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## INTRODUCTION

Traditionally, the casino industry is probably the only multi-million-dollar business that gives so little formalized training to its employees. This is not because the casinos are callous to the merits of sound training, but more because of a lack of personnel and the cost involved in setting up and administering a worthwhile program. The end result is that casino dealers are promoted from within the ranks and thrust into supervisory roles with little or no idea of their duties or responsibilities.

In most businesses, the supervisors must be qualified or trained for their jobs through an extensive period of experience or educational background. Again, this is not entirely so in the casino industry. Legalized casino gambling got its first supervisors from people around the country who had some kind of gaming experience. Most of these workers understood that the main function of their job was to protect the house's money and many did the best they could. However, very little formal training was ever given to these pioneer supervisors so the result was a collection of casino bosses who were managerially inconsistent at best.

As new supervisors rose in the casino ranks, they learned the "ropes" by imitating those who preceded them, not knowing that the bulk of these "old hands" really were fairly ignorant of basic supervisory skills and probably even



lacking in individual game knowledge. Since most of the new bosses were trained by the old ones, the new ones really didn't know much more. Additionally, very few casino bosses ever share acquired knowledge with a new supervisor. Their attitude often seems to be that the new man might be a threat to take their job, eventually, so why contribute to that possibility. Also, many bosses do not teach or train their subordinates simply because they lack the patience, desire and ability to do so.

Currently, however, there is a realization finally taking place among the casino owners that more can be done to improve their profit margins, and that millions of dollars are spent on facilities, marketing programs, complimentaries, etc., whereas very little is spent on improving personnel performance through the basic expedience of comprehensive management training programs. After all, if every casino dealer were motivated to produce just a few more blackjack hands, roulette spins or craps rolls per hour, the increase in gross win would improve greatly. The question then becomes, "How does a casino extract peak performance from the 'troops' on a consistent day-to-day basis?" The answer must rest with the quality of supervision given by boxpersons, floorpersons and pit bosses. Is it possible that these middle management people can be taught to motivate each other and those in their charge to do more? Yes it is, and fortunately, for both the industry and the public, the expectation to do so by those in command is increasingly becoming more prevalent.

The days of leaning on a pit stand and watching the girls go by are numbered. The salaries paid to casino supervisors are quite high in relation to qualifications and salaries paid in other industries. Corporate management is beginning to insist upon more and more from their middle management.

Those supervisors who take the initiative to learn to become a more effective supervisor will ultimately survive an increasingly competitive job market. Those who are too lazy, too unwilling or too complacent to change will find the casino industry racing past them and will be left wondering what happened to their careers.

## **BASIC CASINO SUPERVISION**

I will never forget my first promotion. One day I was a very good dealer, and the next day I was a very dumb floorperson. I quickly found out that being a good supervisor is a great deal different than being a good dealer. Getting others to do a better job is a lot harder than just doing a better job myself. Getting work done through others is no easy task. It requires a great deal of skill and understanding.

### **Promotional Complications**

One change you can count on after a promotion is in your relationships. Suddenly, as in a game of musical chairs, your position relative to everyone else changes. People are looking at you from a different angle, expecting more of you, perhaps testing you, hoping to see you fail; or pushing you harder to succeed. Here's what can happen:

#### **Some who worked with you now work for you**

... and they may not always be happy about it. Some, no doubt, had an eye on the promotion themselves. Others who didn't may envy your success nevertheless. Some may feel that promotion was undeserved and look for proof that you can't handle it. Even those who sincerely wish you well may temporarily back off, waiting for signals

from you on how to proceed. Will you still want to catch a bite together in the dealers' lounge, or go for an after-work drink? Can you be trusted to continue swapping casino gossip? If your new position gives you authority to make decisions on their assignments, advancement and raises, they may become distant and hesitant to share any confidences with you.

**Some who were a step above you are now on the same level**

You're all playing with a new set of rules now: whereas before, you reported *to* them, now you consult *with* them. Where once you asked directions from them, now you exchange information and discuss mutual needs. They may feel threatened because you've advanced while they stayed put — might you be on your way to surpassing them? They may seek proof through challenges and tests that you can hold your own in their ranks. You might feel awkward, self-conscious or even defensive until you feel you've proven your abilities and have been accepted as a peer.

**Your family can increase the tensions**

They may have made sacrifices, given support while you were working toward the promotion. Now they expect a more normal pace in which to enjoy the rewards. So they may feel resentful when, instead, they are asked to give even more as you deal with added pressures and spend more time away from home. Casino supervisors, generally, are asked and expected to work longer shifts than do dealers.

As with any change, a step up takes some time and some work before you can catch your balance and feel accustomed to your new position. How to get through the transition period? Here are some suggestions:

#### **"Making the break"**

The fact is, your relationships in the pit will never again be quite as they were. When you become your former co-workers' boss, with authority to determine their future, you must expect to be treated differently than when you were employee equals. The way you treat them will change, too. Much as you may like an individual, continuing to break together could be construed as favoritism, or cronyism.

At the same time, it is important to avoid the temptation to go overboard, in response to jealousy or resentment, to prove that the promotion hasn't gone to your head, and that you're still one of the gang. Ultimately, it will be more difficult to maintain the fiction that nothing has changed simply because the reality of the situation is that you are no longer a part of the group to which you once belonged. Reality means sacrificing a part of a closeness you once enjoyed — at least during business hours.

#### **Put business first**

When you are the one who is dispensing discipline, making unpopular decisions and evaluating performance, you will learn that it is still possible to stay on an equal footing with the dealers. Of course, it may be uncomfortable, at first, to supervise a friend who had vied with you for the promotion, and there may be some hurt feelings. So it is important to maintain a professional attitude, to make clear that the

reason for any decision that might be objected to is part of your job, not personal.

#### **Set the correct tone**

People are looking to you to see how things will be different. Will you have a "swelled head?" Forget that you were once a dealer? Neglect those who helped you? Abuse your petty jealousies?

It may be awkward, at first, but eventually you'll find ways to carry your new authority gracefully. To avoid seeming apologetic or embarrassed, *focus on the job to be done*.

#### **Look at yourself objectively**

The sooner you begin to look and act the part of your new position, the sooner others will respond to you as someone who belongs in that role. And the quicker you discard the old role, the sooner they will, too.

#### **Give your family a promotion too**

Now that the celebration is over, explain new developments to your family. Tell them *why* you need to spend more time at the casino. Share the rewards of the promotion, too. Perhaps you have a company car which will free your car for the family to use, or there may now be a club membership, longer vacations, higher bonuses or better insurance. When your family feels more a part of both the efforts and the pay-off, you can expect more understanding and cooperation from them.



## SUPERVISORY STYLES

We all tend to do a better job when we feel good about ourselves. Think of how your supervisor affects your attitude and motivation to do your work well. What does your supervisor do that makes you want to do a good job? What leaves you frustrated and discouraged? Then apply those same attitudes towards your employees.

From your own experience as a dealer, it is probably clear to you that a supervisor has a great impact on employees' attitudes toward their work and their job performance. Each of us will develop many different qualities as a supervisor. Perhaps the following supervisory styles may fit your particular personality:

**"Best Friend"** supervisors want to be liked by their employees.

These supervisors spend a lot of time chatting with their employees. They like to feel like "one of the guys." They have trouble criticizing, saying no, and making demands of their employees.

These supervisors have the fundamental skills for getting along with people, and have potential to be good supervisors. However, their need to be liked prevents them from properly demanding enough from their employees.

Frankly, supervisors who have trouble asking for quality work

are not likely to get quality work.

**"Head in the Sand"** supervisors typically don't like problems. When problems occur, they usually ignore them and hope for the best. It is difficult for these supervisors to face problems because they are afraid they can't handle them.

Ignoring problems doesn't make them go away; they only grow and frustrate both the supervisor and the employees.

**"Do As You're Told"** supervisors run a tight ship. These supervisors like to give orders: what they say, goes. Basically, the reason why they dislike being questioned, or allowing others to participate in decision-making, is because they are insecure and feel that their judgement is being attacked.

Although there certainly are times when quick, authoritative decisions are called for, many decisions related to employee's work often profit by employee input. Frequently, the employee has the best perspective on the problem and its solution.

Few people appreciate being told what to do all the time. Employees, feeling undervalued and put upon, are likely to rebel against this type of supervisor.

In general, people feel most committed to their own ideas. Enabling people to participate in decisions concerning their work results in employees who are committed to seeing things run smoothly.

**"When I Want Something Done, I'll Do It Myself"** supervisors have trouble delegating tasks. These supervisors feel that the work will be done more efficiently and better if they do it themselves. They have little patience and can't find the time to train their employees to do their

job, and consequently end up doing it for them.

For example, when these supervisors are pit bosses, they make all their own table fills, which can easily lead to floorperson dissatisfaction. As a result, there is less time left to perform the usual supervisory functions. Under this kind of supervisor, floorpersons are usually bored, and sense that their pit boss doesn't trust them enough to give them any responsibility.

**"You're Doing a Fine Job"** supervisors give recognition to an employee when a job is well done.

It is hard for an employee to continually plug along and keep trying when they feel their efforts aren't being appreciated. Supervisors who acknowledge a job well done help their employees to feel good about their work. Usually, employees who work for this type of supervisor are highly motivated and the most productive.

"You're doing a fine job" supervisors can afford to be demanding. Supervisors who give recognition for quality work have a good chance of getting quality work when they demand it.

**"My Door is Always Open"** supervisors let employees know that they are interested in their problems and/or suggestions. They listen to employee input and make an effort to help employees with their problems.

These supervisors will probably not be hit with surprises because their employees have learned to feel they can talk openly. Their comments and suggestions will thereby enable these supervisors to spot potential problems before they grow.

An open door policy creates an atmosphere of concern and interest. However, unlimited open door will also leave supervisors with little time for their own work. Thus, there must be a time balance which supervisors must be careful to reserve for themselves.

## WHAT MAKES A SUPERVISOR EFFECTIVE?

In the words of employees, a *good supervisor* is one who:

- "... promotes my professional growth."
- "... listens to me and takes an interest in my concerns."
- "... tells me what is going on."
- "... lets me know when I'm doing a good job and praises me accordingly."
- "... lets me know when there's a problem and helps find a solution."
- "... tells me what he expects of me."
- "... treats me with respect."
- "... acknowledges that my knowledge and skills are valuable to this organization."
- "... never reprimands or embarrasses me on a game or in front of others."
- "... never manages through fear or intimidation."
- "... never shows favoritism."
- "... admits his own mistakes and doesn't blame others."
- "... never exploits, manipulates, or takes advantage of his position over me."
- "... knows his job and the jobs of the employees who report to him."
- "... seeks to enlarge his knowledge of the job and tries to help me do mine, also."
- "... is a sound and patient trainer."
- "... encourages me to approach him with my work problems."
- "... *asks* me to do something — doesn't *order* me to."

### WHAT MAKES A SUPERVISOR INEFFECTIVE?

In the words of employees, an *ineffective supervisor* is one who:

- "... embarrasses me on my game or in front of others."
- "... doesn't listen to me when I need to talk about a problem."
- "... shows favoritism."
- "... never compliments me when I have done something well or noticeably improved in a job skill."
- "... is inconsistent in temperament and in direction."
- "... is poorly groomed in appearance and dress."
- "... uses foul language."
- "... doesn't give me the reasons behind a procedure or rule change."
- "... doesn't use 'please' or 'thank you'."
- "... doesn't bother to learn my name."
- "... never admits his own mistakes and tries to blame it on others."
- "... bad-mouths the casino or other personnel publicly."
- "... doesn't make me feel 'in' on things and part of the casino."
- "... doesn't level with me about what is going on."



## COMMUNICATION

After being in and around Casino Operations here for several years, I am even more convinced of the tremendous importance of personal communication skills. After talking to a great many casino customers, employees, hotel and casino executives and department heads, here's some things I've learned about communication. First, we all need to improve our communication skills. It isn't automatic with age, education or experience. Did you hear "Talk is cheap?" On the contrary, poor communication is very expensive to us in all areas. Good communication is more than waiting for your turn to talk. In fact, communicating in a positive way with casino hotel guests may be the singularly most important employee behavior that determines whether a guest has a pleasant stay and comes back to visit again. Listed below is a 12-point check list for your awareness of your personal communication skills:

1. How quick are you to jump in before "they" have finished speaking?
2. How often do you finish the other person's sentence?
3. Do you often assume what "they" are going to say, so you stop listening or become impatient?

