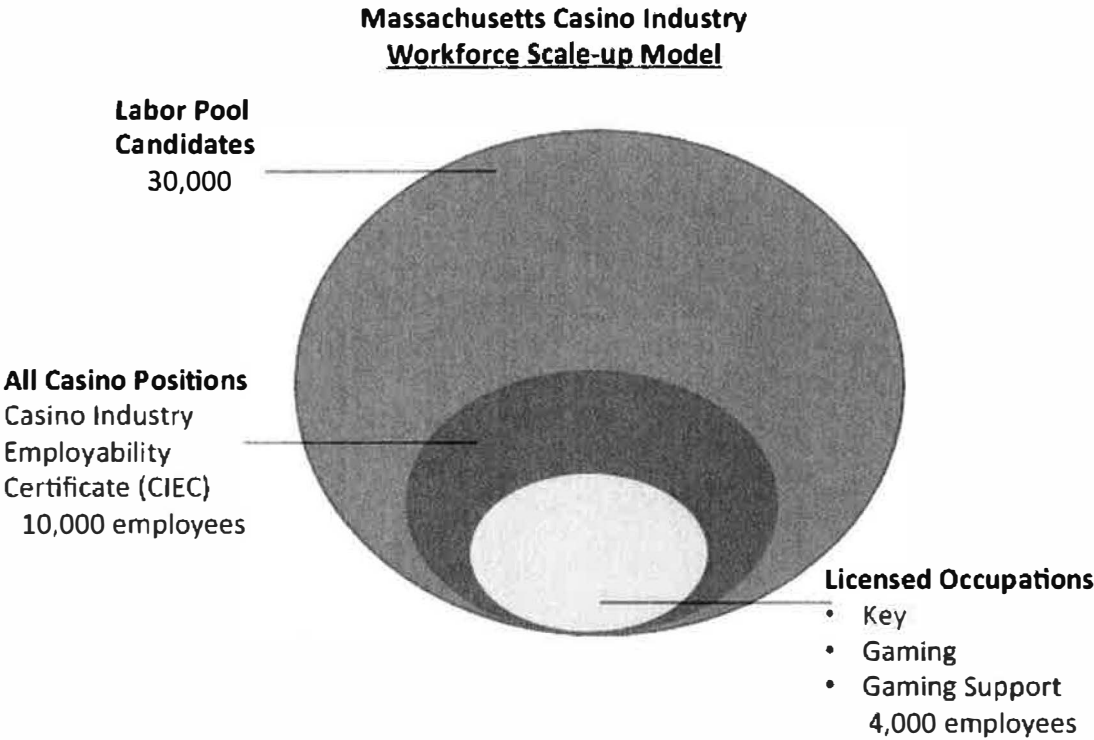
Therefore we recommend the following steps in order to meet this requirement:

- a) That the Massachusetts Gaming Commission enter into a Memorandum of Agreement/Understanding with the Massachusetts Community College System Casino Career Training Institute (Institute – a collaboration of the community colleges and various workforce development agencies) to design and implement the workforce program including recruitment, screening, career counseling, training, and job placement for licensed positions;
- b) That the Institute (colleges and workforce partners) in collaboration with the Commission, work with all potential Casino Developers/Operators to create a Memorandum of Understanding that will create a workforce relationship with the Casino Career Training Institute in order to enable the workforce scale up to begin as soon as possible;
- c) That the Commission define the pre-employment screening requirements and process such as residency, drug testing, CORI/SORI review, and basic educational requirements;
- d) That the Commission create a certification for all potential casino workers i.e. Casino Industry Employability Certificate (CIEC), and a License for gaming related occupations called the Gaming Employability License (GEL) which would have three license levels: Key, Gaming or Gaming Service; and,
- e) That the commission work with Governor, the Legislature and various secretariats to identify funding options for the initial training and for the eventual training of incumbent workers. (Some of the options include employer contributions, individual fee-based payments, workforce set aside from casino operations, workforce training fund, WIA vouchers, etc.)

