

Staff Training: What Gaming Staff Need to Know

Discovery Conference 2006

Robert Murray – CAMH

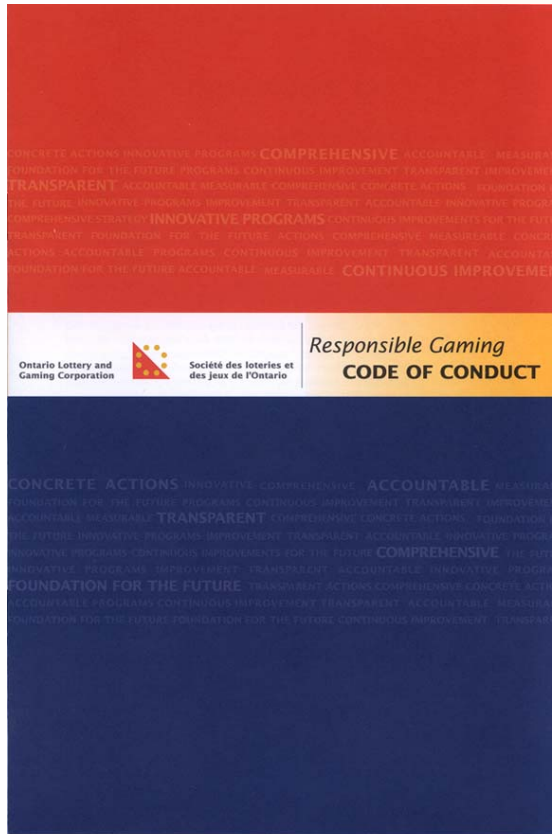
Betty Palantzas – OLG



Agenda

- OLGC's RG Mandate
- Overview of 5 Training programs
- CAMH's Involvement
 - As subject-matter experts
 - With design and facilitation
- CAMH's Evaluation of Level 3 Gaming training
- Future Directions

Responsible Gaming Code of Conduct



Foundation for OLGC Responsible Gaming Initiatives

Based on three over-arching elements:

- Corporate commitment
- Information and education
- Responsible gaming environment

Memoranda of Understanding

MOUs with four Provincial Stakeholders

- Centre for Addiction and Mental Health
- Ontario Problem Gambling Helpline
- Ontario Problem Gambling Research Centre
- Responsible Gambling Council

Partnership with CAMH

**Collaboration
is key
to success**

Responsible Gaming Training

- Five Training modules developed to meet the needs of different business lines
 1. Bingo
 2. Lottery
 3. Corporate
 4. Gaming, Level 1&2
 5. Gaming, Level 3
- Ambitious Schedule (by end of fiscal 2006)

Premise of Trained Employees

- Not problem gambling treatment experts
- Understand OLG's expectations
- Armed with information
- Armed with tools to assist customers in need

General Training Objectives

- Promote awareness
- Dispel myths surrounding gambling
- Expectations required to respond to requests for help

Training Milestones: Bingo

- Successes**
- About 50 Bingo employees and charity members
 - Participant Evaluations – 100% good to excellent
 - 4.5 out of 5.0 overall mean score
 - 97% reported objectives met

- Public Launch
- Identify Internal Champions
- Research
- Plan

March 2005

Envision & Design

- Policy
- Model
- Validate
- Executive Approval

March – June

Development

- Training Development
- Build into Bingo Centre Customer Service training

June – Sept

Roll Out

- 4 pilot sites
- 50 trained
- Train-the-Trainer

Sept – Jan 2006

Training Milestones: Lottery

- Successes**
- Over 325 trained, including Sales Force
 - Sales Force reinforced with over 10,000 Retailers
 - Participant Evaluations – 81% good to excellent
 - 4.0 out of 5.0 overall mean score

- Public Launch
- Identify Internal Champions
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March – June

