



# PLAINRIDGE PARK CASINO

**Plainridge Park Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed  
Workforce Population**

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Submitted to the Massachusetts Gaming Commission on February 22, 2019

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## **Introduction**

Penn National Gaming Inc. (Penn) has developed this comprehensive Workforce Diversity Plan for ongoing development of its workforce at Plainridge Park Casino in Plainville, Massachusetts. The plan is designed not only to provide equal opportunity to individuals identified in traditionally disadvantaged groups but also to promote a workforce that is reflective of our surrounding community. This plan's initial implementation began by engaging in aggressive outreach, recruitment and training in order to identify motivated and qualified individuals to join our team.

The inclusive diversity philosophy of Plainridge Park Casino is intended to be more far reaching than simply the inclusion of minorities, women and veterans. As part of our commitment to our local host and surrounding communities, we have also set an aggressive local hiring goal that will also serve to address local unemployed and underemployed challenges.

In May of 2017 the UMass Donahue Institute released a compilation of results from nearly two years of new employee questionnaires. The survey was administered by the Massachusetts Gaming Commission from March 2015 to January 2017 at Plainridge Park Casino. The results indicated that 50.1 percent of new hires had previously been unemployed or underemployed before obtaining their job at Plainridge Park Casino. Since the initial draft of this plan, the unemployment rate in Massachusetts has dropped from 6.1% to 2.7%, a total of 3.4 percentage points.

As of December 2018, the unemployment rate for our host community, Plainville, is 2.5%. Our local surrounding area unemployment rates are as follows: Wrentham 2.4%, Attleboro 2.9%, North Attleboro 2.6%, Mansfield 2.3%, and Foxboro 2.3%. MA and all the local surrounding areas are below the national unemployment rate of 3.9%.

### **Penn National Gaming's Equal Opportunity Policy**

To give equal employment and advancement opportunities to all employees and applicants, the Company makes employment decisions based on each person's performance, qualifications, and abilities. We do not discriminate in employment opportunities or practices on the basis of race, color, religion, gender, national origin, age, disability, sexual orientation, or any other characteristic protected by law. In addition, the Company will make reasonable accommodations for qualified individuals with known disabilities.

The Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, separation of employment, and access to benefits and training.

### **Outreach & Communications**

Developing relationships with community and state-based organizations is integral in our ability to succeed in hiring a local and diverse workforce that is reflective of the community and region around us.

Plainridge Park Casino will continue to collaborate and build on the relationships we have since our initial licensure. The organizations include the following:

- The Massachusetts Department of Labor and Workforce Development and its related departments including,
  - Department of Career Services
  - Department of Workforce Development
  - Its local career center agencies
  - Workforce Investment Board(s)
- Bristol Community College
- Massasoit Community College
- Veterans, Inc.
- Vet.org
- Employment & Training Resources
- Massachusetts Gaming Commission's Office of Workforce Development & Diversity
- NAACP
- United Regional Chamber of Commerce (URCC)
- URCC Women's Impact Network (WiN)
- Dean College
- Massachusetts Technical Training Institute (MTTI)
- Attleboro Enterprises

Our goal is to continue:

- Identifying educational institutions with programs that allow graduate skillsets to transfer to the needs of our facility;
- Identifying educational institutions where we can foster longer term partnerships in existing career training programs (such as culinary programs);
- Identifying organizations in both the education and workforce development communities that have an existing communications portal that can provide job advertising services;
- Engaging organizations that have existing or can create partnering opportunities for events like job information sessions and job fairs;
- Understanding local demographics, available labor pool and challenges with recruiting qualified team members, understanding under and unemployed dynamic in the local area.

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We will continue our relationships with these organizations while pursuing relationships with others with the goal of reaching as broad a group of potential employees as possible throughout the ongoing operations at Plainridge Park Casino.

In addition to these communication and professional training partnerships, we will also conduct a broader advertising program for our hiring program that will include paid media advertising in local and minority-specific publications as well as targeted online and social media advertising.

Tapping into the resources available through the MA Department of Labor and Workforce Development will be key for recruiting of our entire workforce but will be critical for providing opportunities for under and unemployed individuals.

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### Goals

Penn National Gaming is a diverse company with 40 facilities in 18 jurisdictions (as of October 15, 2018). Penn National actively pursues a straightforward workforce diversity philosophy: our workforce should reflect the community around us.

We have incorporated specific goals for our hiring program at Plainridge Park Casino (PPC):

1. To hire 35% or more of PPC's workforce from our host and designated surrounding communities
2. That 15% or more of PPC's workforce be comprised of individuals from ethnic minority groups
3. That 50% of PPC's workforce will be women
4. That 2% or more of PPC's workforce will be veterans
5. To hire 65% or more of PPC's workforce from the state of MA

Additional Recruitment Goals:

- Host an annual onsite career fair per calendar year
- Attend a minimum of one veterans career fair per calendar year in MA
- Attend at least two college career fairs per calendar year in MA
- Partner with MA career centers and coordinate at least 2 hiring events

### **Training and Advancement Opportunities**

Penn National Gaming has implemented a successful recruitment and training program throughout the country. For many of our employees, the opportunity they begin with is not just a job but also the start of a very successful career. We believe that our training and advancement programs will be the very catalyst to bolster the Commonwealth's goal to have our industry positively impact the unemployed and underemployed members of our communities.

#### **Education Begins at Career Centers/Community Colleges**

In order to have a longer-term impact, we don't see each job as just a "job" but as the opportunity for long-term careers in our company and the industry as a whole. Our workshops with local career center staff will include an effort to educate them about the long-term paths available for various skillsets and career goals for individuals seeking employment with our company.