4. How long do you hold onto "hurts," then hurl them back all at once?
5. How often do you "tune out" the other person at the beginning of a conversation making a prejudgement without giving the customer a chance?
6. How often do you withhold compliments?
7. How much do you gossip?
8. Do you tend to listen mainly for facts — specific bits of information, possibly errors — to pounce on to prove the other person wrong?
9. Do you concentrate on what you are going to say when you should be listening and paying attention to the customer?
10. Do you really try to listen to the other person or are you doing something else at the same time?
11. Do you respond to what someone is telling you by verbally acknowledging or exhibiting body language responses?
12. Are you impatient to "get on with it?"

Human relations, leadership and customer service training have long included the subject of communications as a vital component. Until recently, the common connotation of communications implied that talking was the more important element of the communications process. Now, however, all modern customer relations training emphasizes listening skills. Recent studies have shown that most people do not exceed an efficiency rating of 25 percent when listening to another person. This is not enough to build and maintain good human relations. When we make an active effort to listen, it indicates to our

guests that we have a concern for them and for their situation.

### **Listening**

An effective supervisor must develop listening skills. All too often, we don't really hear what the other person is telling us. Instead, we concentrate on what we are going to say and miss a lot of the message.

Being a good listener means much more than simply hearing what people are saying. It means blocking out all distractions, giving the subordinate or customer your undivided attention, and listening with your whole self. A wise man once remarked that we should learn to listen with three ears:

- listen to what people are saying;
- listen for what they are not saying; and
- listen for what people would like to say but can't put into words.

### **Active Listening Skills**

Human relations, leadership, and sales training have long included the subject of communications as a vital component. Until recently, the common connotation of communications implied that *talking* was the more important element of the communications process. Now, however, all modern sales and customer relations training emphasizes *listening skills*. Listening to our casino customers is essential to building a positive rapport with them.

Many studies show that listening actually consumes more of your workday than talking, yet few ever receive any training in listening. Until fairly recently, only one college in the entire U.S.A. taught listening skills.

Research shows that without training in listening, most people do not exceed an efficiency rating of 25 percent when listening to another person.

This is *not* enough to build and maintain good human relations. Casinos have unwittingly allowed themselves to operate at an effectiveness level in listening that would not be tolerable in any other measurable management or production activity.

The active effort to listen is adult behavior. It indicates to the other person we have a concern for them and for their situation. It means we are making an effort to understand their point of view. It means we have not "prejudged."

Probably our biggest problem is lack of concentration, or trying to do something else at the same time.

Research has revealed good listeners have an array of *habits* that account for success in building and improving customer service levels.

#### Active Listening Skills

Human relations, leadership, and sales training have long included the subject of communication as a vital component. Until recently, the emphasis of communication training was on speaking. However, in modern sales and customer relations training, emphasis has shifted to listening to the customer. Research is essential to building a positive rapport with them. Many studies show that listening actually consumes more of your working time than talking. For example, research in listening, "Listening Skills," by one college in the United States, taught listening skills. Research shows that without training in listening, most people do not exceed an efficiency rating of 25 percent when listening to another person.

**Untrained Listeners****Trained Listeners**

- |  |   |
|--|---|
| 1. Tune out the other person at the beginning — they prejudge without giving the customer a chance.                                | 1. Defer their judgement — more controlled — listen for the customer's feelings and situation.  |
| 2. Are quick to mentally criticize grammar, appearance or speaking style. Their attention is directed to <i>STYLE</i> .            | 2. Pay most attention to <i>CONTENT</i> — not to appearance, form, or other surface issues.   |
| 3. Spend the time getting ready to talk when they should be listening. This becomes evident and is felt by the customer.           | 3. Listen completely <i>FIRST</i> — try to get every nuance of meaning. Try to really understand. This enthrones people.  |
| 4. Tend to listen mainly for facts — specific bits of information, possibly errors, to pounce on to prove the other person wrong.  | 4. Are more mature in their listening habits. They listen for the <i>MAIN IDEA</i> and disregard minor points.  |
| 5. Try to take in <i>EVERYTHING</i> — try to reply to everything, especially exaggerations.  | 5. Concentrate only on the main issues. They don't worry about replying to everything. Avoid sidetracking remarks, especially those that might be considered sarcastic. |
| 6. Fake or pretend attention.  | 6. They are aware of their human tendency to fake and give themselves internal cues to listen.  |
| 7. Divide their attention or try to do something else while listening.   | 7. Do one thing at a time — they realize listening is a full time job. They maintain eye contact as much as possible.   |
| 8. Give up too soon when they realize they have to work actively at understanding what the customer is trying to say.              | 8. They listen <i>CAREFULLY</i> . They sort, give feedback, and ask for confirmation.   |
| 9. Tend to get distracted by emotional words — they don't control their emotions; sometimes lose their temper and lash back.       | 9. They feel their honest anger but control it. They do not allow their emotional reactions to govern their behavior.   |
| 10. Give little, if any, verbal response.  | 10. Give affirmative and affirming statements. Invite additional comments.  |
| 11. Are not aware of the talking/listening "speed limits" mismatch — they waste thought power and get lost in tangential thinking. | 11. Maintain patience and concentration while listening.  |
| 12. Are impatient to "get on with it."   |   |

**You Can't Supervise Unless You Can Communicate**

Many people have called John F. Kennedy one of the most effective leaders in American history — regardless of how they feel about his political positions. I agree! He demonstrated an ability to work with a wide variety of individuals, an ability to get people of widely differing viewpoints to work together, an ability to focus on issues clearly and an ability to inspire hope and stimulate action.

He was able to do all of that because he understood the power of dialog and used it effectively in all his personal contacts. Through his personal power of communicating, he was able to get things done. Many great leaders have the ability to get things done through the power of communication.

In other words, you can't be an effective supervisor or manager unless you can talk to your people so that they will listen. I've always felt that to be an effective leader you must be aware of at least a basic knowledge of communication skills. Not understanding how human relations ties in with communication skills also is a tremendous obstacle to being a good manager. Interrupting other people, putting down the opinions of others, ignoring the feelings of others and constantly being late are examples of rudeness that can close off communication.

Supervisors who are courteous to all, regardless of station or position, usually find a ready audience for conversation. Managers who treat employees with dignity and respect usually get better cooperation. And people who remember names usually get those whose names they call to pay attention to them.

Here are some tips I've found very helpful in keeping the channels of communication open with other people:



1. Concentrate on making others like and enjoy themselves — they'll enjoy you more.
2. Forget your ability to think faster than another person talks — everybody has it, but only the foolish use it. When you're thinking ahead, you can't hear what's being said.
3. Listen at least twice as much as you talk. Others will hear twice as much of what you say.
4. Criticize sparingly, and then only constructively — one compliment is always worth a dozen critical remarks.
5. Be approachable — few people talk often to a dragon, or a stone wall or a ghost.
6. Use plain talk — say what you mean.
7. Write memos if you must but face-to-face dialog is better.
8. Greet every person you meet cheerfully and enthusiastically — nobody can fake cheerfulness and enthusiasm very long. You'll either quit trying or improve your outlook.
9. Leave every person feeling better for having talked to you — they'll be happy to see you next time.

Communication with other individuals fails most often when we are preoccupied with ourselves, when we make hasty assumptions, when we are negative, when we'd rather be liked than respected and when we fail to practice good human relations.

## MOTIVATION

Basically, your job as a casino supervisor is no different than that of supervisors in other industries. Your function is to get those in your charge to do more, and to do it more efficiently. An effective supervisor must therefore be a skilled motivator. Motivation, or why people do things, is very complex.

Most modern theories about work motivation are based upon the assumption that rewards are more persuasive than punishments. Authorities believe that rewards intrinsic to the work, such as increased responsibility, training and identification with the goal of a good product, are more productive than rewards extrinsic to the work, such as pay raises, job security, and fringe benefits.

Supervisors who agree with this theory make the following assumptions:

- People naturally enjoy work.
- Most people exercise self-control and self-direction when they are motivated to achieve a goal.
- The average employee will not only accept but will actively seek responsibility.
- The capacity of the average employee is only partially utilized.

Of course, supervisors who make these assumptions in developing their management techniques need to be more creative, more sensitive, more thoughtful, more capable of delegating responsibility, and, in general, more democratic than a supervisor who manages through intimidation.

### Needs

Most of our behavior is determined by our needs: if our needs are satisfied, we will be reasonably cooperative and easy to deal with. If our needs are not met, we can become either passive and withdrawn, or hostile and aggressive.

Effective casino supervisors look for "hot buttons" in motivating their employees. These "hot buttons" are the predominant drives that can be used to motivate a particular individual. A supervisor can also look for the "handles" in each of his subordinates by which he may achieve the desirable response. That handle may be pride, fear, ambition, desire for money, need for approval, etc.

A supervisor must be willing to take the time and make the effort to learn about those who are in his charge. I know it is difficult for a casino supervisor to learn about a dealer as an individual because of the vast number employed; however, an effort can be made on a break in the lounge, for example, or on a dead game. It is very important that you get to know your people. Once you have an idea of what individually motivates them, you can then apply various approaches and techniques to improve their job performance.

**Emotions**

Working with people nearly always generates emotions. This is particularly true for a casino supervisor whose job is dealing with people. These emotions can range from elation and dissatisfaction, to irritation, frustration, anger, despair, hurt and even hatred, to name a few.

It is generally assumed that it is best to leave one's emotions out of the work place, especially when we are supervising other people. We should always endeavor to keep a stiff upper lip and to not let our emotions betray us.

Perhaps this is because many of us have been brought up to feel that our "darker" emotions are bad; that emotions get in the way of effective behavior. As children, many of us were scolded, criticized, punished for such behaviors that suggested we were angry, depressed or frustrated. Few of us were taught how to express those emotions in a constructive way.

However, bottling up our emotions is generally counterproductive, and unhealthy for the individual. It can lead to ulcers, headaches, high blood pressure or various psychosomatic illnesses. It is equally unhealthy for an organization to not allow channels for expressing emotions. Strong emotions are generally a clue or indication that there is a real problem; that something is not working well. Unfortunately, the way in which most of us express our emotions is equally counterproductive.

Most of us express our emotions in a way that only provokes resistance, hurt, anger, defensiveness or rebellion on the part of the person we are trying to change. We tend to feel that if we could only make that person see how troublesome they are, how slow they are, how sloppy they are, how inconsiderate they are, how stupid they are, that they will then naturally want to change.

But most people are reluctant to see the light. In fact, the harder you push, the more they will resist, lay the blame elsewhere, feel that you are unfair and that you are rejecting them as a person.

Why, then, if it causes all this grief, should one express one's emotions? We should express our emotions in a direct and honest way because, if it is done right, this is how we can best promote change on the part of the person who is causing you the problem.

How, then, does one express one's emotions in a direct and honest way that will promote a desired behavioral change?

### **Steps**

### **Example**

#### 1. State how you feel.

When one is experiencing an emotion, it becomes increasingly difficult to identify what the emotion is.	"I am feeling frustrated, depressed, worried, angry . . ."
We tend to focus on the other person and his undesirable qualities or behavior, rather than to honestly state what we, ourselves, are feeling.	Not . . . "Why can't you . . ." "Do you have to be so sloppy?" "How many times do I . . ."
Concentrate, instead, on what emotion you are feeling, and express how you feel.	

<u>Steps</u>	<u>Example</u>
2. <u>Describe the problem or behavior that you find unacceptable.</u>	The players are being rushed . . .
Focus as much as possible on the problem. It is important to communicate that it is the behavior or problem that is unacceptable: sometimes, in the heat of emotion, it is difficult to separate the two, but if you do not, you will not be as effective.	The game is being dealt in a sloppy manner . . . The game is being dealt too slowly . . .
3. <u>Describe the effects of the problem.</u>	The players are complaining . . .
Describe what happens as a result of the problem, to show that you have good reason to want a behavior change.	We are not getting enough hands out . . .

Think back over the past month, week, day, to an unresolved problem that an employee has created for you, one which has provoked some emotions in you. Try the preceding three-step approach for a positive demonstration of how helpful it is in turning a potentially difficult situation around.



**Human Problem Solving**

Conflict is inevitable in any undertaking where people are involved. There is always more than one way to look at issues. People have their own interests, viewpoints, bailiwicks to protect and defend. These invariably conflict with other's interests, viewpoints and bailiwicks.

Many people — managers, supervisors — tend to dislike and even fear conflict. They view conflict as an unpleasant battle where nobody really wins and which results in bitterness, resentment and angry feelings.