Development

- Training Development
- Final Approval

June – Oct

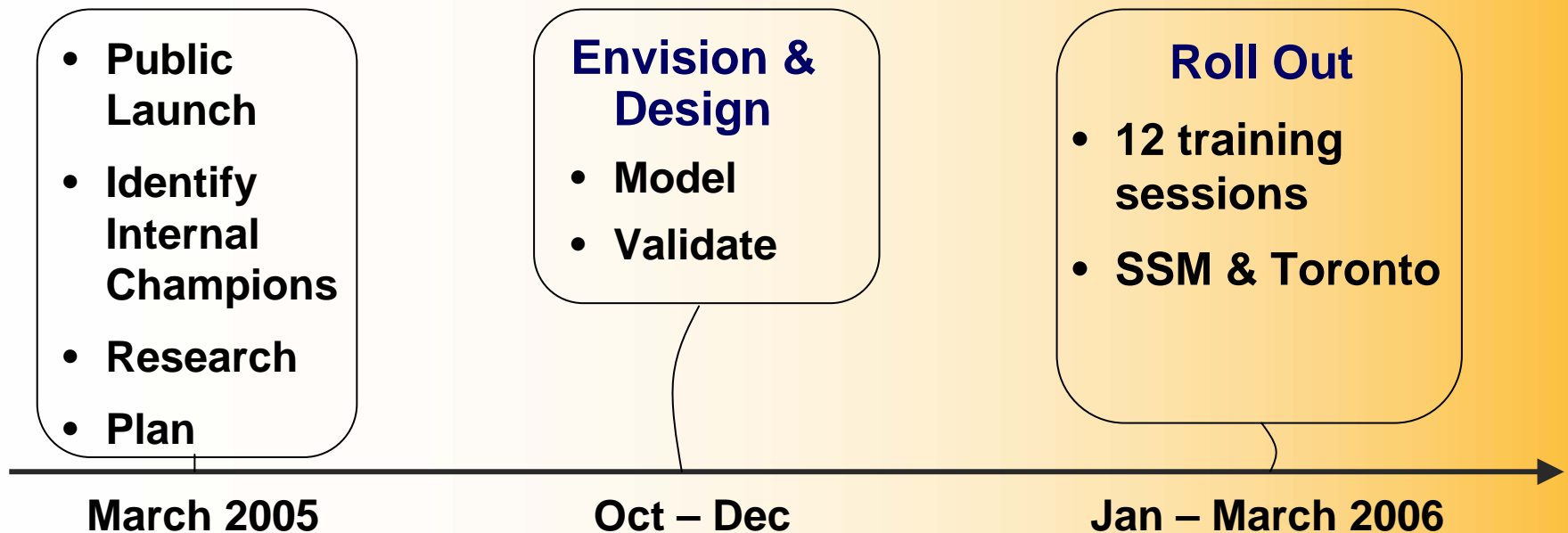
Roll Out

- October – Sales & Lottery staff
- 5 weeks (Nov-Dec) 10,000 Retailers

Oct – Dec 2005

Training Milestones: Corporate Employees

- Successes**
- About 700 employees trained
 - Participant Evaluations – 92% good to excellent
 - 4.42 out of 5.0 overall mean score



Training Milestones: Gaming

- Successes**
- 7,000 Level 1&2
 - 400 Level 3
 - 2,500 Casino Rama employees
 - Excellent Participant Evaluations

- **Public Launch**
- **Identify Internal Champions**
- **Research**
- **Plan**

March 2005

Envision & Design

- **Policy**
- **Model**
- **Validate**
- **CAMH as SME**
- **Executive Approval**

March – June

Development

- **Training Development**
- **Final Approval**

June – Sept

Roll Out

Level 3

- **Oct /05 over 5 weeks**

Level 1&2

- **Nov – Mar 31/06**

Casino Rama

- **Jan – Apr /06**

Oct – April 2006

Content Experts / Trainers

Problem Gambling Expert

- Janine Robinson, CAMH Problem Gambling Project

Crisis Intervention & Prevention Experts

- Steven Hughes, CAMH Ed & Training, CTI Cert.
- Graham Vardy, CAMH Ed & Training, CTI Cert.
- John Sawdon, Ex. Dir., Canadian Training Institute

Challenges

Mandate:

OLGC	CAMH
Revenue Generation	Reduce/Prevent Harm
Reduce/Prevent Harm	Revenue Generation

OLGC Major Concerns

Upper Management

- “Therapeutizing” staff leading to inappropriate and overly aggressive interventions

Floor Managers and Supervisors

- Knowing when they will be supported and confusion re. priority – revenue generation or responsible gaming practices?

CAMH Major Concerns

- Would we have to compromise our values, water down our material?
- Would there be the resources and time needed to do justice to this?
- This was mandatory training – would we have resistant participants?