II. Having a Ready Workforce

In November of 2011, Governor Deval Patrick signed into law legislation establishing the Casino Industry in Massachusetts. The focus of the legislation was to create jobs while also enhancing the existing business climate in the Commonwealth, specifically the hospitality/entertainment/tourism sector and the small business sector. At the same time the legislation charges the Gaming Commission with the responsibility for maintaining the integrity of gaming and gaming operations.

To build the workforce for this new-to-Massachusetts industry it will require recruiting, screening, training and placing a large number of workers for or in the construction, hospitality, business operations and gaming industries. It is estimated that well over 30,000 applicants will need to be recruited to fill approximately 10,000+ positions at the three new casino locations alone. An immediate task for the Gaming Commission is the drafting of regulations for the selection of training vendors for gaming related positions, the identification of occupations which will be licensed and the resulting requirements, including screening and training, for each gaming occupation. These decisions will help the Commission create an environment, which will maintain the integrity of gaming operations in Massachusetts. However, the high level of screening of applicants and the specific licensure training will require a large planning effort and a fast scale up effort that needs to begin now in order meet the needs of the industry for openings, which may occur within 18 months to 2 years.



In addition each gaming region faces a variety of workforce challenges, including but not limited to:

- An aging workforce population
- Shortages of technically skilled workers
- Multiple-language consideration at entry level
- Lack of “professional” customer service employees

- Low educational attainment levels of unskilled and currently unemployed
- Shallow hospitality and restaurant supervisor and mid manager labor pools
- Fears of major labor force cannibalization from other service oriented and technical trade skilled dependent industry sectors

It is clear that the State and its workforce development system need a unified training response to the establishment of this new industry. A collaborative workforce effort will comprehensively address these issues, create an efficient and effective response to the workforce needs, utilize the specific strengths of various workforce partners, provide a single point of contact for the Commission and the Casino developers/operators and provide a high quality training program.

In light of the new law, on April 13, 2012, the presidents of the 15 Massachusetts Community Colleges (System) signed a Memorandum of Agreement (MOA-- Attachment 1) endorsing a statewide initiative to address the workforce needs of the new gaming industry in Massachusetts. The MOA provides for coordinated approach to working with state agencies, the Massachusetts workforce system, educational institutes and designated casino operators to:

- Provide for the **recruitment, screening, training and placement of Massachusetts residents** in positions related to the gaming industry and the associated development project;
- Provide coordination and linkages between all shareholders and stakeholders involved in identifying and developing the necessary human capital for the gaming facilities in the Commonwealth – i.e. **establish regional workforce collaborations within the gaming regions**;
- Establish the **Casino Career Training Institute (Institute)** a collaboration by and between the 15 community colleges and the regional workforce leadership within each gaming region of the Commonwealth;
- Plan to meet the gaming related occupation training needed by leasing curriculum, technical assistance, and train-the-trainer services from **Atlantic Cape Community College (ACCC)** in New Jersey; and,
- Develop **educational pathways** (aka 2+2+2) from high school through grade 16 that are aligned to the career pathways in the gaming industry

The presidents affirmed that the 60+ year history of the community colleges to provide appropriate and effective career/licensure training could be applied to the workforce needs related to the casino industry, specifically in relation to positions requiring licensure. Realizing that this is a new initiative for a new industry, that the size of projected workforce is significant and that there are a variety of workforce-related tasks that need to be done in a short period of time, the presidents recognized the need for a systematic statewide (with regional teams) workforce approach. No one organization has the ability to achieve this task alone. In addition they noted that each member of the workforce system has distinct strengths. The roles of the various workforce partners, including but not limited to:

- **Workforce Investment Boards** (Regional Employment Boards) can help define the regional workforce pool, provide data management, facilitate regional responses to grants and other funding opportunities and engage and maintain business input in the workforce development process.
- **One-stop Career Centers** provide a visible entry point for many job seekers with the ability to recruit, screen and direct individuals to the appropriate career pathways and related training. The Centers also provide a significant level of support services regarding job readiness, e.g. interview preparation, resume writing, job matching and more.
- **Community based organizations, labor unions, and other public and private vendors** provide a variety of training offerings in the construction, hospitality, and related industries. It is estimated that over 65% of the new jobs will not be related to gaming.
- **Four-year higher education and graduate programs** provide a number of educational pathways, which will enable individuals to enhance their knowledge for positions requiring advanced skills. (2+2+2 transfer options)
- **Local School Districts and Vocational Schools** provide the opportunity to develop career pathways in culinary, hospitality, information technology and numerous other areas.

III. Commission's Role Regarding Licensure and Certification

There are a variety of items, which require decisions from the Massachusetts Gaming Commission, such as:

- Adoption of a system, which will create the casino industry labor force needed for the startup phase and for the sustainability of the workforce (It is recommended that the Massachusetts Gaming Commission execute a Memorandum of Agreement with the MA Community College System Casino Career Training Institute (MOA) on behalf of the State's Workforce Development System to design and implement the workforce program.);
- Define residency as well as other hiring requirements such as drug testing and CORI/SORI review;
- Identification of occupations requiring licensure or certification as well as the requirements and process for licensure or certification of individual workers for those specific jobs;
- Adoption of rigorous and reliable certification and licensure curriculum;

- Confirmation of the workforce training infrastructure regarding but not limited to enrollment, confidentiality, documentation, support services, staffing and reporting compliance.
- Creation of reciprocal agreements or test-out provisions for workers from other states with previous experience; and,
- Determining the business model (i.e. source of funding for the equipment, assessments, job coaching, training, placement, etc.)
- Insuring affordable access to the pathway to employment to individuals who may have fiscal challenges.

At the same time there are a number of other workforce concerns, which will need to be addressed:

- The protection of MA citizens from training operations which are not sanctioned by the commission and that will place a financial burden on the job seeker;
- Eradication of potential fly-by-night training providers who do not meet the Commission's guidelines and may be committing unlawful gaming acts;
- Confirm with casino operators the workforce certification and licensure program so they can the necessary workforce planning by the Casinos will be part of the RFP process;
- Limit misinformation related to casino jobs as well as the licensure and certification process;
- Creating policy, procedures, technology and other infrastructure requirements; and,
- The timing of the workforce scale up.

IV. Licensed Occupations

As the legislation states, the Gaming Commission will develop the regulations that will identify the licensed occupations and licensing requirements for the gaming industry. Those decisions, combined with the additional requirements of the casinos, will dictate the direction the workforce system shareholders will undertake in employee recruitment, screening and training. In reviewing the decisions of the gaming oversight agencies (commissions/gaming control boards/lottery commissions) in New Jersey, Delaware, West Virginia, and Pennsylvania, it is clear that licensed positions are identified as those positions that have contact with or which can influence the gaming activities in the casinos.

At a minimum, those positions typically include employees involved in table games, slot machine repair/maintenance, and security/surveillance. Delaware probably has

one of the most comprehensive licensing protocols of the four states and it is also aligned with Section 20 of the Massachusetts law. Their licensing system is the following:

- **Key Licensees** are persons acting in a supervisory capacity or empowered to make discretionary decisions regarding operations which include Pit Managers, Cage Managers, floor supervisors, cage or cashier managers and officers/upper management of the Casino.
- **Gaming Licensees** are persons involved in security, maintenance, servicing, repair, or operation of VLTs (slots) and table games. They include Dealers, VLT Technicians, Cage Cashiers, Security/Surveillance Officers, among others. Roughly eighty percent of their licensees have Gaming licenses.
- **Gaming Service Licensees** are persons who have access to the gaming or restricted gaming area but are not Key or Gaming employees. They include Bartenders, Cocktail Servers (who work the casino floor), EVS – anyone who works on the gaming floors, but doesn't work on machines/tables and can't influence game play or access sensitive information.