Thus, they go out of their way to avoid having to confront someone with whom they disagree. However, conflict avoided or left unattended can seriously undermine morale and chip away at your authority.

Remember that there are no easy solutions to solving human conflicts. To do so requires skill, practice, time and patience. You must be able to be supportive and objective, and to avoid emphasis on placing blame. You must be able to listen well and to accept the other person's emotions. Above all, you must be strong enough to push for a mutually agreeable solution.

What is needed then, is an approach that will allow you to freely explore and get to the root of the problem; an approach that will help you to find a solution that is most appropriate and that meets the needs of all concerned.

A conflict can be an excellent opportunity for you to strengthen your own position as a leader and to promote a sense of initiative, responsibility and openness on the part of your subordinates.

**Seven Steps to Human Problem Solving**

<b><u>Steps</u></b>	<b><u>Example</u></b>
1. State your feelings.	"John, I am very upset about your coming in late four times in the last two weeks."
2. State how the problem affects you and others.	"When you come in late, I have to keep someone over from the last shift. It bothers them and it bothers me."
3. Reassure.	"Once you get here, you are a good dealer and I know I can depend on you."
4. Ask what the problem is.	"What's the problem, John?"
5. Ask what the solution is.	"What are you going to do about it?"
6. Get a commitment and give a commitment. (The commitment must be specific.)	"When can I count on you coming in on time? . . . Tomorrow? Good. I'll be waiting for you by the pit stand."
7. Follow through.	"I appreciate your coming in on time, John. Thank you. It makes my job easier."

The preceding approach can be used in the pit on the dealer's break time. It is important that you emphasize how the problem is affecting the smooth running of the pit. State how you feel about it. *You* cannot offer solutions for the situation. You must get the dealer to offer the solution, as in Step #5, and get a commitment to change. You also must give a commitment to check the effectiveness of a solution to the problem.

Changing people's behavior is difficult, at best, but in order to have any chance at all of success, you must at least have a structured plan to follow. The seven steps I have just described can be effective if you give them a chance. They are most important and beneficial to the casino supervisors who, in the past, have to change their managing techniques in order to give something new a try. If these guidelines are used, I am certain you, your employees, your own management and the public will benefit.

#### **Giving Praise**

When do you work better and more efficiently? Is it when you are feeling good about yourself or when you are bridled with all kinds of problems and are at a low level of self-esteem?

One of a casino supervisor's main responsibilities is to encourage dealers to work a little harder. Most people work at higher efficiency levels when they are feeling good about themselves. Part of your job, then, is to make your people feel better about themselves in the hope that they will get more spins, rolls or hands and treat the players more courteously.

Most people tend to act in accordance with their own image of themselves. If they see themselves as well-regarded, they will try hard to perpetuate this image. This is where a supportive supervisor comes in; praise,

appreciation and respect are all rewards from you to them. They cannot help but play a critical role in your employee feelings about themselves and their consequent productivity.

An encouraging word, a little pat on the back, or a "thank you" goes a long way toward perpetuating further good work. Giving deserved praise takes a little time and extra effort; the effective and successful supervisor takes the time and gives the effort.

There are always those individuals who, for one reason or other, cannot or will not respond to encouragement, suggestions, or the possibility of reward. They may lack the interest, energy, or the capability to do so; but these are the exceptions who should not be allowed to disprove the rule. Many more people will respond positively to positive direction than not.

### **Defenses**

Immediately after people get enough to eat, a roof over their heads and some basic security about the prospects of these conditions continuing, they want recognition. Some people will even eat less or stand out in the rain if, in doing so, they will get recognition.

In theory, children need recognition more than do adults. At least the "child" in people seems to need recognition more immediately and more constantly than does the "adult" in people. We all need recognition sometimes.

Defenses have their roots in fear. Because I need recognition as a human being, I need to preserve a certain image to the world so that the world will not reject me. If I am insecure in my relations with others and do not have a very good opinion of myself, I will do a good deal to try to protect myself from having people discover the useless phony I sometimes think I am. What

to do?

### **Defenses Are a False Front**

Each person has some little fears about himself, and fears rejection by others. This seems to be in our nature. Each person defends himself in ways that seem to serve him best. There are several things to remember about defenses:

- Everyone has them at one time or another.
- Defenses are determined by conditions. Sometimes we are much more sensitive to criticism.
- A casino supervisor should never buy a defense as a way of dealing with a problem. Instead, he should recognize it as a defense and attempt to reassure the person.

Why are defenses important to a casino supervisor? Primarily because he has to be able to create an atmosphere of mutual constructive criticism and because he wants employee minds to be open to new attitudes, skills and knowledge. The following is a list of common defenses and suggested ways of dealing with them:

#### **A. Anger**

This is a good defense mechanism because it scares another person away from criticizing you. Sometimes a defensive person is not really angry but is faking it. More often, however, the person does feel a genuine anger. This usually means that the criticism was accurate and the defensive person is really angry not at his supervisor but at himself. (Next time you get really angry, stop and think if you are not at least a little angry at yourself — why didn't you remember to *tell* your wife you

were going to need the car?)

The worst thing to do with defensive anger is to allow it to provoke you to anger. If you get angry back, chances are you will do or say something which will give your employee the opportunity to get away from your original criticism, thereby taking the initiative from you and placing you on the defensive. Be cool. Take the person aside, if possible, and let him talk out his feelings. At the same time, try to determine if you did anything wrong. Start by honestly admitting your mistake and try to get him to criticize himself. One technique is to repeat to him what he has just said. ("In other words, you are saying that I am being unfair to ask you to get to work on time, is that right?" Or, "You don't like me to correct you. Does this mean you don't want to accept criticism? Then how should I correct you?" Usually, after a person has calmed down he will admit there is some validity to the supervisor's criticism after all. It is important that the supervisor not rub his nose in it: "Aha! You *admit* you were doing something wrong.")

**B. Withdrawal**

This works well with some employees because it allows them to avoid active participation while giving them immunity from criticism. The supervisor should take every opportunity to draw them into the discussion or meeting. It does not help withdrawn people to leave them alone.

**C. Argument**

Every group has its share of lawyers. And there is usually at least one person who is willing to argue with the supervisor. It never pays to argue back with such employees because an argumentative



person simply is not going to be satisfied with any logical answers. Often, the best technique is to defer the argument ("That's a good point. Let me think about it."). Occasionally, the supervisor has to be firm ("Look, I don't want to argue with you about this." Or, "Think about what I said and see if there isn't a little grain of truth in it. Now, let's get back to work.").

D. **Clowning**

This is a way some employees use to protect themselves. They entertain those who might criticize them or expect something from them which they don't think they can perform. As a reward for their entertainment, they expect they will not be criticized by you.

Again, the supervisor is making a mistake if he tolerates clowning of this type. The supervisor should take the clown aside and point out that he hurts only himself by such actions.

E. **Self-Pity**

Sometimes a person will break into self-pity when confronted with criticism. Usually, this is an excuse and should be treated as such (as in preceding). Some individuals really get to believe all the horrible things they say about themselves.

The supervisor can tell the individual that what he is saying is not accurate and can point out some examples when the person did, indeed, perform rather capably.

F. **Excuses**

The excuse is the most often used defense. An excuse is a masterful way of ducking the responsibility for something. People make excuses for problems they have created, for mistakes they have made,

for not doing something right, and even for problems which haven't yet occurred.

The supervisor should first determine if the employee is offering an excuse or a reason. A reason has validity whereas an excuse does not. An excuse should be dealt with by asking the employee what other causes might be creating the problem. Ask what he is going to do the next time the same problem arises. Then, when he makes a commitment, be sure he adheres to it.

It is important to stop a person who is in the habit of making excuses. Turning the other way is asking for more of them.

#### G. Expertise

It is not uncommon in many casinos to find people who have more field experience or more rank or more exposure to specific jobs or problems than has the supervisor. Pointing this out can be a defensive measure for a person who is trying to gain approval from other employees and from the supervisor.

Occasionally, the supervisor can deal with this person in no other way but than to pull rank back on him ("Your ideas are very interesting, John, but we are going to do it this way, now."). It is better, however, if the supervisor seeks the root of the problem. Again, take the employee aside and talk to him ("John, I know you've been around a long time and have a lot of valuable experience. I think your experience will be instrumental in making this casino a success. It would help me if you would keep an open mind as we implement this procedure.").

In general, defensive patterns in a person should not be ignored but should be dealt with as directly as possible. The supervisor should

take the person aside, explain why the situation is a problem and then allow the employee to explain his behavior. The supervisor should try to reassure the employee, but should also get a commitment for better behavior. The supervisor should conclude the discussion with the employee anticipating a change in their behavior.

### **SOME FINAL SUGGESTIONS FOR CASINO SUPERVISORS**

1. Recognize at all times and under all circumstances that you are dealing with people, and not machines; people with (real or imagined) emotions, purposes, prejudices, sympathies, feelings and ideals both on and off the job.
  - Communicate the message that you respect your people.
  - Always greet your casino associates with a smile. Use "please" and "thank you" generously.
  - Never underestimate the value of sincere courtesy on the job to both those below and above you.
2. Recognize that there are two sides to every situation and that you do not know the whole story until you have heard both sides. In every situation keep your mind open until all the facts are in.
3. Recognize the importance of proper time and place for dealing with people. Pick the most favorable time and the most favorable place for giving employees good news or bad news; for giving them criticism or a pat on the back; for granting a request or denying one.
4. Do not necessarily contribute to employee dissatisfaction when it is caused by your own carelessness, sharp tongue, bad temper, poor planning, or lack of fairness.

5. Remember that when you're on the job, you live in a glass house. People see more than you realize, and measure you more by your actions than by your words. Set an example — a very good one.
6. Be genuinely interested in your subordinate's welfare.
7. Smile . . . it can be your best ally.
8. A man's name is the most important sound to him. Learn to remember names.
9. Be willing to accept responsibility for your own mistakes. People like a person who is big enough to admit when he is wrong. And if they cannot like him, they at least respect him.
  - Show that you trust the people who work for you. Subordinates are less inclined to hide their own errors if they know the boss isn't perfect.
  - Be personal. Showing your employees that you can be human in many personal situations indicates that you can be trusted.

#### **Conclusion**

- Mutual trust is the basis for the optimum subordinate/boss situation. Bosses who inspire trust — because they want to maintain their credibility — reap the advantage of being able to trust, in turn, the people who report to them. That's what providing strong and successful leadership to a strong and successful team is all about.
10. Recognize that credibility is a major key to your influence on subordinates. Establishing the kind of credibility that wins the trust of others is based on honesty.
    - Managers who are always "selling" people, even to the point of shading the truth, diminish their credibility.

- Do you level with them as often as possible?
  - Are you alert to their problems?
  - Do you stick up for them when necessary?
  - Do you advance their causes?
  - Do you avoid recriminations?
11. Know the three executive qualities that build and maintain employee respect.
- **Confidence.** People have to believe that you can do your job. They have to be confident that you know what is going on.
  - **Trust.** Employees have to know that you will not exploit them or take advantage of their subordinate position. Manipulation is a way in which trust is often violated.
  - **Fairness.** Employees want to have their achievements recognized and rewarded. They want to feel confident that you will treat them fairly.

#### Conclusion

Even "tough" bosses can come across as supportive if your answers to the preceding questions are mainly "yes."



## **SPECIAL WORK SITUATIONS**

Day-to-day situations occur which demand an immediate decision or a course of action. I have listed several below, along with workable solutions for you to consider. Though my answers may or may not work for you, I can assure you they have worked for me in my casino career, so I suggest you give them your attention.

### **Supervisor Dress Code**

Clothes do not make the person, but very few promotions are given to poorly or distastefully dressed personnel. Although expensive clothing is not necessarily the answer, your suits, shirt, and tie should surely be impeccably clean, pressed, and tidy, and shoes should be shined and matched to your attire. Loud or weird-looking outfits serve only to make you look strange and may very well cast doubt on your qualifications as a candidate for future promotions. Remember, it is hard enough to rise above the masses for that rewarding promotion without restricting your chances by carrying an image of being a sloppy person.

### **Supervisor Function and Role**

Many new casino supervisors get carried away with their own importance and become "little dictators." This kind of supervisory behavior

will generally, in time, become ineffective, will generate a lack of respect and create poor cooperation from dealers, subordinates and peers. You are there to protect the games, to help the dealers perform their job duties as efficiently as possible, and to take care of the customers; let these always be your first concerns.

