

MA Community College System
Casino Career Training Institute

**Providing Skills Training for
Massachusetts' Casino Industry**

August 8, 2012

Presented by
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Chair, Council of Presidents

The MA Casino Commission Workforce Development Role

- The underlying purpose of the Act is to create employment opportunities throughout the State for its residents while stimulating private investment and increasing state and local tax revenue.
- Within the Act a commission is established to promulgate regulations for the implementation, administration and enforcement of Chapter 194.
 - Employees will be required to be properly trained in their respective professions and that the commission will establish minimum training requirements.
 - The commission may establish certification procedures for any training schools.
 - Maintain the integrity of gaming operations

Legislated Gaming Regions



Collaborating
Community
Colleges –
Statewide Training Coverage



A Bold Challenge Facing the Region

- Singularly as a new company entering the state each of the casinos with 3,000 + employees will be among the top 250 largest private sector employers in the state and in the top 10 in W. Mass.
- Finding qualified employees with a wide range of skills and those ready for casino training without harming the current workforce pool in W. Mass.

Western Mass Projected Casino Industry Workforce Needs

Workforce Need Estimates:

- 1,000 to 1,500 construction employees
- 2,500 to 3,000 casino employees
- 1,000 to 1,500 indirect employees

While it is anticipated that the casino will need to hire approximately 3,000 employees, based on experience, 9,000-12,000 individuals will need to be recruited in order to find 3,000 appropriately qualified candidates who can meet the training and hiring requirements.

Projected Casino Labor Pool Needs

Potential Participants in
the Training Institute

Level	Category Examples	Percent of Jobs*
Highly-skilled Non-Gaming	Department Heads, Facilities, Entertainment, Information Technology Professionals	20-30%
Highly-skilled Gaming	Department Heads, Slot Technical, Tables, Executive	5-10%
Semi-skilled Gaming	Slots, Security, Surveillance, Cashiering, Internal Audit	10-15%
Semi-skilled Non-Gaming	Operations Supervisors, Entertainment, Accounting, Human Resources, Executive Administrative Staff	7-12%
Entry Level	Front and back of house, Convention Services, Retail, Marketing, Hotel	45-50%

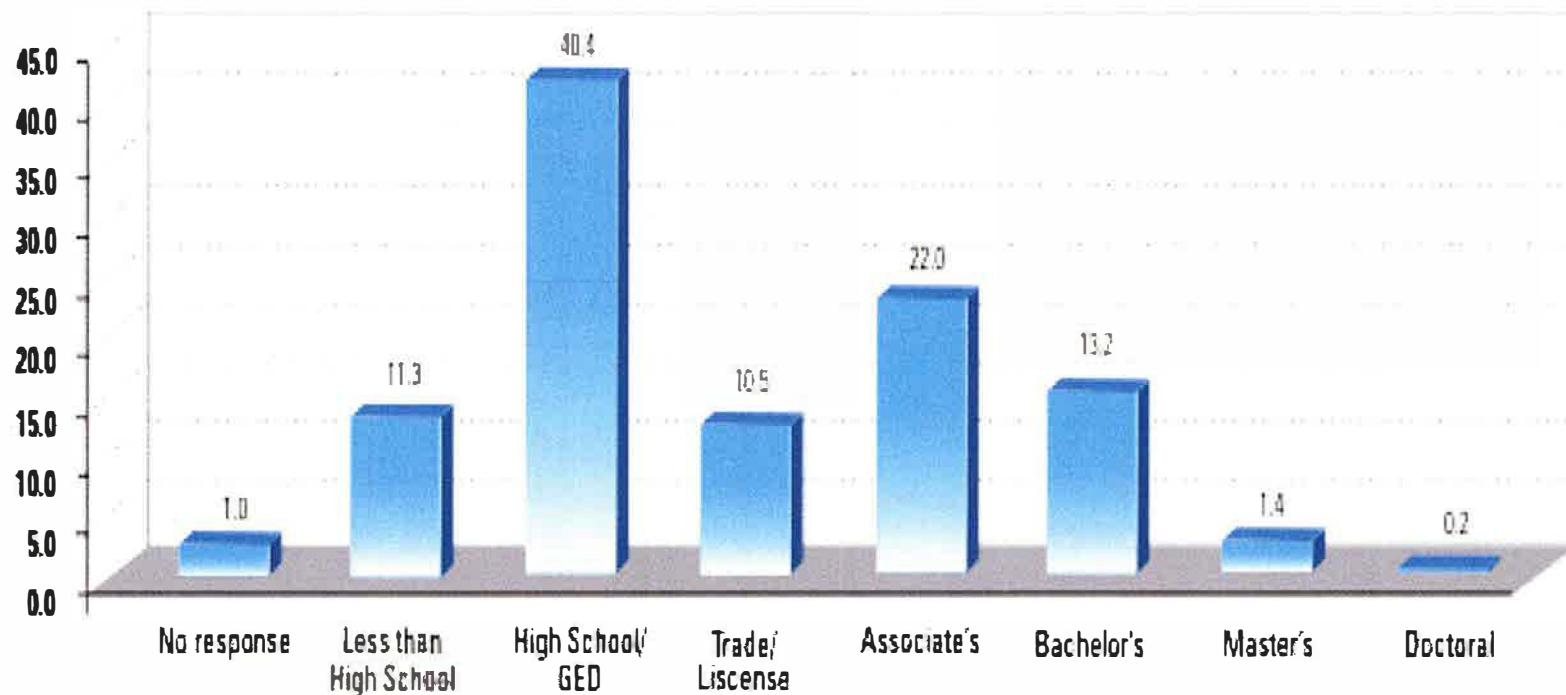
* Projection is a range of the # of employees needed based on research. Hotel facilities, retail operations, gaming/slot levels, and use of part-time employees will differ at each location.