All three-license levels are required to complete their licensing procedures; cost of application fee and scope of investigation vary by level. Employees who work in hotels, restaurants, back-of-house, etc. are not required to be licensed.

V. Criteria for Licensed Occupations

The System recommends that the Casino consider adopting the following policies:

- That through the Casino Training Institute all casino industry employees obtain the basic Casino Industry Employability Certificate (CIEC) indicating that they have successfully completed the background check (CORI/drug testing) and have the basic educational requirements for employment; and,
- That those employees involved in gaming operations (30 to 40%) will obtain a Gaming Employability License (GEL) which would have three levels: Key, Gaming or Gaming Service licenses (using the names from the Delaware system) demonstrating that they have completed the required training or its equivalent and have met all the criteria for licensed occupations.

Recommended License Criteria:

- Drug Testing
- CORI/SORI
- Pre-employment skills assessment (Reading for Information, Applied Mathematics, and Locating Information)
- Training Completion Certificate (or appropriate experience)
- Post-training assessment – Career Readiness/Employability Certificate
- License Application
- License Fee
- MA Gaming Commission issued license

VI. Skills Assessment – Career Readiness Certificate

In discussion with the community colleges in the four aforementioned states, applicants' inability to pass a CORI, to speak/read/write English effectively, and/or possess the required education levels and/or baseline skills has caused them to recruit far more individuals than the number of needed employees. This information is consistent with the experiences of the System's community colleges that have run industry-specific workforce training that has training and job prerequisites. These efforts dictate that approximately 3 individuals must be recruited and screened for every one eligible individual. Between 25,000 and 35,000 individuals will have to apply in order to fill all the positions. Therefore this will be a large number of individuals who will not be hired by the Casinos.

The regional workforce systems have experience in recruiting and screening individuals for jobs and training. With the colleges as partners it also has the education system in place to provide a safety net to individuals who do not currently possess all of the requirements for employment. Through the screening and career advising process available through the One Stop Career Centers and the training center staff, those applicants who do not meet basic education, English language, or education/skill level requirements will be referred to education and training services where they can obtain those skills and reapply for gaming training and/or employment once they have attained the additional skills or education.

It is important to note that the intent of the law is to result in a net increase in new jobs. While every attempt will be made to provide employment to the unemployed, underemployed, and dislocated workers, there will be current employees in other industries who desire employment in the casinos. The regional workforce partners will have a system in place to assist current employers in order to backfill their vacated jobs with qualified employees.

The System and its workforce partners will utilize the ACT WorkKeys assessment system to evaluate each applicant's existing workplace skills in Reading for Information, Applied Mathematics, and Locating Information. These three assessments are the foundation of many statewide Career Readiness Certificates (CRCs) endorsed across the country. Holyoke Community College has had several conversations with the Massachusetts Department of Labor and Workforce Development about adoption of the CRC, and while the Department is in agreement on the CRC's use in the Commonwealth's workforce system, its use has not yet been funded. The CRC has been used by a number of the community colleges in grant-funded programs and private company contracts to design appropriate customized training curriculum for companies and for screening program participants. The CRC assessments can be administered both at the colleges and at the One

Stop Career Centers in order to provide assessments in as many locations as possible.

The community colleges will evaluate appropriate WorkKeys skill level scores for each of the occupations that will be recruited for the casinos. Through the screening and advising process, each individual's scores will be compared to the benchmark scores of the casino occupations, and the individual will be made aware of which occupations for which they would currently qualify. Those who desire a position requiring a higher score will be enrolled into a short-term developmental course that will assist them in raising their scores to an appropriate level so they will qualify to apply for those positions or, in the case of licensed positions, will allow them to enroll into the gaming training for those positions.