#### **Relationship to Other Departmental Personnel**

Casino workers have developed a class system within the casino which can be problematic for those wishing to create team spirit and overall good morale. It should be stressed that *every* position in the casino hotel complex is important for the casino's overall success and "that we all march to a different drummer."

It is very important to show respect to those workers in other departments who perhaps do not make the same kind of money or do not hold one of the more prestigious positions. A simple hello, please, or thank you with a smile go a long way in creating a better overall place in which to work.

#### **Sexual Harassment**

For those of you who would take advantage of your positions to harass your female or male co-workers into some kind of compromising situation, let me advise you that new laws have been passed to protect individuals subjected to such scurrilous behavior and the penalties are quite severe. In addition, irate boyfriends or husbands or wives can be a problem for your continued "good health." Further, reports to your supervisor of such behavior can jeopardize your job, as it has for some I've known. Don't do it!

**Saving Seats**

Occasionally, a player wishes to take a short break from the game and wants to save their seat. Casino policies vary but a seat can generally be saved only for a short period of time — usually 10 to 15 minutes — after which it can be given away.

The seat is saved and indicated as such with a reserved sign or plastic divider in the player's betting circle. It is not a good idea to allow other players to bet in the vacated spot (although this is permissible by some casinos). This can lead to problems with a temporary player losing and becoming disgruntled at having to leave before being allowed to try to recover his losses.

**Dealer Toke Hustling**

Part of the supervisor's duties is not only to protect the integrity of the game but also to protect the customers from dealers who take it upon themselves to hustle tips; a practice that is absolutely forbidden in most casinos and for which flagrant violations are grounds for termination. There are many subtle "hustles" in existence, which make it important to draw a line at where a dealer courtesy crosses into a hustle.

Many players feel it to be their right not to tip if they so desire. They consider it very rude if the dealer even suggests they do so. Should you notice a dealer hustling for tokes, I suggest you have the dealer see you on their break, to explain to them the casino's policy concerning toke hustling.

It is my feeling that dealers would increase their toke rate considerably, simply through friendly smiles, attitudes and genuine expressions of care about their players.

### **Accepting Gratuities**

Casino supervisors occasionally are faced with very sensitive issues such as whether or not to receive money, gifts or services from casino patrons. The many services which you perform for the players (reservations, complimentaries, etc.) sometimes encourage reciprocity in kind. Direct gratuities from players to you is illegal in [REDACTED] according to recent edicts from the [REDACTED] Casino Control Act, Casino Control Commission and Division of Gaming Enforcement.

The temptations for accepting gratuities are great, and I suppose a gift of money is different than an invitation for an afternoon of fishing on a high roller's boat. However, favors are given for favors received, so by accepting gifts you are put in a position that could compromise your otherwise sound judgements. I would suggest that you very carefully consider the ramifications of taking a gratuity, and whether it is worth the compromises that you might make in the future.

### **Smoking**

Most casinos allow their supervisors to smoke cigarettes while on duty and some even allow cigar smoking. My personal feelings concerning smoking are negative in nature especially when trying to work around smoldering cigarettes on the pit stand. If you must smoke in the pit, I suggest that you be considerate of your co-workers and refrain from any smoking practice that could cause them discomfort.

Occasionally, a dealer will indicate to his players that their smoking is bothering him. Some dealers can be very rude in doing so and may possibly drive away good customers. They should never be allowed to do so as most players who smoke will respond favorably to a *polite* request to blow their

smoke off to the side.

### **Gum Chewing**

A great many people take offense to anyone chewing gum with their mouth open, accompanied by loud snaps and crackles. Casino supervisors who insist on chewing gum in this fashion cast negative images upon themselves which could conceivably reflect in a slow promotion or raise. Gum can be chewed in a dignified manner, but preferably not at all in the pit. A small point, but one worth thinking about because it all adds up to a good image of you in management's eyes, and that's where promotions come from, do they not?

### **Broke Money Requests**

Once in a while you will be approached for "broke money." Broke money is money occasionally given to players who have spent every cent that they have and cannot get home, or some such tale of woe.

It is not your responsibility to give money to these individuals. You merely direct the player to your shift boss who will ultimately make the decision of whether or not to grant the player his request. Be aware, however, that the shift boss may ask you if the player has played in your pit, as he will want some verification of the player's activities that might warrant broke money.

### **Unnecessary Conversation with Co-Workers or Patrons**

The nature of your job encourages a somewhat over-use of communication between you and your fellow workers. It is very important that your conversation be kept to a minimum. Your main job is to watch your

games. You simply cannot do what you are paid to do while discussing non-job related topics with someone else. Your supervisors look very unfavorably on too much unnecessary conversation. Remember, you cannot supervise a game you are not watching, so keep unnecessary conversation down!

#### **Dating Co-Workers**

There are no specific casino rules against dating your co-workers, but most successful executives are in agreement that "playing games" with your subordinates can be the cause of future problems. Smart supervisors avoid being caught in these kinds of situations. The ultimate decision, however, still rests upon your good judgement.

#### **Handling Drunks**

Since free drinks have been part of the casino scene for many years now, the problem of what to do with the drunken player has become commonplace. The best solution, of course, is to not allow your customers to get drunk in the first place, especially in light of some recent court decisions concerning who is responsible for the condition of the intoxicated person when a problem arises.

As soon as you notice one of your players showing signs of becoming inebriated, act quickly to stop any further deterioration. One course of action is to simply inform the cocktail waitress to stop serving him. This may not always be a good idea because the player may consider being "flagged" as an insult to his manhood or ability to handle liquor. He then creates more problems which you do not need. I have found that a better solution is to tell the cocktail waitress to cut down considerably on the booze in his drink or even serve straight mix with just a trace of the liquor smeared on the rim of the glass.



*Never* deliberately have the cocktail waitress serve "doubles" for the purpose of making the person sick or drunk enough so that he leaves the game; also, *never* have the cocktail waitress add a foreign substance such as Visine to a drink. Doing either of these may result in the loss of your employment and other serious consequences involving possible legal action from the victim.

Patrons who could not be prevented from becoming drunk have to be handled in other ways. I think the key to allowing the player to stay or be ejected is dependent upon the individual's behavior at the game. The question must be asked whether or not he is slowing down the game. If he is argumentative, sleepy, or inattentive then he probably should be asked to get a cup of coffee and come back later. It is a judgement call and probably will be the decision of the pit boss. I would very strongly suggest that your pit boss be informed of such problems immediately and to let them make the determining action.

#### **Scheduling Problems**

Scheduling dealers on games is a complex procedure with many variances and possibilities. A competent schedule person is a valuable asset to any casino and is a person who must have an enormous amount of patience, for he must deal with hundreds of schedule requests from hundreds of different personalities. However, schedule problems occasionally do occur and you will be responsible to help correct them.

For example, a table might not have a dealer scheduled or perhaps there are two dealers for the same table. Tell your pit boss of the problem as soon as possible. Generally, he then will call the scheduling department so they can

rectify the situation.

If you notice a weak dealer scheduled on a game which is receiving a lot of good high action, notify your pit boss who will need to make the decision as to exchanging the dealer. Normally, a dealer will have to prove that he cannot handle the action before a pit boss will exchange him.

At the shift change, be aware of any outgoing dealers who have not been replaced by the oncoming shift. Also, notify the pit boss of dealers who are late or who have not signed in. The relief dealer generally takes first break so make sure that the relief is signed in and starts receiving after the first 20-minute period. It is important that the relief is checked in because the first hour can elapse without any breaks given and the schedule person will then have to find three dealers to give the breaks.

### **Drugs and Drinking**

As in most occupations, being under the influence of drugs or alcohol can be grounds for termination. There will be times that you are tired, cranky and otherwise in need of a spiritual or medicinal "pick-me-up." I caution you, however, that taking any kind of stimulant can be incredibly addicting. Many casino workers have had their careers stunted as their reputation as a "doper" or a "drinker" increases. I seriously advise that you carefully consider the possible repercussions of repeated drug or alcohol abuse. It's your career!

### **Comping Friends**

With the privilege of signing complimentaries comes the responsibility to your employer that these comps are given for legitimate reasons. Most casinos carefully control their comps through player evaluations and proof of play.

Employee abuse of casino comps is still a nagging problem, however, with sensitive issues being involved. Most pit bosses are public-relations minded and will comp a parking ticket for a friend but will usually balk at any comp to a friend that might require substantial play. Individual casino policy dictates the freedom involved, but fraudulent comping is a serious breach of the trust given to you as a supervisor.

#### **Suspicious and Hunches**

Occasionally, during the course of your shift, you may get the feeling that something is amiss. Call it a suspicion, hunch, or gut-feeling, but a wink between dealer or player or some such action sets off a suspicious feeling inside you. It may mean absolutely nothing, yet, certainly do not dismiss these reactions. Check the situation out very carefully. If there are grounds for further action, promptly inform your pit boss.

A casino has a wealth of security systems and devices to detect the most fraudulent schemes. Your hunch may set off a wild goose chase or it may net a thief. In any case, be extremely careful in these matters and communicate your feelings.

#### **Labor Union Activity**

Organized labor has tried to gain a foothold in unionizing casino dealers for many years now. For the most part, casinos have been successful in dissuading their dealers from unionizing but as the number of dealers has increased so have the union efforts to convince them of the benefits of organizing. Casinos, of course, look unfavorably upon their employees organizing into unions and consider these activities to be somewhat disloyal. Furthermore, dealers who become rather vocal and high profile in their efforts

to organize their cohorts into joining a union are looked upon as undesirables by casino management.

As part of *casino management*, your job as a supervisor almost bounds you to side with the casino; to do otherwise places you in an unfavorable position in terms of loyalty, expected supervisory goals, and career longevity, not to mention promotions.

### **Chronic Complainers**

There are those in life who can never be satisfied with nor appreciative of what they have. The casino world abounds with workers who constantly complain about their job, working conditions, etc., to a point where they actually make themselves truly unhappy. Instead of looking at their job's benefits and potentials, they see only the negatives and complain to anyone around them who will listen.

I have found it to be a good course of action to simply avoid talking to complainers. I really never needed anyone to tell me how bad things were, so to protect my own positive attitudes and peace of mind I politely backed away when conversations reached levels unacceptable to me. Working in a casino for a good salary, good benefits, and a good future sure beats carrying bricks up a ladder at 7:00 in the morning! The better you think your job is, the better it becomes. So why make yourself miserable?

### **Relationships with Casino Control Commission and Division of Gaming Enforcement**

In [REDACTED], the Casino Control Commission and the Division of Gaming Enforcement place inspectors and detectives throughout the casino complex. I have found most of their personnel to be courteous and professional

in every way. Regulators, like policemen, have a job to do according to the gaming laws. These people will respond favorably to your courteous and helpful attitudes.

Some casino supervisors treat inspectors somewhat foolishly in that they make little effort to disguise their dislike for the many burdensome casino regulations and they take out their frustrations upon the state worker through disparaging remarks. There is absolutely nothing to gain by this discourteous behavior; it can only prove to be embarrassing and could lead to many awkward situations in the future. These people, too, are deserving of courtesy, respect and cooperation, so why antagonize them? You never know when you might need a hand from them some day.

#### **Casino Loyalty**

Employee loyalty is a concept that casino management generally tries to promote with good pay, benefits, and a sense of comradeship and teamwork. Obviously, some casinos succeed better than others in instilling loyalty amongst the troops. However, there are those casino workers who hold well-paid positions who do not exhibit the kind of loyalty that one might expect.

As a supervisor and part of the management team, I feel that you can enhance your position within the hierarchy by helping your fellow employees to realize the value of your company and fostering the concepts of loyalty. Regardless of what you might have heard, casinos do appreciate loyal employees.

Remember the quote, "He whose bread I eat, is whose song I sing."



**On-Duty Phone Calls**

During the course of your shift, you may be called to the phone for a variety of reasons. There is a proper manner by which to answer a pit phone. Identify yourself giving your full name, followed by a polite, "May I help you?" Too many pit personnel answer the phone with a gruff "yeah."

If you happen to answer the phone personally, you should also identify the pit. Telephone manners are largely based on common sense, so I am amazed at how so many otherwise capable people forget telephone courtesies. Your conversations should be kept to a minimum as your games need your constant attention. Many casino managers dislike over-use of the pit telephone, especially for social calls.

Do not get to be known as a "phone-grabber."

