

## File Note

### Sixth Review of the Casino Operator and Licence

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<b>Subject:</b>	Interview with Customer Service Attendant, Samantha Bavdek (EGM attendant)		

### Summary

On 2 May 2018 Dr Simone Alesich and I conducted a number of interviews with Crown staff, including Samantha Bavdek, a customer service attendant, about their role and responsibilities. The interview was undertaken in the presence of an observer, Mr Joshua Preston, Crown Resorts Chief Legal Officer. The duration of the interview was approximately 45 minutes.

In summary, Ms Bavdek provided the following information:

- She has been employed as a customer service attendant (CSA) by Crown for approximately 3.5 years and works part time. She usually works two or three shifts a week, although may work more depending on the availability of shifts. The shifts are allocated on a roster and each attendant has a minimum of two shifts each week. CSAs can work more shifts, for example this week she is working 5 shifts.
- The CSA shifts can be 6, 8 or 10 hours. Ms Bavdek usually works 8 or 10-hour shifts.
- As a CSA she has had a range of training including RSA and RSG. The online "Crown Learn" tool lists for each employee the training they have undertaken and the training they are required to do. This system notifies each employee by what date the training must be completed. Many of the training units are online training. Using the Crown Learn tool she has undertaken training in customer service, machines, loyalty program and suspicious behaviours. Crown Learn will advise her when to undertake refresher training. Some refresher training is every 6 months or alternatively every 12 months.
- When she first commenced as a CSA she undertook RSA and RSG training with a trainer. She also worked with someone in the first period. Her last refresher training in RSA was in February 2018 and she thinks she does the refresher every year or every two years. She undertook RSG training when she commenced and could not recall whether she had done refresher training in RSG.
- At the commencement of the CSA shift there is a handover period and a handover briefing. If she is working a day shift the handover period is between 7.30am and 8 am. In the briefing the CSAs are told what they need to know and usually watch a slide show with update information. The updates may relate to promotions, new machines and if there are machines with errors. It may also include revisions of training materials. The briefing takes about 10-15 minutes.
- She reports to the Area Manager responsible for the area that she has been assigned for the shift. There are four area managers—West, East, Booths and Administration. The areas for CSA include East, West, Central, booths and Level 1. At quiet times a CSA may be assigned an area on the main gaming floor and an area on Level 1. She is regularly assigned the central area on the main floor and reports to the West area manager. They are usually assigned 50 banks of machines during a shift and each bank has 5-10 machines (mostly 10 machines per bank). She agreed that she is likely to be responsible for 500 machines during her shift. She commented that the central area is a big area.

- She understands that her key performance indicator is customer service. Patrons ask questions and she is responsible for responding to patron queries. She enjoys customer service and is happy to help patrons. The most common query from patrons is about the loyalty card and how it works. A number of patrons do not understand it and she explains how the reward card scheme works. Her last performance assessment was in February 2018 with her PDR Manager. The PDR manager gives her feedback and asks about whether she would like to do other types of work at the casino.
- She understands that her key responsibilities as a CSA are to:
  - Check her assigned area
  - Answer patron queries. People look out for them because 'they are the ones in red' (vests).
  - Fix gaming machines
  - Engage with customers and build rapport with patrons. She stated that patrons like to feel acknowledged. Some patrons speak with her every shift. When it is quiet she will speak with patrons.
  - When she works on a day shift (and starts early) she will walk through her assigned area and check any new machines, make sure the area looks good (i.e. tidy and clean).
- Her responsibility to fix gaming machines includes fixing any basic problems, such as installing paper for tickets, machine faults that can be resolved by restarting the machine – e.g. a touchscreen fault. If there is a more significant gaming machine fault then she will contact the area manager to arrange for the onsite technician to attend to fix the gaming machine. There is a technician assigned to the east end and another technician assigned to the west end.
- During a shift on the floor she does not have regard to any computers or other documents but will consult with the area manager when necessary. In circumstances where she is not sure, she will speak with the area manager. Information regarding all the departments and other relevant information is stored on the Crown intranet, Compass. She can access this when working at the booths. When a patron asks more complicated questions they are referred to the booth to talk to customer relations there.
- CSA have a range of jobs – they can work in the call centre, in the booths or on the gaming floor. They are rotated between the different areas.
- When she is on gaming floor duty she carries a pager. Each gaming machine is linked to the pager. Where a patron presses the service assistance button on a gaming machine, the CSA is notified by the pager. The CSA must respond within 2 minutes to the alert. If there is no response within 2 minutes, then a further alert is sent but it is also sent to the Area manager. The CSA is expected to respond to the pager within 2 minutes. The service requests can include requests for more paper for a machine, or a quick question or to assist in using the card in the machine.
- Her priority when she is assigned a gaming floor area is responding to machine service requests that are alerted through the pager. There is a timeliness measure she must meet. If she is unable to respond within 2 minutes, then she may call out for help from another CSA. If she has not responded within the second 2 minutes she will be required to explain why she was late.
- In 2017 she undertook training related to money laundering. This training was about looking for suspicious behaviour. For example, the training was to keep an eye on things that may not