It is anticipated that public funding will be identified to fund the training costs for unemployed, underemployed, and dislocated workers. Those applicants who are in need of training but who do not qualify for public funding but must be certified through completion of gaming training must self-pay their program costs.

VII. The Instruction

Gaming Training:

As previously noted, any instruction for licensed gaming positions (table games, slot technicians, and surveillance) will be through the community colleges utilizing ACCC's curriculum, and additional casino-specific training topics will be infused into the training programs. The following is a sample of the curriculum – a more detailed summary is attached.

- a) Sample Courses for Gaming Training (See next page):

MA Casino Industry Certification Training

| Training | Prerequisite: | Number of Training Hours | Training Schedule of Delivery | Number of Weeks |
|--|-------------------------------|---------------------------------|--------------------------------------|------------------------|
| Introduction to Casino Games - Blackjack | Not Required | 80 | 5 hours per day, 4 days per week | 4 |
| Craps | Introduction to Casino Games. | 160 | 5 hours per day, 4 days per week | 8 |
| Baccarat | Introduction to Casino Games. | 80 | 5 hours per day, 4 days per week | 4 |
| Poker | Introduction to Casino Games. | 80 | 5 hours per day, 4 days per week | 4 |
| Pai Gow Tiles | Introduction to Casino Games. | 80 | 5 hours per day, 4 days per week | 4 |
| Roulette | Introduction to Casino Games. | 80 | 5 hours per day, 4 days per week | 4 |
| Pai Gow Poker | Introduction to Casino Games. | 80 | 5 hours per day, 4 days per week | 4 |
| Surveillance Training | Introduction to Casino Games. | 96 | 5 hours per day, 4 days per week | 4.8 |
| Slot Technology Technicians | | 96 | 5 hours per day, 4 days per week | 4.8 |
| Skills Assessment Program | Introduction to Casino Games. | 2 | 1 Session | |

Using this sample curriculum the following estimated cost model was developed. It gives an initial assessment of the cost of the training start up expense. It attempts to identify all the variables involved in determining the cost.

b) Estimated Cost Model for Gaming Training:

**MA Casino Industry Certification Training –
Start Up Phase Labor Pool Development
Sample Expense Estimate - September 12, 2012**

| Training Focus Area | Hours of Training | Est. Cost | No. of Employees Needed to be Trained * | Gross Expense |
|---|--------------------------|------------------|--|----------------------|
| Recruitment - TBD ** | | | | |
| Casino Career Advisement | 2 | \$50 | 6,000 | \$300,000 |
| Casino Employability Certification | 6 | \$235 | 13,000 | \$3,055,000 |
| Work Readiness and ESL Training/Casino Industry | 24 | \$250 | 3,900 | \$975,000 |
| Intro to Casino Games - Blackjack* | 80 | \$650 | 1,950 | \$1,267,500 |
| Craps | 160 | \$1,085 | 750 | \$813,750 |
| Baccarat | 80 | \$650 | 750 | \$487,500 |
| Poker | 80 | \$650 | 750 | \$487,500 |
| Pai Gow Tiles | 80 | \$650 | 750 | \$487,500 |
| Roulette | 80 | \$650 | 750 | \$487,500 |
| Pai Gow Poker | 80 | \$650 | 750 | \$487,500 |
| Surveillance Training | 96 | \$835 | 375 | \$313,125 |
| Slot Machine Repair | 96 | \$835 | 94 | \$78,490 |
| Skills Assessment Program | 2 | \$50 | 300 | \$15,000 |
| Total | | | | \$9,255,365 |

* Total number of employees to be trained includes projected turnover for each position for the initial 2-year startup period.