**Emergency Head Calls**

Whenever one of your dealers needs an emergency leave from their game because of sickness, fainting, nature's calling, etc., there is a proper procedure to follow. Inform your pit boss of the problem so that he can call scheduling for a temporary dealer replacement. Usually this can be done in under five minutes.

If your dealer has to leave immediately, place the bankroll lid on the game and wait at the game until the pit boss locks the cover in place. It is not a good idea to deal the game yourself in place of the missing dealer because your other games would be left without protection, plus you may possibly be in violation of the minimum staffing regulation. If the pit boss is at the other end of the pit when this crisis occurs, send another floorperson to inform him of the problem. If you are in the craps section, a boxperson can fill in for the missing dealer until your pit boss makes other arrangements.



Occasionally, you or one of the other supervisors need an unscheduled short break. Contact your supervisor, who will make arrangements to cover you.

### **Responding to Constructive Criticism**

How you learn to respond to legitimate criticism can be very helpful to your casino career in that your response is indicative of your attitude towards your job.

Most of your supervisors will use constructive criticism to help you become a better supervisor. Listen to their criticism in its entirety before responding. Try not to make excuses or to interrupt; thank them for taking the time to discuss the matter with you. If you have this kind of attitude and make an honest attempt to correct the problem, I am sure you will rise in stature in the eyes of management.

### **Office Politics**

Within any organization, a certain amount of political wheeling and dealing takes place. Casinos are no different. Politicking is a natural phenomenon that can work for you or against you depending on your attitudes and participation.

It is important to remember that promotions are seldom granted without recommendations from your immediate supervisors. It is difficult to rise above the masses and be noticed as a candidate for promotion or raises, when much of your competition is probably equal in ability, loyalty, etc. There are, however, directions that you can assume in order to enhance your image.

Somehow, you have to become noticed by management in a positive manner. I have found that a questioning mind can bring attention to yourself

as a worker who is concerned with becoming a more effective supervisor. Ask your supervisor's advice for solutions to daily problems and be appreciative of their response. Volunteering for extra duty can be effective in proving yourself to be a "team" player as is taking part in as many company activities as possible.

However, the most important factor in determining who gets the raise or promotion still may be the degree of maturity and common sense that you project throughout the course of your daily working period. No one wants to promote a person who does not seem serious about their job, or exhibits a disregard for common sense.

Now, there are also a few other ways to advance up the promotional ladder. Besides working diligently at your current position and learning other games, etc., it is important to try to get "next" to the bosses socially. For example, many casino executives play golf or tennis, and I have seen rapid promotions granted to certain employees who took the time to participate in such outside social activities with supervisors.

Respect is given to those who can hit it "straight down the middle" or execute a crisp "down the line backhand," and while you may feel that this kind of get-ahead strategy borders on a compromise of your integrity, it does work. As the competition for the better positions increases you will have to use all means available to you.

#### **Privileged Patron Information**

One of the responsibilities held by casino personnel is that of keeping player information privileged. A player's privacy must be protected as best as possible and any discussions concerning players must be limited to business.

A steady player is a valuable asset to any casino; to lose that player through a lack of consideration for his/her privacy is a serious breach of the player-casino relationship. Talking about players' idiosyncrasies, betting habits, or wins or losses to anyone not needing this kind of information is to be avoided. This includes other players, too.

#### **Backstabbing and Other Fun Things**

There are those people in this world who in their intense desire to move ahead discard ethics and drive over others. They live by the time-worn "ends justify the means" philosophy and in the process leave victims behind. I have found that this type of individual is few in number but ruthless in their approach.

Making enemies in the casino industry can have adverse effects on your career potential. People do not forget injustices perpetrated upon them and "what goes around comes around." To be ambitious is probably a worthwhile character trait, but not at the expense of others.

#### **Separation of Work and Social Relationships**

Since many of your social activities probably include your fellow casino workers, it is important to understand the separation between a work or on-duty relationship and that of a social nature.

Not too long ago I had an immediate superior with whom I played golf, tennis, fished, etc. We were close friends and yet when we came to work, he was able to put our friendship aside and to treat me exactly like anyone else in his charge.

To be an effective supervisor you must be able to supervise without regard to any personal relationship with those under your control. "Playing

favorites" can lead to an erosion of your control and a lack of respect for you and your position. It is a difficult supervisory behavior to adopt but quite necessary to insure your effectiveness.

#### **Working with the Surveillance Department**

Every casino has some kind of two-way mirror, camera, or personnel outside surveillance system. The individuals employed in this department are generally trained in the various procedures of most casino departments.

Your relationship with the surveillance department is purposely kept at a distance by upper casino management. The surveillance team's integrity must be protected at all times and each casino goes to great lengths to do so.

There will be occasions when you wish a certain player or dealer to be observed by the surveillance people. Make your request to your pit boss who will make the decision whether or not surveillance action is appropriate. If the pit boss feels that the situation warrants a look, he then will contact surveillance directly or go through the shift boss, depending upon in-house casino policy.

If a decision is made to monitor the individual, it is probably a good idea to pay closer attention to your other responsibilities and to give the suspect a little room. Obviously, no one will do anything larcenous if they feel they are being watched.

#### **Gambling**

Currently, [REDACTED] Law prohibits many casino license holders from gambling in [REDACTED] casinos while employed in the industry. There is no such law in [REDACTED] although some individual casinos bar their employees from gambling where they work.

I am adamantly opposed to any law that excludes individuals from participating in any activity open to the general public. I feel that [REDACTED] casino worker may be insulated from the overzealous state protectorate by not being allowed to gamble. Unfortunately, some of the enforcement people seem to be an overly suspicious lot who have very little formalized casino training.

A gambling dealer is open to close scrutiny and, since mistakes are made on tables, the dealer can be open to all kinds of grief. One of the first casino laws that you should learn is "protect thyself." ("C.Y.A.") Your gambling could lead to a suspension of your license and the ruination of a promising career. Be careful in [REDACTED] even standing behind a friend who is gambling can be construed as participation and subject to hassle!

Until the laws are changed, I would suggest that you leave [REDACTED] jurisdiction to gamble elsewhere.

#### **Leaning on Pit Stands**

The temptation to lean against tables, pit stands, pillars, etc., becomes rather great at times but you should remember that you are there to watch the games. Your mobility to do so is seriously hampered when you lean because it locks you into a position in which you are unable to protect your games adequately. Potential cheats look for lazy, inattentive floorpersons as targets upon which to perpetrate their larcenies, so do not allow yourself to look like an easy mark. Many casino bosses hate to see supervisors "guarding" the pit stands. Stay out of trouble; do not lean.



**"Hookers"**

Occasionally, you may notice a female doing her best to gain attention from one of your players. She may be making encouraging comments or making minimum bets while becoming overly friendly to the player. Generally it is casino policy to discourage these "ladies" from bothering players although these situations can be very delicate. Your pit boss should be notified as he will take responsibility for any action taken. Some players like the attention and others get annoyed so a great amount of tact is required. I have found that a very polite "is everything all right here" question directed to the player will generally allow him to indicate if he wants the "lady" removed. This kind of approach saves a lot of embarrassment.

Also, a player may ask you to find a "working girl" for him or where he might find one. It is probably good advice to explain to this individual that you have no connections to meet his request and that you cannot help him in this regard. Some supervisors take it upon themselves to "know a few girls" and take care of this kind of player request. Prostitution is illegal in most casino jurisdictions and you put your license, job, and possibly career on the line by participating in this activity. Casino law enforcement people are constantly on the lookout for illegal activities so it is best to play it safe.

**Auditioning Student Dealers**

Part of your responsibilities as a pit supervisor will be to occasionally rate a prospective new dealer. I found it to be very useful to hold a slight interview with the student and make him feel as comfortable as possible. They are generally rather nervous and insecure so try to help them have a successful audition. Do you remember your first day of audition? Most dealers who are assigned to watch the student are both courteous and helpful but a



A little pep talk will sometimes prevent a tired or cranky dealer from being too critical or embarrassing the student in front of the players. Generally, the student takes a break when the dealer-sponsor takes a break. Use this break time to correct any errant dealing procedures that might have occurred.

This audition is extremely important to the student so do not take your rating lightly.

### **Dealer Hygiene**

One of the more sensitive issues that you will face is the isolated instance when one of your dealers has body odor, a slovenly appearance, or some such hygiene problem. I have found that a direct approach works best in these cases. Simply ask the dealer to see you on their break and tactfully inform them of the problem. Body odor can best be handled by telling the person that their current deodorant has failed them. Dirty shirts, wrinkled trousers or shirts, off-color socks, etc., should also not be tolerated.

A private conversation handled in a delicate manner will generally produce positive results with hygiene problems.

### **Big Six**

The "Big Six" wheel of fortune, or pari-mutuel wheel, produces very good revenue for the casino. Keep in mind that the Big Six has the largest odds payoff in the games: 45 to 1.

The Big Six should not be treated with the lack of respect that it sometimes receives from the casino employees. A great many dealers feel that the game is so simple to deal that it is beneath their dealing abilities and they resent being scheduled on it. This attitude is occasionally reinforced by scheduling persons who use the Big Six dealing duty as "punishment" for some

indiscretion like calling in sick or some such problem. Hence, the biggest problem concerns itself with dealers being lackadaisical in their approach to proper Big Six dealing procedures.

Somewhere in the casino is a copy of your casino's approved Big Six dealing procedures. Look at it and enforce those procedures. Your pit boss will appreciate your help and the casino will respect your attitude toward your responsibilities.

#### **Full Token Boxes**

Often, the little plastic boxes attached to the gaming tables in which the dealer's tips (tokens) are deposited become full. Tokens should not be left on the table. A problem is created when the box is full. So catch a dealer who is going on break and ask them to transport the tokens to another adjacent table and to put them in a box that does have room. Then ask your pit boss to notify the token committee to empty the token boxes at the first opportunity. Never handle the token money yourself.

#### **The Fine Art of Correcting a Dealer**

It is extremely important to understand how to effectively correct or criticize a dealer or subordinate because to do so in a manner which creates animosity or embarrassment leads only to many more new problems, not the least of which points out your own ineffectiveness as a supervisor.

There are two basic corrections to be made in these situations: one is in response to an error being made that requires immediate correction such as an incorrect payoff or an adding mistake; the other is a correction or criticism that needs a two-way discussion such as an attitude problem or a procedural change.

The immediate correction requires that a supervisor quickly indicate to a dealer that a mistake is being made. I think it is important to make this correction politely and without a raised voice. I have found that interjecting a statement such as: "Excuse me, I think that payoff should look more like \$37.50," or "Do my eyes deceive me or should that be \$12.00?"

It is important not to embarrass the dealer. We all make mistakes; the dealer will generally feel badly enough without a supervisor creating an awkward situation for them in front of the players. Occasionally, the dealer is right in making the payoff and the supervisor is wrong. You will look less foolish if your initial response is one in which you "think" an error is being made.

The second type of correction is one which deals with an attitude, procedure, discipline, or some such problem that needs a two-way discussion. Ask the dealer or subordinate to see you on a break. If you don't know this individual, then in a polite manner introduce yourself and thank the person for coming to see you.

It is very important to be friendly, to start the discussion with praise and an appreciation for the job being done. Then bring the problem to the dealer's attention and ask that they make an effort to correct the problem. It is important to give valid reasons why this procedure must be corrected; the dealer must know why their method of behavior was incorrect. A supervisor must then get a commitment from the dealer: "Can I count on you to follow this procedure from now on?" The discussion should always conclude with a courteous "thank you."

An effective supervisor always follows up to make sure the dealer is doing what was asked. If so, then another show of appreciation will reinforce

the change.

I have always believed that a courteous approach to making corrections was one that brought better results.

### **Fighting Boredom**

There will be times when boredom is a condition of your job that must be met. I have found that when there were few players in my area and that my responsibilities were few, I would start to daydream or to engage in non-essential conversation with my co-workers. This lack of attentiveness opens the door to many potential problems including a reprimand from your supervisor for not doing your job. You're still getting paid to do it.

### **Removing Damaged Cards**

Occasionally, cards become damaged due to a variety of accidents. [REDACTED]

[REDACTED] Regulations dictate that a proper procedure be followed.

Basically, the damaged cards are replaced on the game with fresh cards taken from extra decks kept in the pit stand. The damaged cards are placed in little envelopes with dealer's, floorperson's and, sometimes, pit boss's signatures written on the outside. The important thing to remember is not to take damaged cards off the game until the fresh cards are placed in the discard rack. Players are sometimes a suspicious lot and it is best to leave all the cards to be replaced in plain view of all concerned.

