

## **EXPERIENCE WITH HIRING UNEMPLOYED**

### **EXHIBIT X. B.4**

The company's employment selection practices have and continue to focus first and foremost on a candidate's skills and ability to perform the essential functions of the position, rather than relying on past employment. Although past employment is one of many measures of future success, it is not, in and of itself, a basis for a hiring decision.

Rather, candidate competency in a respective discipline, along with the ability to work as a team member, is a more accurate predictor of future success. Thus, these factors are heavily weighted in the decision-making process.

To this end, the Genting group will use competency-based interviewing as a basis for determining a candidate's suitability for the organization, which focuses on the skills and abilities required for the position. This same type of selection process will be implemented at the Resorts World Hudson Valley facility.

Through a series of questioning techniques, Resorts World Hudson Valley will seek to determine how a candidate would perform in the organization. The interview will be viewed more as a conversation: both participants in the interview will be encouraged to have two-way dialogue and exploration of the opportunities available. This method aims to ensure that barriers are removed for candidates who are considered long-term unemployed. Candidate screening will include a review of job qualifications, education, and past job experience. Given that the recent economic downturn left many residents without work through no fault of their own, minimal weight is placed on the fact that the candidate is unemployed.

Additionally, our advertising will include language emphasizing that the company is an equal opportunity employer. Our recruiting practices company-wide encourage all interested candidates to apply for the position they desire. For instance:

- Resorts World Hudson Valley job descriptions will indicate the number of years of experience that are preferred; no mention will be made about being unemployed. In fact, due to the size and the scope of the project, we will include language that encourages all interested candidates to apply.
- During the recruitment process for this project, career fairs and hiring events will be held in a multitude of locations. All candidates who meet the minimum qualification for the position will be interviewed, irrespective of their past or present employment status.
- All personnel tasked with selecting and hiring the workforce will use job descriptions as the basis for interview questions. Each job description has a list of true occupational requirements, and nowhere is there a requirement that the employee must be currently employed.
- In addition, all personnel tasked with the responsibility of conducting interviews or making hiring decisions must attend and successfully pass an Interviewing and Hiring Training Program. This program reviews competency-based interviewing techniques, question formulation, legal issues in interviewing, do's and don'ts of interviewing, and procedures for making the candidate selection.
- With the planned, extensive size of the Resorts World Hudson Valley facility, the company recognizes that the organization cannot recruit alone. A successful facility opening can only be realized if the appropriate employee population is in place and trained to deliver the product that the company is known for throughout the various regions of the world where it operates. To this end, a strong partnership with local and regional entities is required.

Resorts World Hudson Valley will invite the following entities, among others, to be partners for the purpose of hiring residents of Orange County and the Hudson Valley region:

- Hudson Valley local career centers
- Workforce Development Education Program, SUNY – Orange
- Orange County Employment & Training Administration

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- Orange County Veterans Administration Office
- Orange County Workforce Development System
- Local community colleges
- Local veterans-to-work programs
- Table games and slot training schools
- Orange County job fairs sponsored by the New York State Department of Labor
- Social media outlets targeted to Orange County and the Mid-Hudson Region
- New York State Department of Labor Career Centers

As an example of the company's commitment to hire the unemployed, our facility in Miami, Florida opened in mid-2013. A review of the current employee population shows that 37 percent were unemployed when they were hired.

In addition, many employees joined the company at the Miami location for an opportunity for advancement. Since opening less than one year ago, 16 percent of the Miami employees have received promotional opportunities. Similarly in New York, 12 percent of the workforce has been promoted from within since that facility opened.