** Costs of Recruitment (Advertising, CORI/SORI, Drug Testing, Basic Educational Assessment) are not included in this estimate.

c) Additional Gaming-related Cost Factors:

Another cost factor to be considered is training space build-out and the fitting up of space with the necessary equipment. Through discussions and negotiations with the selected casino operators, the training center locations will be determined by the casinos' availability of appropriate training space or a mutually agreed upon location. It is anticipated that, as has occurred in the four aforementioned states, the casinos will provide the equipment necessary for hands-on instruction and practice in the training programs.

English for Speakers of Other Languages (ESOL):

Those applicants who are determined to be in need of English language training in order to meet the requirements of their desired positions or to enroll into gaming training will be referred to the many Massachusetts Department of Education or Department of Public Welfare ESOL programs available at a number of the workforce development partner organizations including the colleges. The ESL program is designed to help individuals improve their English skills and thereby be able to reapply for positions at a future date.

GED Preparation and/or Testing:

Those who have not earned a high school diploma or GED that may be required of their desired occupations will be provided with a list of available programs and testing sites. Again, many of the workforce development partners, including the colleges already offer these services. Once they have earned their GED, they may reapply for appropriate positions or gaming training.

CRC Skills Development:

Currently, two recognized providers of ACT WorkKeys-aligned curriculum exist—Worldwide Interactive Network (WIN), and Key Train. Both companies provide curriculum that is skills-based and adult-oriented. Either of these curriculums will be utilized to improve applicants' reading, math and locating information skill levels and subsequent WorkKeys scores.

Non-Gaming Training:

Through the various workforce partners workforce skills training in non-gaming occupations will be provided. By maximizing the strengths of various training partners, including the college, a high-level of workforce training will be offered to job seekers.

VIII. Gaming Training Program Instructors

The lease between the System and ACCC includes the training of the System's gaming instructors in the teaching of the classroom and hands-on laboratory

portions of the ACCC curriculum. Once trained in the curriculum, the trainers will be certified as authorized to teach ACCC's gaming programs. As has occurred in every state that utilizes ACCC's curriculum, many of the trainers are also employees of the casino for which the training is being held. This gives the casino additional leverage in including unique casino-related topics into the curriculum, and in ensuring that program graduates have the highest technical skill levels possible so they will be effective employees once hired. ACCC has established qualifications for their trainers. The System will apply those qualifications to anyone that is hired as a gaming program trainer. Trainers will be monitored and evaluated by System staff to ensure adherence to ACCC's core curriculum, and effective adult teaching methodology.

IX. Career Pathways

Job seekers, with varying skills and with different levels of educational attainment, will seek out these new casino employment opportunities. In order to successfully match individuals to jobs and career pathways it will be important to have a multiplicity of training options and the proper support services in place. The Massachusetts Community Colleges are uniquely situated and qualified to assist the gaming industry with the development of formal career pathways within the casinos, and to develop education pathways that are aligned to their career pathways. With solid relationships with virtually all high schools and four-year colleges in the Commonwealth through Career and Technical Educational Linkages, School To Career, and a variety of articulation agreements, the System will work with these educational institutions to develop 2+2+2 education and training opportunities that will provide casino employees with the opportunity to continue their education and thereby qualify for advancement within the industry.

Initially, the System is developing an inventory and matrix of all credit and non-credit programs amongst the 15 community colleges. The System has developed a generic Occupational List and Career Cluster document (see Attachment 6) for the gaming industry. Using that document, the System will develop a career pathway document that will show the potential career ladders and lattices for each cluster. For definition purposes, ladders designate upward mobility opportunities, and lattices designate crossover occupations where one may use their transferable skills from one career ladder to move to another.

Once the three casino operators are selected by the Gaming Commission, staff from the Lead Community Colleges in the three regions will meet with the casino operators to review and refine the Occupational List/Career Cluster and Career Ladder documents to reflect the actual occupations and ladders within each of the casinos. Once those are refined, the Lead Colleges will align the education and training programs to the actual career ladders at each casino and will then meet with representatives from each casino to review the education pathways and attempt to gain agreement from the casinos to adopt the educational pathways and pay or

reimburse the tuition of any of their employees who enroll into the pathways for career advancement purposes.