### **Sweating the Money**

Anyone who has worked in the pit will recognize the "sweater." He's the supervisor who emits a low groan or a look of agony every time a player wins a sizeable bet. He makes it seem as though it is his own personal money that

was being lost rather than the casino's. Additionally, he makes underhanded comments about how the dealer is absolutely worthless or where they might be working tomorrow, as if losing money was reason enough to get fired. Unbelievable!

I have found this sort of misguided supervisor to be one who feels that to exhibit this kind of ridiculous behavior is what the shift boss or casino manager expects of him. Unfortunately, there are still some dinosaur-like bosses who do encourage their staff to "sweat" by sweating themselves. Players dislike this kind of attitude because it creates an unfriendly, awkward atmosphere and will likely go to another casino where they feel more comfortable.

I've always felt that when players win, it is great advertising. Furthermore, the money that they take home is really only a short-term loan which the casino will probably win back within a short period of time.

#### **Rating Players**

Most large casinos have incorporated marketing strategies which depend heavily upon attracting "premium" players through special junket and promotional programs.

The success of junket/promotional programs is largely dependent upon the information gathered by the casino staff so that an accurate appraisal can be made to determine the cost efficiency of bringing these players into the casino. The supervisor's ability to carefully observe and to rate the player's action is of the utmost importance. Too often, these ratings are inconsistent, at best, and any marketing program can be improved with more accurate and therefore more meaningful ratings.



Listed below are several suggestions which help casino supervisors to increase the accuracy of their player rating techniques.

1. Watch the player's action.
2. If the action is large enough (determined by individual casino policy), try to identify the player. A name is very important.
3. Be as accurate as possible in determining the player's win, loss, length of play, average bet size or spread, and betting pattern.
4. Communicate to other pits when your ratable players move to other areas of the casino. Inform your pit boss (if you are in a floor position) as to the following:
  - Name or description of player.
  - Player's marker action in your pit.
  - Cheques taken to other pits.
  - Comps given.
5. Be as honest as possible with your ratings. Do not substitute other players' names if you fail to identify a player correctly. It is better to leave a name unknown rather than to give erroneous information.
6. Be discreet in your rating of players and allow them "room" to play. Don't hover over them and note every little transaction. Players should be made to feel as comfortable as possible.
7. Give as much pertinent information as possible.

Examples:

- How easily can this player be beat?
- How good is this player?
- Does this player "sandbag" any of their marker money?



8. Develop a helping attitude with your fellow supervisors in order to accurately rate players as they move about the casino.

It cannot be overly stressed, the importance of your cooperation in providing your marketing and junket departments with accurate input as to the quality of their V.I.P. players.

#### **Sample Rating Philosophy**

In order to present our patrons with a fair rating policy and to insure the consistency of our rating system, the following must be observed by all involved.

#### **I. Who's to be Rated**

- (1) Any patron indulging in CREDIT PLAY.
- (2) Any player with a Buy-In or \$200.00 or more (may vary).
- (3) Any walkout customer with \$200.00 or more (may vary).
- (4) Any customer who has solicited to be comped.
- (5) Any person who asks to be rated.
- (6) Any person with an average bet of \$50.00 or more.

#### **II. Rating (Supervisor's Responsibility)**

- (1) Insure that the patron's name is correctly spelled, then include his account number.
- (2) Post date, time and game accurately.
- (3) Record at least four (4) bets so an average bet can be computed.
- (4) Determine an average bet by dividing the total of the bets wagered by the number of bets made.
- (5) The bets on Step (4) are to be recorded as follows:
  - (a) first two bets that the patron makes;

- (b) one bet later on in his play (this could be his highest bet if he is a progressive bettor);
- (c) last bet made.

Note: Ratings on craps should be made adhering to the same procedures, but only the following bets are to be used:

- (a) pass line bets;
- (b) come bets;
- (c) placed bets;
- (d) proposition bets;
- (e) don't pass bets;
- (f) don't come bets;
- (g) placed bets to lose;
- (h) field bets and hardways.

**Odds are not to be considered when rating at craps.**

### III. Rating Cards (Pit Boss's Responsibilities)

- (1) Rating cards are to be initiated when patron begins, and closed when he has finished play at game.
- (2) If a patron moves from a table the supervisor should inform the pit boss so he may follow-up.
- (3) Once the rating card is finished by the supervisor he is to pass it to the pit boss.
- (4) Pit boss checks cards and makes certain of the action, average bet and time is correct.
- (5) Compares credit action with that posted in the card. This way he assures that no card is missing.
- (6) Pit boss then hands the card to the pit clerk for input.

- (7) Pit boss must make sure all cards from his pit are inputted before his shift is over.

SAMPLE RATING CARD										GROUP INFO																																																																																																																																					
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### Monitoring the Bankrolls

A casino supervisor cannot effectively determine wins and losses for individual players or tables without developing an accurate system for keeping track of game bankrolls. Listed below are some helpful suggestions:

1. Know your starting bankrolls. Pay particular attention to the larger cheque denominations. Keep a notepad in your pocket to write down the bankroll value. (Even the best memories fail occasionally.)
2. Adjust your bankroll totals as players come and go and do the same for any fills or credits.

3. *Accurately* convey player and bankroll information to your relief. Be sure to gain new bankroll and player information as you come back from break. Many times I have come back from a break where my relief has told me that "no change" has taken place. After checking my bankrolls I found that they have changed considerably, so I then have to track down my relief for a time-consuming explanation which diverts my attention from watching my games. Relief supervisors are sometimes not as attentive as they could or should be. When you are assigned relief duty, make it easier, not harder, for your co-supervisors to do their jobs.
4. Give priority to larger bankroll action during busy periods. You may be assigned several high-limit games to watch at one time so that it will be very difficult to monitor the bankroll and players. Watch the high limit action first and then give concern to the lesser bettors.

#### **Broken Equipment**

Invariably, equipment such as shoes, discard racks, dice, etc., break down during a game. The new multi-deck shoes and rollers are especially prone to breakage. Since spare equipment is seldom kept in the pit (although it should be), a problem occurs when a careless dealer drops a shoe on the floor and a replacement shoe or roller is not readily available. The pit boss generally calls casino maintenance for new equipment, which may be a short wait. It is a good idea for the dealer to put a lid over the bankroll while waiting. I suggest the attending supervisor should call for the cocktail waitress to take care of the perhaps impatient customers.

**Broken Chips**

Occasionally, gaming chips break when the centers come out or the chip itself breaks. A correct procedure must be followed to dispose of these chips. They must be credited off the game with a credit slip as you would credit excess cheques. Under no circumstances should you drop the broken chip into the drop box.

**Complaints — Prevention and Handling****1. Prevention of Complaints**

Remember that most disputes can be prevented by your own efficiency in monitoring the game. If you have noticed a mistake made by the dealer, intervene and correct the error immediately, especially a short payment. Prompt and efficient action taken by the floorperson instills confidence and respect from the player. If they are aware that you are thoroughly on top of your job, they are far more likely to abide by your decision should a dispute be settled against their favor.

Remember that players are far more involved in the actual game than you are, and if one mistake goes unnoticed by the floorperson, your position in maintaining security and authority over the game is weakened considerably. Those players prone to occasional cheating are far more likely to become aggressive if they have noticed that you have been unobservant.

You are there to protect the clientele as well as the house. You should seek to gain respect and promote goodwill towards your players.

**2. Handling of Complaints**

- Hear the complaint from the customer.
- Hear the dealer's version.

- Decide whether the complaint can be handled without further disruption to the game.
- While keeping the communication between yourself and the customer on a calm level, allow the customer to fully vent his feelings. Be sympathetic; try to find feelings with which you can identify and tell him that you understand. Hurt feelings breed aggression and merely extend the dispute.
- While the customer is talking, assess the situation. Is he a regular customer? How much money has he dropped? How much does he still have? How many chips does he have in front of him? Has he lost a great deal? Lost all his chips? Is the player genuinely angry? Does the player believe he is right? Is he sure? Is there any hesitation? Is his anger spontaneous? Has he caused trouble before? What sort of character is he? Generally, a person's personality will reveal itself in conversation; listen politely.
- Decide on what course of action to take. If it is within your power and you are confident that you know how to remedy the situation, act affirmatively. If you are uncertain, refer the matter directly to your supervisor. Do not delay or protract the situation longer than is necessary.
- Bear in mind that a complaint should be considered an opportunity to promote goodwill towards your clientele. It is the time to be most gracious, polite and understanding. Don't be defensive; this breeds an overbearing attitude which will alienate and further aggravate a patron. You don't have to win every beef;



think about the long-term results.

- Explain to the dealer why the customer was paid. Do this when the dealer goes on a break. *Never* discuss a player or situation on the game in front of players.

### **"Jackets"**

Over the years, the casino industry has learned to be very suspicious of its employees. Not only do some players try to steal from the casinos, but so do some casino personnel, also.

A dealer, for example, may be caught "swinging" with cheques. Sometimes, in the best interest of all concerned and to avoid unfavorable publicity, the casino does not prosecute but only dismisses the dealer, which puts a "jacket" on that person forever. Basically, this means that no other casino will hire this dealer; the internal security departments of all the casinos will quickly get the word. It has been my experience that it is almost impossible to rid yourself of such a jacket, so I would suggest that you never become fitted for one.

### **Preparing for the Count**

At the shift change, the "count" takes place where the incoming and outgoing pit bosses count each table game individually and file the total on opener and closer forms. The games are temporarily halted while the two pit bosses carefully count each denomination of cheque in the bankroll.

To facilitate this counting procedure and decrease the "down time" of the games, the floorperson or boxperson makes sure that the bankrolls are easy to read. As the pit bosses approach the table, the game should be stopped and all short stacks of cheques cut down on the layout to clearly indicate their

total. As the games are counted, the cheques are put back into the rack and the game started up as soon as possible. Remember, however, not to drop the new shift opener into the outgoing drop box.

## **ACCOUNTANCY DUTIES**

A casino supervisor is held responsible for several different kinds of pit paperwork. Each fill, credit, opener, closer, and counter check is accompanied by a form that must be checked for accuracy and for the proper signatures. Additionally, there are basic procedures that must be followed in concert with this paperwork in order to satisfy the casino's internal submissions and the integrity of the games. Here are the following basic procedures and checks for you to protect your games and yourself:

### **Setting Up/Opening**

1. Check in with your pit boss.
2. Check bankrolls with the dealer, make quite sure that the cheques in the tray or table bank coincide with the amount on the opener. Check that table has correct drop box and that it is secured to table.
3. Ensure that the proper signatures are obtained.
4. Check all equipment:

### **Blackjack**

- Examine cards, front and bank; replace defective cards. Defective cards must be placed in a sealed envelope, signed by both floorperson and dealer; then marked with the game number, date, time, and cards that have been replaced.

- Examine shoe.
- Examine limit signs. Do you have the correct ones?
- Ensure that your opening bankrolls are correct and appropriate for the limit of your game.

#### **Roulette**

- Examine wheel. Check for balancing. Check that all fins and numbers are secure. Check metal studs for any looseness.
- Check lammer rack. Do you have the appropriate lammers for your limits?
- Check limit sign.
- Check that table has two balls, preferably of two sizes.
- Check the dolly.
- Ensure that your opening bankrolls are correct and are appropriate for the limit of your game.

#### **Craps**

- Check that you have all equipment necessary.
- Examine dice thoroughly.
- Check the stick and puck.
- Check that you have enough lay-and-buy and on-and-off buttons.
- Ensure that your opening bankrolls are correct and are appropriate for the limit of your game.

#### **Baccarat**

- Examine the cards, front and back.
- Replace defective cards.
- Examine shoe.

- Ensure that your opening bankrolls are correct and are appropriate for the limit of your game.
- Check under the table for gum, sticky substances, etc. Be certain it is free of any foreign substances.

### **Operating Duties**

#### **Fills**

1. Learn to gauge accurately when you need a fill. Check the layout, are there many cash cheques that could be won back? If uncertain as to the correct amount to request, check with the pit boss prior to requesting a fill.  
Unfortunately, we still have pit bosses in our casinos who refuse to allow the floorperson to make fills even though determining the correct amounts for a table fill is not difficult for even the newest floorperson. I cannot understand why some pit bosses will not delegate this responsibility to their floorpeople.
2. The request for fill slip requires the pit boss's signature only. There are two parts to this form; the original is sent to the Fill Bank and the duplicate remains on the table until the fill arrives.
3. When the fill arrives in the pit, it is accompanied by a fill slip. This is checked and initialed by the pit boss prior to the fill slip being brought to you. Check the information on the fill slip for accuracy: game, date, amount, signatures, license number, etc. Place the fill on the table and remove the racks. Have the dealer run down and prove the stacks. Check that the cheques and both duplicates coincide. Have the dealer/boxperson sign the duplicate

fill slip, drop both duplicate slips and then put fill into tray/table bank. The original fill slip is returned to the cashier's cage.