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seem right. For example, if a person puts money in and then takes a ticket straight away from the TRT machine.

- If a person is disruptive then she will call the area manager.
- She has never stopped a person from playing a gaming machine.
- When asked if she was ever concerned about a patron what she would do, she advised that she would contact the area manager and let them know. When asked what circumstances might be a cause for concern, she suggested that if she worked a long shift e.g. a night shift and then later returned for her next shift and the person was still present, then she would notify the area manager. She has never come across this situation. She also stated that if someone is showing signs of distress – like not enjoying themselves any more or crying because they lost money – she would contact the area manager, but again she has never seen that (but does look out for it).
- She has not rung the area manager when a person was playing on a gaming machine and intoxicated. She stated that most people are having drinks. If she was concerned she would call the area manager or security. She has not seen this issue with anybody. The button on her radio allows her to call security.
- In relation to her level of interaction with security staff, she says “hello”. The security staff change frequently and she does not have much to do with them. She knows where they are located, but they change every couple of hours.
- In relation to her level of interaction with RSA officers, she does not have contact with them.
- In relation to her level of interaction with RGLOs, she will have contact with RGLOs when she is on duty at the booth. She would contact a RGLO when a patron attends the booth and requests to speak someone about their gambling or requests to self-exclude. It is a big thing for a person to ask for help, so she will speak with them whilst waiting for the RGLO to arrive. The RGLO takes the person to the office. That is her level of contact with RGLOs.
- A CSA is busiest on Friday and Saturday nights, and Saturdays and Sundays during the day. On Saturday they have people partying. On Sundays they have older patrons who might attend play bingo, have dinner etc. and it is busy until about 9pm.
- CSA staff also work in the VIP rooms. It is similar to the CSA role on the main gaming floor. In the VIP rooms there are also VIP Executives present – so the patrons will go to the VIP executives for assistance, rather than a CSA. Sometimes she might be rostered as a CSA across 2 levels – in a VIP room and the gaming floor area – it depends how busy the casino is. A CSA might do both levels during the day shift.
- CSA staff duties also include fixing basic issues on the SATG and FATG terminals, but if there is a dispute about a payout then the CSA must refer the patron to the Table Games Manager to resolve. The FATGs and SATGs are mostly in the West and Central areas and the VIP rooms.
- When the CSA works at the booth and patrons join the Crown Rewards scheme, she asks if the person wants to join YourPlay. Patrons do not come and ask to join YourPlay. It is usually players in the VIP rooms who have YourPlay. Most people just want the Crown Rewards card so that they can get benefits like free parking. Some patrons put YourPlay on their loyalty card but then ask to take it off. When they join it might be \$20, whatever they are planning to spend on one occasion. The VIPS who have YourPlay will ask to see their spend limit. She states that more VIP people are interested in YourPlay. She estimated she has probably joined 20 people. She is not sure how many patrons have YourPlay casual cards or registered cards which they obtained at other venues.

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- She has never identified an excluded patron on the gaming machines, although she was present when an area manager identified one. But if she is working on the booth and she puts a person's name in the IT system, for example when a patron asks for another loyalty card, the system will indicate if they are excluded and she has to call an extension number. The IT system might indicate that the exclusion order has been revoked. A CSA might also know if a person is excluded if the CSA observes signs, for example the person does not want to produce ID. She will call security in those instances.
- Any work that she does on gaming machines is recorded at the time. For example, if she opens a machine she will complete the log in the back of the machine. She has a specific service card giving her the ability to access gaming machines and her access is electronically recorded. If she is working on the booth then she can leave a comment in the computer system. She has too many interactions to record her work at the end of the shift so all comments regarding activities and interactions are made on the spot.