Using the final pathways, the System will work with high schools and vocational schools to advise them of the pathways within the community colleges in order for high school guidance counselors to be able to recommend course selection for high school students that would begin the students' pathways to casino industry careers. System representatives would also meet with four-year institutions to develop 2+2 programs that would take students graduating community college degree programs as third-year students into bachelor degree programs.

This grade 9-16 approach will satisfy the intent of the Massachusetts gaming law of ensuring careers, not just jobs, for casino employees who want to participate in lifelong learning experiences and advance within the industry.

X. Community College Capacity and Capabilities

The following describes the initiative's key elements that we believe will meet the needs and expectations of the Gaming Commission in fulfilling its workforce related duties described in the legislation. As the Commonwealth's training vendor the community colleges are uniquely positioned to provide the necessary training as well as help build the workforce collaboration, which is imperative in order to have a ready workforce in a timely fashion.

- a. **Appropriate and Effective Training:** The Community College System has a standing Letter of Agreement with Atlantic Cape Community College (ACCC) for a long-term lease of its internationally recognized gaming training curriculum, technical assistance, and train-the-trainer services. ACCC's curriculum, utilized by the State's community colleges, is the training curriculum approved by the states of New Jersey, Delaware, West Virginia, and Pennsylvania for training its licensed gaming employees. No other existing curriculum in the nation can compare to ACCC's 30+ years experience in providing effective training for the gaming industry. The System's agreement with ACCC provides for exclusive access to their curriculum and services in Massachusetts and potentially in contiguous states that may fall within a 100-mile radius of any approved Massachusetts casino.

Use of the ACCC curriculum and services, combined with the System's 60+ years of providing high-quality workforce and industry sector training for businesses, employees and job seekers in the Commonwealth, will ensure that graduates of the training programs will be able to access career opportunities while also meeting and exceeding all the skill expectations of the Commission and the casino operators.

- b. **The System's Qualifications as a Training and Licensure Organization:** The System has the longest history in the Commonwealth as a provider of workforce and industry training of any organization in Massachusetts. The System's longevity and stability bring a huge value to the training organization selected for the gaming industry in Massachusetts. Community colleges in the state have a long history and currently provide licensure for healthcare, information technology, hospitality, public safety, trade and many other occupations that require documented and demonstrated skills and abilities, and the corresponding knowledge. The Gaming Commission's approval of the System as the licensure provider for the industry will ensure that the training received by those interested in working in licensed occupations in the industry will be prepared when employed. Such training will also stand the test of time, and will provide for future career advancement in the industry.
- c. **Creating Standardized Industry Certifications:** Generally, there has been growing national conversations and movement toward standardized industry certification and transportability of those certifications, starting with the USDOL SCANS Report in 1991. Since that time, organizations like the National Association of Manufacturers and over 24 states have adopted certifications that document individuals' skills and abilities in the workplace. The System brings a tremendous advantage to the Commission, the potential gaming employees, and the casino operators, in that it is a statewide system. I.e. training that takes place in any of the 3-4 casino training centers established under this initiative will provide a consistent core of skills training. This ensures that not only will each graduate have baseline employability and work-related skills but also that a graduate of any of the training centers will be able to be licensed to work in any of the Massachusetts gaming facilities without further training.
- d. **A Collaborative Approach:** To fulfill all of the human capital needs of the Massachusetts casinos, there must be a coordinated effort of all of the workforce system shareholders in the Commonwealth. Activities must include recruitment, screening, career advising, training (as necessary for licensing and to meet minimal skill levels in all occupations), job placement, employee retention, and further education and training for career advancement. Because of its existing long-term relationships with all of the workforce system shareholders in the Commonwealth and the standing regional Memorandums of Understanding with those workforce partners, the System is uniquely qualified to coordinate the full array of organizations to meet the workforce needs of the gaming industry employees. Not only those Massachusetts residents entering into licensed occupations, but also into all other positions including support, culinary, hospitality, office, management, customer service, etc. The Regional Workforce Coordinating Teams will meet with the selected casino operators to identify their hiring needs and the

qualifications of the positions, and will develop a timeline and processes that will ensure their needs are met.