Note: Previous signatures do not eliminate your responsibility to verify the accuracy of the pit form.

#### **Request for Credit (Chip Return)**

1. Have the dealer organize the required amount to be removed from the table. Have him prove the credit for both yourself and security. Check all dates, times, etc. Ensure there are three signatures: pit boss, dealer, and security, all accompanied by casino license number.
2. The original and the amount to be credited are taken by security. The duplicate remains on the table until the credit slip is returned.
3. When the credit slip is returned, check the paperwork, signatures and license numbers. Then have the dealer/boxperson sign and drop both duplicate slips. The original is returned to the cashier's cage.

#### **Counter Cheques (Markers)**

1. Have pen and request form available.
2. Obtain all necessary information from customer on marker request form:
  - Full name and middle initial
  - Signature
  - Date of birth
  - Amount requested



— Game number

3. Give this information to the pit clerk.
4. The pit clerk will call for a credit limit. Upon credit clearance, the pit clerk will issue a counter cheque and have it signed by the pit boss and the customer. The clerk will then place the issuance copy on the table in front of the dealer/boxperson.
5. Have the dealer issue the money to the customer. Place a lammer on the table. Remove when issuance copy is dropped. (Lammers may not always be used.)
6. Remember, no call bets are allowed pending issuance of money.

**Closer/Opener**

1. The dealer/boxperson must be the one to call out the bankroll when counting.
2. Itemize bank by proper amount of each denomination cheque. Verify the accuracy of *all* information on the opener/closer.
3. Have dealer verify total, verify addition and sign.

## **GENERAL GAME PROTECTION**

### **FOR CASINO SUPERVISORS**

A casino supervisor should be aware that whenever people and money come together, the temptation to steal becomes overwhelming for many. All sorts of clever and sophisticated schemes have been devised to defraud casinos. One of the main functions of a supervisor is to look for cheats and detect them before they do too much damage.

Remember, a casino derives its profits from only a very small win percentage, but on a great volume. When a thief steals money through some kind of ploy, then the volume has to be even greater to make up for the loss. Many casinos throughout the world have gone "bust" because management was not aware of the many thefts occurring.

Each casino sets up elaborate surveillance and security systems. In spite of these, casinos still get ripped off daily. Cheating schemes vary from the very simple to the ingenious.

The protection of any game against cheating by the players depends on the vigilance of the personnel running that game. The following suggestions will increase your knowledge in this important area.

There are three main elements in game protection: the following of set procedures on the game; basic knowledge of cheat moves that the

dealer/floorperson can guard against; and knowledge of the more sophisticated moves that floorpersons and pit bosses can be aware of.

The purpose of procedural rules is to protect the casino's edge from those who would cheat or otherwise steal from the games. At the same time, however, casino personnel should be flexible enough to allow for honest mistakes due to lack of game knowledge.

A profitable casino seeks always to maintain an atmosphere in which the honest player knows that the games are being run fairly.

#### **Basics of Game Protection**

The alert, informed supervisor should:

- Know and memorize the bankrolls at all times. Have a good knowledge of where the money has gone and game shortage.
- Determine, by observations, the betting and winning systems of all players.
- Continuously observe games from the inside and outside.
- Pay close and particular attention to players and dealers on each game.

#### **Dealer Behavior — All Games**

The instructor will itemize behavior in dealers that may indicate possible stealing or collusion for all games.

- Watch for any departure from regular dealing procedure.
- Beware of nervous dealers on a small game.
- Watch for sweaty hands.
- Watch for eye movements or smiles between dealer or player.

- Is the dealer watching your eyes, is he nervous of your presence — why?
- Look for large watches in which dealer might conceal chips.

**Strategy: All Games**

- Continually scan the layouts.
- *Listen.* While watching one table listen to transactions on other tables.
- Be constantly alert. Develop roving eyes.
- Keep moving at all times. When it is necessary to pass information on, do not look at the person you're talking to; keep watching the games.
- Watch the players' playing styles. You can resolve most disputes if you are aware of your customers' betting patterns.
- Be aware of all customers at your tables and know what denomination cheques they are playing.
- Keep note of for how much a large stake player is in.
- Be aware of the dealers' attitudes, moods, and general treatment of players.
- Be aware of each dealer's composure when confronted with an argumentative or belligerent customer.
- Make sure that dealers understand the correct pacing of a game, that it must satisfy the players and the house.
- Make sure that dealers are announcing clearly and audibly every transaction requiring such announcement. Explain that this is essential for you to maintain secure monitoring of all games.

Also, many duties are required by the Casino Control Commission and the Division of Gaming Enforcement.

- Try to instill in the dealers a sense of professional pride.
- Always know and use the dealer's name. Also, get to know the other employees in the pit: cocktail waitresses, pit clerks, etc.
- If any part of a dispute involves a dealer's mistake, the player has the benefit of the doubt, within the rules and regulations. If in doubt, call your pit boss.
- Develop an awareness for agitated or nervous people — potential cheats very often broadcast their guilt.
- Avoid the appearance of being tied up on a game. If you are involved in resolving a dispute on one table, do not turn your back on the other tables. Stand at an angle slightly facing the other tables. The tables you are not watching are the insecure ones and are potentially dangerous.
- Do not allow a disturbance at one end of the table to consume your attention. The other end may, in fact, be the location of the real trouble.
- Never let a player become aware that he is being watched. If he is not a thief, he will be offended and get annoyed. If he is a thief, he will merely leave your tables.
- Watch for spilled drinks. They can mark cards, contaminate cheques, ruin a layout and close a game.
- Be aware of the appearance of a high roller on one of your games. Is a fill necessary to accommodate his action?

- Notify the pit boss of an excess of cheques as soon as they become a hindrance.
- Ensure that all fills and excesses are checked *thoroughly* before being signed for.
- Ensure that all signatures, dates and amounts are correct on all accounting slips.
- Keep a notebook handy to jot down the names of your best customers.
- Get to know the pit phone numbers; you will use them.
- Always have pen and paper handy.
- When your relief comes in, give him the rundown of play, where there are markers or likelihood of request for credit, the good players, the trouble makers, etc.
- Memorize the table banks — are there any 5's, 25's, 100's, unaccounted for, particularly on an empty game?
- Practice tact and diplomacy at all times.
- Tell your relief to whom you have given comps.
- A floorperson must never lose his temper.
- Never discuss a player within his hearing range.
- Dead games require as much security as live games.
- Beware of two friends playing together.
- Watch for eye movements or smiles between player and dealer.
- Be careful of players who can shuffle cheques.
- Watch for players sitting next to big players.



**Customer Behavior: All Games**

- Watch the players' eyes. Is the player watching you? If so, why?
- Watch for nervous players.
- Is the player putting cheques in his pockets?
- Watch for sweaty hands.
- Watch players with high denomination cheques who are only playing small amounts.
- Be suspicious of overly friendly players.
- Watch for how they wear their aprons.
- Are they wearing a toupee?
- Do their boots extend over their pants?
- Is the dealer constantly touching his face, adjusting his apron, etc?

### **BLACKJACK GAME PROTECTION**

- Verify change of \$100.00 or more for mistakes or counterfeit money.
- Be especially aware of the original bet when players are splitting, doubling, insuring.
- A blackjack payout is always a mistake-prone bet.
- Count the spots on the cards, don't attempt to count the numbers. Practice at home if you must, but it's important that you learn to count spots.
- An unusual or heavy play must be brought to the attention of the pit boss.
- Do not allow the players to touch the cards.
- Check the discard holder. Make sure that nothing is obscuring it from your view. Do not allow customers to place anything next to discard holder.
- The cards in the shoe and the cards in the discard rack must equal the total.
- Be aware of your table banks at all times. Be aware of its needs and deficiencies. Of the type of customer who is playing. How he plays. Will the table bank be adequate? Pass all customer and bankroll information on to the incoming floorperson.

- The best way to distract a card counter is to talk to him, draw him into a conversation. How does he react? Does he look startled, as though you've broken his concentration?
- Do not allow waitresses to serve during a hand — this blocks your vision and disrupts the game.
- Ensure that the cards are dealt correctly and kept in the proper order on the pick-up.
- Ensure that all dealers announce all necessary transactions.
- Ensure that dealers follow correct procedure at all times.
- Keep a continuous eye on the shoe.
- Be aware of habitual late bettors.
- The game is vulnerable during the shuffle, so do not take the shuffle lightly. Get a good vantage point and stand between the two dealers; stand behind the bankroll. Watch cards closely during the entire procedure. This is also a good time to see how the game stands. Know how to compare your opener, fills and credits against drops and markers. Is the game winning or losing?
- Watch the positions of the players' hands. There should be a gap between their hands and the betting circle.
- Does a player habitually touch the cards when he is splitting even when told not to?
- Watch a player whose eyes follow every card.
- Watch for alert and bright-eyed players at the end of the night when everyone is tired.
- Watch for anyone varying their bets considerably.

- Watch for fast hand movements when a bet is being doubled, insured or split. Watch the original stake.
- Watch for anyone or anything obscuring the discard holder.
- Watch for players watching you.
- Watch the rack. Is it neat or are chips often left in "dirty stacks?"

#### **Vulnerability (Times and Conditions)**

Making up the shoe. This is the *most critical time of all*. Attentive surveillance is absolutely necessary to prevent:

- (a) Handmucking of a whole shoe of cards.
- (b) A plug of stacked cards when cutting.
- (c) Faking a cut by the dealer.

#### **Pinching and Pressing**

Altering the bet after seeing the hand. Adding to or removing from original bet when a customer senses he can save part of his bet or increase his payoff without being seen by either the dealer or floorperson.

#### **Dumping the Game**

There are as many ways to dump a game as imagination can take you.

Here are some common ones:

- (a) Intentionally miscounting player hands and dumping the game by continually paying the customer.
- (b) Picking up losing hands, then paying the customer.
- (c) Intentionally over-paying on the part of the dealer.
- (d) Handing off money to an outside agent. Making change for \$100.00 when the bill is actually \$10.00.

- (e) When dealer has a bad hand, he uncaps the customer's money as he goes around. On a good hand, dealer straightens the rack.
- (f) Be observant of unnecessary nervousness on the part of a dealer or anything out of the ordinary, and of dealer watching to see where the supervisors are located.

#### **Locating the Deck to an Outside Agent**

Flashing the hole card. The dealer can flash the value to any accomplice on the game, but to do so a procedure must be broken. Observe the hole card as the dealer slides it under the top card. Is it being turned up slightly so someone can see it? It must be kept flat on the table.

#### **Subs**

A "sub" is a device attached to the clothing or the body and is used as a means of concealing cheques or money. Be alert to the dealer going to any part of the body, clothing or hair with hands.

- Be alert to a dealer going to blouse or shirt, straightening skirt/trousers, or apron, going to the hair, or balling up a Kleenex and inserting it in a sleeve or pocket. All of these are a means of taking cheques or money and concealing same.
- Be alert to oversized watches where a cheque could be concealed underneath.
- Be alert to a dealer going to his mouth with paper money, then possibly spitting it out into a handkerchief.

**Distractions**

Be especially careful of any unusual occurrences such as a customer on third or first base distracting dealer so that players on the other end of the table can hold deck or handmuck cards.

- Spilling drinks or a bottle of beer.
- Asking for a cigarette from dealer.
- Starting an argument with dealer. Stopping dealer and asking for change.
- Giving you a parking ticket for validation.
- Be especially careful of a player causing any kind of a disturbance that distracts you at one table or at the end of the pit; he may have an accomplice on the other end of the pit who is actually giving you the business on another table.

Be looking for something at all times. Look inside and outside the pit. Avoid developing any obvious habits in working the pit. Cheats look for patterns of behavior that are predictable.

- (a) Never turn your back on a game. Know your equipment.
- (b) Look for disguises on players.
- (c) Continually check dealers for procedure adherence.
- (d) Watch the bankrolls.
- (e) Be alert to any quick motion or unusual moves. People are creatures of habit.
- (f) Make sure players signify for hit. Dealer is not playing the hand.
- (g) Watch how player hits against the dealer's up card.
- (h) Be very cautious when players or dealers send you on errands.
- (i) Condition of decks.