Diversity of Educational Needs

Sample of Educational Attainment Need

Source: New Jersey Casino Control Commission

Figure 4. Educational Attainment of New Jersey Casino Employees



Workforce Development Challenges Facing the Casino Industry

- 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
- Low hospitality/restaurant supervisor mid-manager labor pools
- Regional variances
- Fears of major labor force cannibalization from other service oriented and technical trade skilled dependent industry sectors

Statewide Collaboration Workforce Development Infrastructure

Goal: Create a Unified Workforce System Response to the Casino Industry

- **Community Colleges – Training Consortium**
 - Common Nationally Recognized Curriculum
 - Comprehensive Training, i.e. business, hospitality, IT, Security, etc.
- **Regional Workforce System Collaboration** – Reg. Coordinating Teams
 - Workforce Investment/Regional Employment Boards
 - One-stop Career Centers
 - Training Vendors and Educational Entities
 - Community Based Organizations
 - Civic and Economic Development Leaders
 - Labor Unions
- **Regional Diversity** – addresses unique local needs
- **Objective** - Net Job Gain in each region

Workforce Development Collaborations

Collaboration will:

- Insure a net job gain for the region
- Insure training so that casino employees maintain gaming integrity
- Via assessment and training, develop a casino industry workforce that is highly skilled to allow the industry to be competitive
- Meet multiple language consideration needs of entry-level workers
- Create a qualified entry-level pool of “professional” customer service employees
- Increase the educational attainment levels of the unskilled and/or unemployed and the number of technically skilled workers
- Address issues of CORI/SORI, childcare, language skills, transportation, work ethic, career focus and more
- Establish “best practices” portfolio as a resource for state

Regional Workforce Collaborations

Organize/facilitate Workforce System partnering to:

- Inventory and document industry workforce needs and data
- Collaborate with Commission in support and awarding prospective employees certification/licensure
- Confirm and document career pathways for critical gaming and non-gaming occupations (business, culinary, hospitality, security, technology and more)
- Define and deliver curricula and credentials for critical occupations
- Provide employers incumbent workforce training solutions
- Serve as resource to support effective casino industry worker assessment, employee recruitment and job placement

Scale Up & Sustainability Model – Start Workforce Development Now

Casino Development Phases

Casino Planning and Construction	Initial Open	Scale Up Full Casino Open
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Workforce Scale Up and Sustainability Strategy

Skills Identification & Career Pathway Development	Labor Pool Creation: Recruitment, Assessment and Training	Scale Up Labor Pool Development and Incumbent Worker Training	Sustainable Workforce*: Labor Pool Replenishment and Incumbent Worker Training
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* Studies estimate an annual turnover rate of approximately 25% with an emphasis on entry level positions.

Potential Massachusetts Casino Commission *Employability Certificate Process for Gaming Related Occupations*



Massachusetts Casino Commission

Potential Gaming Occupations

Certificate Process



Massachusetts Casino Commission

Gaming Occupations Certificate Instruction

Training	Prerequisite(s):	Number of Training Hours	Training Schedule of Delivery	Number of Weeks
Introduction to Casino Games & Blackjack*	None	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
Skills Assessment Program	Introduction to Casino Games	2	1 Session	

* Note: a potential employee must take intro class then specialty class. As a result a minimum of 10 to 14 weeks is required to complete gaming training certification process.

Credibility in Casino Occupational Training

The Massachusetts Community Colleges have complemented their solid experience in workforce education/training with a **formal partnership with NJ's Atlantic Cape Community College (ACCC)**. Through this exclusive long-term partnership, CCTI will access ACCC's 30+ years of proven training curriculum using the model adopted by Delaware, West Virginia, Pennsylvania, and elsewhere.



ACCC GLOBAL COLLABORATIONS

(CASINO CAREER INSTITUTE – Services include Train the Trainer, curriculum, joint certificates, on-line training and/or technical assistance)

- Jamaica Gaming, Betting & Lotteries Commission
- St. Claire College, Ontario
- Blackpool & The Fylde College
- Macao Tourism & Casino Career Centre, China
- Barbados Dept. of Commerce and Consumer Affairs

ACCC REGIONAL COLLABORATIONS

(CASINO CAREER INSTITUTE – Services include Train the Trainer, curriculum, joint certificates, on-line training and/or technical assistance)

- Delaware Technical & Community College
- Northampton Community College
- Pennsylvania Department of Labor and Industry
- West Virginia State Community and Technical College

Next Steps

- Finalize Execution of the regional Memorandums of Understanding for Workforce Collaboration (August)
- Regional Coordinating Teams Start-up (In Process)
- Update the MA Gaming Commission (September)
 - Best Practices/Lessons Learning Paper on Casino Training
 - Draft State-wide Workforce Plan

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