- e. **Financial Management:** We assume that the Commonwealth, through the Gaming Commission, Department of Labor and Workforce Development, or other avenue, will dedicate funding for training unemployed and underemployed individuals for the gaming industry. This will require that the training organization providing the training will give assurance of appropriate accounting and management to the Commonwealth in order to guarantee appropriate use of public funds. All of the 15 community colleges in Massachusetts have a long history of receiving and appropriately accounting for federal and state funds. The Chief Financial Officers of the community colleges meet on a regular basis, and are capable of developing a statewide accounting model that will ensure both consistent regional accounting for each of the training centers, and a statewide system that will collapse the three regional accounts into a statewide account that the funding authority can audit. Further, the colleges have a long history of tracking and reporting data on non-credit training to the Department of Higher Education. For this initiative, the System will work with the funding authority to identify the desired data elements on student participation, completion/graduation, placement, retention, and any other elements that need to be captured and reported, and will design regional and a comprehensive statewide reporting system.

XI. Casino Operator Relationships

Representatives from the statewide and/or regional initiatives have been meeting with potential casino operators to provide an orientation to the initiative, and to inform the operators of the benefits of the initiative to the casinos. Benefits include:

- Time-savings by coordinated communications between the casino operators and the workforce system;
- Development of an effective timeline for recruitment, screening, education/training, and employment referral that will meet the casinos' human capital needs on time;
- Access to a qualified workforce;
- Use of internationally recognized training curriculum for gaming-related occupations as well as accredited curriculum in numerous non-gaming occupations, e.g. hospitality management, culinary, information technology and security, criminal justice, accounting and many more. While the training curriculum will set a standard it also will allow for flexibility reflecting the needs of individual casino operators;
- The opportunity to have the casinos' employees become certified trainers and to participate in the training of the future gaming employees;
- The opportunity to have additional unique training topics infused into the core curriculum, thus saving employee post-hire orientation time; and,

- Long-term educational and training relationships to prepare employees for career advancement

Feedback from the potential operators that have met with System representatives has been extremely positive. It is our goal to have the Gaming Commission, in recognition of these benefits and benefits to the Commonwealth and its residents, approve the System as the training arm for training of licensed gaming positions. In collaboration with the Commission, the System will work with the potential casino operators to develop Memoranda of Agreement that the casinos will agree to one or more of the following:

- To adopt the System as its licensed position training partner:
- To provide space for a training center if possible:
- To provide equipment necessary for hands-on training;
- Participate in the development of an inventory of positions and qualifications for their casinos;
- Participate in the screening process:
- Refer appropriate employees to become trained as certified trainers in the ACCC curriculum and to participate as trainers in the training centers;
- In collaboration with the System establish formal Career Pathways for their employees; and,
- To assist in the review and final development of Education and Training Pathways that are aligned to the casinos' Career Pathways, and to provide tuition assistance to employees to participate in the Pathways.

It is important to note that one or more unions will be associated with the construction and the operation of the casinos. The colleges have experience providing education and training services in union environments. In deed the most effective training environment is one in which collaboration with management and the union(s) is emphasized. What we have overwhelmingly found in such situations is that both management and unions have welcomed involvement of the community colleges alike. There are two very important reasons for this:

- As a third party the colleges are not influenced by the unions or by management. Therefore any findings and recommendations for processes and training are those that will be in the best interest of all parties, specifically those seeking the training; and,
- The colleges' recommendations will be based on interactions with management and unions, thereby gaining information and objectives from both parties. The unions, in particular, appreciate the fact that their members are part of any final recommendations from the colleges.