Organizational Differences

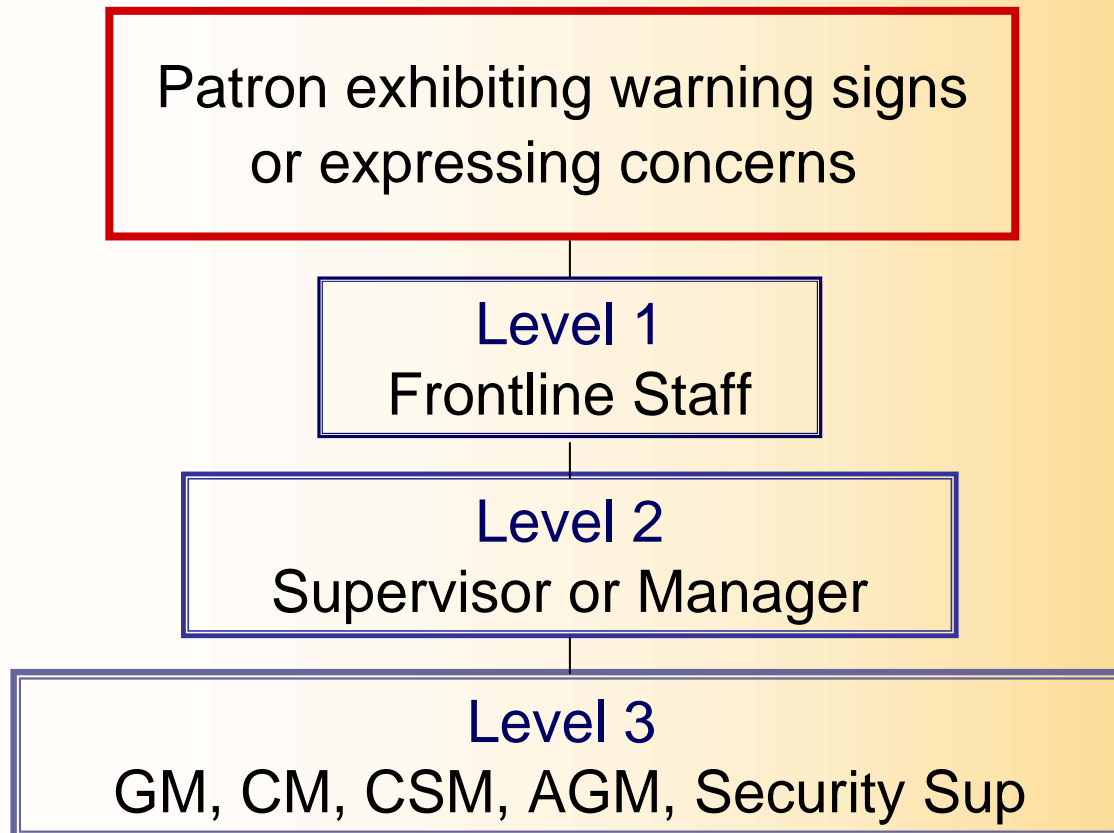
- Cultures
- Language
- Conceptualization of our “customers”
- Training development and delivery styles
- Participant learning styles
- Approval process

“Art” vs “Science”

- Desire and need for specific protocols
- Reality of complexity – need for flexibility and situational application
- “Common sense,” “reasonable,” “best judgment” approach
- Provision of framework rather than rulebook or script

Model: Escalating Warning Signs

OLGC Training Model for Gaming Employees



Level 3 – What Did We Actually Train

- General Awareness
- Referral Options (treatment, credit counselling)
- Crisis Intervention Model
- Guidelines to Defuse Crisis Situations
(including aggressive and acting out behaviours)
- Methods for Dealing with Suicidal Customers

Participants' Experience

- Healthy degree of skepticism
- However, staff felt the training was needed
- They felt the training was relevant if they had direct contact with customers
- Felt consistency across sites was important

Our Trainers Experience

- Felt welcomed and well-treated at the training sites
- Being external to the OLGC was a positive thing
- They did not feel they compromised themselves in any way
- Could see the value to the player
- Felt that CAMH should be doing this

Some Other Observations

- In many cases, staff already skilled
- It's about making them more strategic, coordinated and with a consistent response framework
- Real differences across sites – impact of size and geographic location
- Importance of staff knowing something about the treatment system, e.g. family treatment

How did we do?

We have same-day post workshop
evaluation results to share

Evaluation Results

- 359 participants / 323 completed evaluation
↳ 90% Response Rate

Overall Satisfaction



Objectives Met?

Awareness of responsible gaming & problem gambling → 100%

Identify senior management roles & responsibilities → 99%

Dispel myths surrounding gambling → 100%

Identification of problematic behaviours → 100%

Demonstrate actions required to respond → 100%

Session Leader Ratings (out of 5)

Knowledgeable	4.82
Presented in a way easy to understand	4.73
Provided relevant examples	4.59
Responsive to my questions and comments	4.72
Encouraged group participation	4.70

Participants Feedback (out of 5)

Relevant to my role	4.6
The right length	4.17
A good use of my time	4.16
Participant materials	4.57
Flip charts/PowerPoint slides/overheads	4.47
Room set-up	4.31

Would you recommend this training?

99.7% said YES



Future Directions

- New Employee Orientation
- On-line Refreshers
- Back-of-House plasma screens
- Continue CAMH/OLGC collaboration
- Post-training evaluation of Level 3
- Revision of training materials based on feedback
- Booster sessions

Thank You

Robert Murray

Manager – Problem Gambling Project, CAMH

Betty Palantzas

Manager – Responsible Gaming, OLG

Know Your Limit, Play Within It!