

**X.B.4 - EXPERIENCE WITH HIRING UNEMPLOYED**

The development of Traditions Resort and Casino will present substantial employment opportunities to the Binghamton MSA. The area has been through a period of declining labor force participation and overall employment. The Traditions Resort and Casino provides the ability to reverse the declining employment trends. Traditions Resort and Casino will deploy a comprehensive approach to hiring the unemployed, based on a similar plan successfully executed in the city of Buffalo prior to the opening of the Seneca Buffalo Creek Casino in August 2013. We will collaborate with key community stakeholder groups and the DOL employment office in Binghamton to advertise employment opportunities offered by Traditions Resort and Casino prior to opening and on a routine basis each year thereafter. To supplement these efforts, job fairs were held at Traditions at the Glen in May 2014 and at the DOL and SUNY Broome in June 2014 that attracted over 1,000 people. We developed a data base of prospective employees and intend to strategically use that information to attract and hire locally.

The following table reflects SGC’s current statistics on employees hired from geographic areas with previously higher unemployment rates.

Seneca Gaming Facility	Total positions	NYS %	Region %	Municipality %
Allegany, NY	1002	87%	75%	75% (A)
Buffalo, NY	468	99%	94%	44%
Niagara Falls, NY	2056	98%	97%	48%

(A) Note-given the Allegany, NY Gaming Facility is situated in a rural geographic area; the municipality % reflected above includes Cattaraugus and Salamanca NY.

**Components of the Traditions Plan for Recruiting and Hiring of the Unemployed and Long-term Underemployed**

- a) The advertising approach used by our Recruitment team allows for the posting of jobs through a wide variety of resources and media to ensure full access to our open positions. Positions are continually posted on our website that are available universally via the internet. We also use a wide variety of recruitment sources to provide full access to job seekers. Job Boards such as CasinoCareers.com, Monster.com, NativeAmericanJobs.com, the Ladders and CareerBuilder also are

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available universally via the internet. A variety of forms of Social Media such as LinkedIn and Indeed (an online search engine for employment) are utilized. All publications and radio media resources are selected to ensure that they offer full access to all population demographics. In this fashion, we avoid the use of any selective or targeted advertising such as trade journals that may discourage or discriminate against unemployed individuals.

- b) Our hiring process is structured so as to not discourage or disadvantage unemployed or under-employed candidates. We utilize Assess Systems to provide pre-employment assessment tools. At their core, these tools are personality assessments that measure critical characteristics important to success in the role regardless of the amount of specific experience in a particular job or employment status. These instruments measure core sets of personality characteristics (such as positive service attitude, energy, accommodation to others, acceptance of diversity, frustration tolerance, and integrity) that have been found to predict successful job performance across service jobs. They are personality-driven and are not based on work experience and offer insight into a candidate's inherent abilities. They are, therefore, designed to be impartial and do not discriminate against any candidate based on his/her employment status.
- c) Our current recruiting practices are designed to ensure that they encourage all qualified applicants, including the long-term unemployed, to consider applying.
1. Our Careers website includes our stated commitment that qualified unemployed individuals will not be disadvantaged solely on their unemployment status. In addition, our recruitment publications and application materials reflect this assurance.
  2. Our recruitment resources are designed to ensure that we reach as many potential candidates as possible. We recognize that unemployed and long-term underemployed individuals often use temporary or contract positions to maintain their attachment to the workforce. Our recruiting team and resources target these groups. In Buffalo, we maintain relationships with numerous staffing agencies such as JAS Recruitment, Robert Half, Systems Personnel, Select One Search and Buffalo Staffing in order to identify and reach out to these candidates. Traditions will utilize similar agencies in Broome County.  
  
In addition, we identify unemployed or underemployed candidates involved in vocational training and education programs through school programs at local institutions such as Niagara University, Buffalo State College and Erie and Niagara Community Colleges. We maintain relationships with the placement personnel at these organizations and will build similar relationships in the Broome County area.
  3. Our systems and pre-assessment tools are designed so as to not discourage or disadvantage unemployed or underemployed candidates. Our hiring

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teams and recruiters have been trained to use these assessment tools to focus on the occupational and leadership requirements for a given role and not on an applicant's current or recent employment status. We recognize that many skilled and talented candidates may not have recent attachment to the workforce and our team is taught to seek out and recognize the underlying skills and leadership traits that make an individual an ideal candidate for a position.

4. In Buffalo, we partner with various State and regional employment organizations and workforce readiness programs in order to identify and target the unemployed and long-term underemployed populations. These relationships also provide opportunities to potential employees with special needs. The programs include Niagara County Workforce One, Erie County Workforce One, Buffalo Employment Training Center, Native American Community Services (NACS), Olmstead Center for Sight and Opportunities Unlimited of Niagara. We also sponsor workforce training programs such as dealer schools and slot technician programs to provide opportunities for the vocational re-training of displaced workers. We will develop similar relationships and programs in Broome County.

Once a candidate has been identified and selected for employment, our Training and Career Development departments offer a wide variety of programs to assist an employee in their career development. Our departmental programs such as the Security Officer Step-Increase program are designed to recognize development and ensure workforce success. Newly hired Officers are evaluated bi-annually and receive a step-increase in their wage for successful development in their positions. All team members have access to over 1,250 online eLearning courses (available 24/7/365) that include Technical, Business, Health & Safety, Certified Professional Food Manager, and Title 31 programs.

Our approach goes far beyond merely hiring employees. We know that training and career opportunities are critical in attracting and hiring the unemployed. We have a robust training program that would ensure the local unemployed residents of the Binghamton MSA are equipped with the necessary skills to successfully perform the various jobs offered by Tradition Resort and Casino. More importantly, our career development programs will assist in the growth and development of the local residents to build successful careers that will last well into the future.

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Below is a summary of Seneca Gaming Corporation's hiring statistics over the last ten (10) years. Also listed is our ten (10) years hiring experience with demographic groups evidencing high unemployment.

TOTAL HIRED 2003-2013		<u>10,787</u>	
<u>Geographic area</u>			
Bradford, PA		288	
Buffalo, NY		1,151	
Jamestown, NY		118	
Lockport, NY		182	
Niagara Falls, NY		2,981	
North Tonawanda, NY		381	
Olean, NY		382	
Salamanca, NY		889	
Youngstown, NY		<u>93</u>	
Geographic areas with evidence of high unemployment (as % of total)	Total	<u>6,465</u>	60%

### Demographic

Caucasian	7,448	69%	
Non-Caucasian	<u>3,339</u>	31%	
Total	<u>10,787</u>		

% Total	%
Hired	Minorities

### Non-Caucasian Breakout

Hispanic or Latino	245	2%	7%
Asian	333	3%	10%
American Indian/Alaskan Native	1,256	12%	38%
Multi Race	314	3%	9%
Pacific Rim	4	0%	0%
Black or African American	<u>1,187</u>	11%	36%
	<u>3,339</u>		