Through the Consortium, we have started to forge a great relationship with both Massasoit and Bristol Community College and will look to partner with them regarding training opportunities for employees. These training opportunities include, but are not limited to programs in culinary, surveillance and slot tech repair.

The CATCH institute at Bristol will not only be a great recruiting source for our culinary talent, but can also serve as a training ground for those who want to advance their careers. We are working with them to offer internships to their students during the summer months.

We anticipate this to be an ongoing relationship that grows and develops with our workforce.

#### **Customer Service Training**

Penn National Gaming is known for its top-notch hospitality and the high quality service of its employees. Each employee undergoes our ACES Service training, starting from the first day and onward throughout his or her employment.

#### **It Doesn't Stop There**

It is our goal to develop our team members to take on positions of greater responsibility and promote internally whenever possible. As part of our engagement and performance management strategy, our managers are encouraged to have continued conversations with their team members to discuss training needs as well as potential career pathing opportunities. We help individuals achieve *the next level* through our various supervisory and management training programs. It is our goal to develop bench strength from within



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the existing team member population. All open positions are posted internally first, to identify any internal talent prior to looking externally to fill open positions.

An example of a culinary career ladder at Plainridge Park Casino would typically follow the below progression:

1. Steward
2. Prep Cook
3. Line Cook
4. Lead Cook
5. Demi Chef
6. Sous Chef
7. Chef de Cuisine
8. Executive Sous Chef
9. Executive Chef

Mastery of the position from Steward through Demi Chef may take one to two years per role, some individuals may progress faster. The managerial positions from Sous Chef to Executive Chef may take two to three years in the position before being able to progress to the next level.

Another example of a career ladder is the Slot Department. A team member would typically follow the below progression:

1. Slot Attendant
2. Slot Supervisor
3. Slot Shift Manger
4. Slot Manager
5. Director of Slots

The years of experience necessary for a Slot Attendant and Slot Supervisor would be one to two years in each role. Slot Shift Managers would typically require two to five years of experience before being promoted to a Slot Manager. Slot Managers would require a minimum of five years of experience before moving on to a Director position.

### **Promoting Education**

In addition to our internal training programs, we also provide a tuition assistance program for interested and eligible employees. This program offsets the costs associated with our team members who seek to pursue two-year, four-year or even graduate degrees. We will continue to explore, based on workforce needs and demand, the option of bringing classes onsite to Plainridge in partnership with Bristol and Massasoit.

During the summer of 2018 Plainridge Park Casino rolled out an online training program for select members of the culinary team. The program, Rouxbe, is the world's leading online culinary solution for food service organizations who want to provide next-

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generation training solutions for their cooks. Rouxbe offers an effective path to learn foundational culinary skills. The curriculum includes the following:

**Culinary Foundations Level 1**

- Knives, Knife Cuts & Knife Sharpening
- Food & Kitchen Safety
- Dry-Heat Cooking Methods
- Moist-Heat Cooking Techniques
- Stock Fundamentals
- Seasoning
- Basic Plating
- Nutrition in the Kitchen

**Culinary Foundations Level 2**

- Salads & Vinaigrettes
- Vegetables
- Eggs
- Soups
- Sauces
- Rice & Grains
- Legumes & Pulses
- Pasta
- Meat
- Poultry
- Fish
- Baking Basics & Breads
- Pastry Basics
- Chocolate

Students who complete the program earn a Certificate of Completion which qualifies for continuing education units (CEU's) from the American Culinary Foundation (ACF) and World Association of Chef Societies (WACS).

**Women Leading at Penn**

In early 2018, Penn National Gaming introduced Women Leading at Penn. This initiative started the year before with a group of senior women leaders and is being shared across all of Penn's properties. The goals of the program are as follows:

1. To encourage women to pursue leadership roles
2. Have visible female executive and leadership championing growth and development for women at their property
3. To increase the number of women in leadership, specifically at the manager level on an annual basis

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Plainridge Park Casino has chosen 16 women to be a part of the inaugural class. Over the course of the year different topics women face in the workplace are being addressed. By participating in the group, our goal is to be able:

- To foster an inclusive environment by creating and encouraging an open exchange of ideas and information among women at Plainridge Park Casino and Penn National Gaming
- To strengthen the strategic relationships of women across the property and company
- To build a community where women can find solutions for defining their vision of success and plotting a path

### **Retention Philosophy**

It is challenging in this highly competitive market to recruit, train, and retain talent. It is the philosophy of Penn National Gaming and Plainridge Park Casino that the best way to retain talent is by encouraging and fostering an engaged workforce. We accomplish this through relationship building, communication and team activities. The way we measure whether we have an engaged workforce is through two employee surveys per year.

Additionally, we offer a referral bonus to our employees to enhance our applicant flow. Our team members that refer an applicant who is hired can earn a \$300 bonus. The payments coincide with the new team member's continued employment. The referring team member receives \$100 at the referred candidate's 30, 90, and 120 days of employment.

### **Commitment**

Plainridge Park Casino and Penn National Gaming are committed to developing a high performance, inclusive work environment that reflects the diversity of our community. We strive to create a company culture where all ideas and all contributions are valued no matter how or from whom they may originate. We actively seek out team members from traditionally disadvantaged groups to build an entertainment facility our community and the Commonwealth can be proud of. Our commitment to making inclusiveness the foundation for our culture is driven not only from our desire to enhance our community, but also because such commitment supports a sound business strategy.