Do not think of inexperience as a handicap. In some cases it is best not to know — you are completely unbiased and stand a good chance of catching a cheat even though you do not know the moves. You know what your equipment looks like, so you should be able to catch imperfections.

#### **Common Errors in Blackjack**

Listed below are several errors that dealers frequently commit. Your casino has various procedures to handle these mistakes. Know them!

- Picking up cards before paying; i.e., paying hand after picking up cards.
- Failure to cut the deck after shuffle.
- Looking around the casino while the game is in progress.
- Giving double down card before additional money was put in circle.
- Pays blackjack before coming to them.
- Not turning money from green side to gray side.
- Capped blackjack payoff.
- Allowing customer to cap cheques on double down.
- Not signifying pushes at all.
- Puts change in circle.
- Turning away from the game with cards in play.
- Not being able to back up the cards.
- Flashing the hole card.
- Not calling the floorperson when a situation arises.
- Allowing a player to hold currency in his hand until change was given.

- Dealing to money outside the circle.
- Burned exposed hole card.
- Paying off backwards one hand against another when a player plays two hands.
- Did not spread cards so catwalk can see them.
- Not asking for insurance when having an ace up.
- Failure to pay winning blackjack hands after exposing hole card under ace.
- Not turning double down cards perpendicular to customers' hands.
- Not waiting for signal from floorperson to shuffle.
- Not calling out change and getting an approval from floorperson.
- Failure to check limit bets by cutting them down to make sure it doesn't exceed limit.

### CRAPS GAME PROTECTION

- Watch the hands of the shooter just before he picks up the dice. Are his hands open or closed?
- Watch the hands of the shooter after he's thrown the dice. His hands should be open.
- Watch for dealers being overly friendly with the players, particularly if they are their contemporaries.
- Watch for players who move from table to table, particularly if they are prone to calling late or unusual bets.
- Watch for women or known small-time players hustling or being overly friendly with a high-roller. Professional chip-snatchers try to position themselves adjacent to large bettors.
- Beware of the dealer dropping cheques in the field when paying front line winner 9 and 10.
- Beware of a customer dropping cheques on the line on a front line winner.
- Beware of customers who habitually call mumbled bets accompanied by a bunch of cheques thrown to the table.
- Watch dice at all times. Use the mirror as it is meant to be used. Check the spots. Know the dice, opposite sides always total 7.

- Watch for "dirty stacks" being used for payoffs.
- Never let a customer select two dice and then pass them to the next shooter (dice are sometimes changed in the pass-over).
- Low-cut dresses are usually purposely worn to distract dealers away from area where cheating might take place.
- Dice must leave shooter's hand simultaneously.
- Dice must be picked up and shot with one hand.
- Check the dice periodically. Any irregularities must be reported to your supervisor immediately.
- Know your dice, opposite sides always total 7. (And be especially aware of the Don't Pass Line on a 7 out.)
- Make sure that the same point is marked on both ends.
- Be aware of difficult bets. Dealer should break down difficult odds bets.
- Be aware of the mark that has been scribed on your dice.
- Always check the Don't Pass after a point is established for late bets.
- Beware of the player laying odds and dropping cheques on the flat bet.
- Be aware of big players and treat them accordingly.
- Be alert for the unexpected. The best of dealers make mistakes. Act quickly and authoritatively. Correct a wrong call instantly. Check all payouts and placement of bets.
- Use the mirror as it is meant to be used. Check it to verify spots, payouts and bets.
- Make sure that the dealers and yourself clear your hands every time they leave the table, adjust clothing or attend to a physical discomfort.
- Conversation between dealers and box should be limited to only that which is relevant to the game.

- Inform offensive players of their vulgarity diplomatically. Should the player continue to be obnoxious, inform the respective floorperson. Never permit a player to abuse a dealer needlessly.

#### **Craps — Floor Only**

- Maintain a good rapport with your boxman. Do not divest him of his authority unnecessarily. Praise him when he's doing a good job.
- Assess the quality of your boxman. It will be necessary to monitor a heavy game more closely if you have a new or weak boxman. Make your presence seem like assistance rather than lack of confidence in his abilities.
- Watch for players who move from table to table, particularly if they are prone to calling late or unusual bets.
- Watch for phony players, those who are pocketing cheques and yet signing markers displaying fake action; many privileged guests, i.e., those receiving complimentary accommodations, food, etc., or those included on a junket, show considerable fake action in order to obtain complimentaries. Floor should advise the boxman to observe the conduct of this sort of player.

## **ROULETTE FLOORPERSON GAME PROTECTION PROCEDURES**

Floorpersons on roulette are required to have learned all the dealers' game procedures, all the typical cheat moves and, in addition, must be very well acquainted with all the following procedures and strategy. The attitude of the floorperson is most important as a game protection technique. You should always give the impression that you are totally in control of all your games and that you know exactly what is happening on them. This can be achieved by saying very little, but by standing at all times so that players and would-be cheats can see your face and eyes. The following rules are intended as a guide to your behavior at the tables, and contain some examples of specific moves by players to watch for.

### **General**

- Keep moving at all times, and watch the layouts continuously.
- While watching one table, listen to the action on the other(s).
- Be aware of the dealers, their attitudes to the players, their control of the game(s), their procedures for dealing, and most important, are they calling everything to you that they should?
- Be aware of the players, their playing styles, what value they are playing at, how much they are in for, their attitudes. Are they



nervous? Are they trying not to be seen? Are they watching your progress?

— In any dispute, do not allow yourself to be totally engrossed in this area. There may be trouble elsewhere.

— Establish communication with the dealers. Learn their names, and insure they know yours. If they feel they can relate to you, your task of supervising the games will be easier and more effective.

— Check all fills and credits carefully, and make sure all signatures and license numbers have been correctly filled in.

— Check marker issuance copies and lammers against chips going out, and signatures.

— Communicate with your relief floorperson everything he needs to know about the action on your table(s), and about what might take place (trouble makers, requests for credit to come, players' progress, etc.).

— Watch slow games (one player) and dead games. Both require your full attention as well as do heavier games for total security of the operation.

— A suspected cheat move may be no more than a customer making a genuine mistake through tiredness or lack of knowledge. A big player making suspected cheat moves needs very careful handling. He may respond to humor ("Bit early for the next spin, sir"), or he may be abusing his large credit line by openly claiming non-existent bets in front of other players. Detailed explanation, based on thorough and certain knowledge of the procedures, will

always be the best approach, but in this situation you may well be overruled by the pit boss if your decision has to be against him.

- Dealers and floorpersons are to agree all payouts that include value chips. If two different figures are obtained, the floorperson should talk to the dealer so that agreement is reached. A dealer should never be in the position of being told what to pay, as this is a security risk.
- Ensure that cocktail servers never interrupt your vision of a table, and that they do not get in the way of dealer or check racker.
- Are there players who make it a habit to hover over the layout when the ball is about to drop?
- Look for the players who stand behind seated players. They could be part of a team, or trying to steal cheques from events, columns or other players.
- Watch for players who make a habit of giving the dealer many cheques to place just before the ball drops, which breaks the dealer's concentration. Their chance of maintaining security on the game is weakened considerably.
- Watch for a player who drops a large quantity of color cheques on the winning number. He may have placed a high value cash cheque beneath them, the dealer only returning the color cheques as a late bet.
- Watch for players betting across winning bets.
- Watch people with score cards, pieces of paper, cigarette packs near the columns and even chances.

- Watch for players leaving the table with color cheques.
- Watch for people who knock cheques over on the layout as the ball drops, a clever means of distraction to cheat on the columns.
- Watch for any kind of distraction or dispute on one end of the table that may be intended to distract the dealers' and floorpersons' attention from the other end of the table where a cheat may be taking place.
- Watch for correct handling of the cheques by the dealer. Never let a dealer obscure the payout, either in its being made or passed out.
- Watch dealers who consistently accidentally knock cheques off the winning number and confidently replace them. They may be replacing more than those they swept off.
- Be especially aware of dealers placing bets for players as the ball drops. A winning bet of this type is highly suspect.
- Watch carefully a dealer who frequently "accidentally" pays losing bets on the even chances.
- Constantly be aware of the lammer values. Have they been changed? When? Who now has the color? Why did not the dealer announce the transaction?
- Verify the correct number is being paid off.
- Your ears must be tuned in to the dropping of the ball. Instantly watch the layout and winning bets. Try to memorize the winning bets *before* the dealer clears the layout.
- Always check the wheel and the number cleared. Dealers hardly ever realize until it is pointed out to them that they have cleared

the wrong number.

- Make sure the dealer announces all transactions.

- While scanning the pit, look for such things as:

- (a) Chips on the floor.

- (b) Is anyone watching you, particularly your eyes.

- (c) How many color cheques and cash cheques does the player have in front of him? Approximately how many does he lay on every spin?

- Keep up the pace of the games. Competent, personable dealers who help people place their bets, create an atmosphere that will generate more action. Bored dealing makes a boring game which makes for bored players.

- Check the lammer values constantly. Have they changed since you last looked? If so, why? Did the dealer announce it? Is it the same player playing the color?

- Make sure that all dealers know and adhere to the correct order of payout. It is impossible to adequately monitor several games if the dealers are randomly paying the bets.

- When more than one customer is playing cash cheques, try to become familiar with their bets. There are more disputes over cash cheques than anything else.

- When the ball is spinning, check for cash cheques on the inside and try to identify the players.

- Check for cash cheques under color cheques on the layout. Have the dealer place them uppermost.

- Check that the cash cheques are still on the layout when the ball drops. Some people steal cash cheques when they are placing color.
- Beware of high denomination cash cheques beneath a solitary color cheque, particularly if it happens more than once.
- Disputes must be settled as quickly as possible. Lost spins are lost percentage. More money can be lost in the lost spins than the amount involved.
- Never let the payout go out unless you are absolutely certain it is correct.
- Make sure dealer and mucker do not converse unless it is directly related to the game.
- Watch particularly those tables without a mucker.
- Watch especially one dealer dealing to one player. This is a very high risk situation and should be served accordingly. Just because there appears to be little action does not mean it is not worthy of the floorperson's attention.
- Disputes over cash cheques should be handled with discretion. Assess the situation. Who are the players involved? Are you familiar with their bets? Their personalities? Resolve the dispute as quickly as possible.
- Never pay a claimed bet too instantly, even though you may have made the decision to do so. Always hear *both* sides of an argument. Without protracting the dispute, give the appearance of *considering* the outcome — you do not want such claims to become a common occurrence. You do not want to buy your way

out of a dispute.

- In the event of a wrongly-cleared number, and you are in the vicinity of the table and you have an approximate idea of the original bet, act affirmatively. Assess the average stake of each player and place the bets yourself. Most players do not remember their actual bets. Accommodate those who claim they do (within reasonable limits).
- When a player throws cheques to the dealer for placement, and the ball is spinning, make sure that the decision is called loud and clear — "It's a Bet" or "No Bet."
- Never permit a player to abuse a dealer.
- Study the layouts while the ball is spinning. Check for bets exceeding the maximums. Check for complicated bets.
- Check that all colors are marked.
- Make sure that "No More Bets" is called *before* the ball drops, not when it drops.

#### **Specific Cheat Moves**

1. Player gives large complicated bet to the dealer as the ball is slowing — he will attempt to place it but very likely will lose concentration of the areas of the table to be watched (columns, outside chances). This is where the floorperson can insure complete table security by watching the table closely for any late bets or alterations.
2. Watch for players who apparently, by mistake, bet on the winning area. The dealer may not realize that the \$25 chip under the



stack of color was also a late bet.

3. Note value chips on the layout for several reasons: so that two players do not claim one bet (they cannot both be paid — also one of them should have been given a color); so that an additional chip after a distraction is obvious (take it off — chances are a cheat will not have the nerve to claim it); so that if a big player's value chip has been removed by another player — or even moved by mistake — the situation can be handled.
4. Watch for players not following normal behavior patterns who are standing behind other players, hiding in a badly-lit area just off the table, watching the game rather than playing, watching *your* movements.
5. If there is some kind of distraction or dispute, see if the dealer can handle it. Keep your attention over the whole area of your responsibility — the plan may be to get you involved so that cheating can take place elsewhere. If the dealer cannot resolve the problem, be sure everything is under control before attending to the matter.
6. Paying a claimed bet without considering the case at all may appear magnanimous but will lead to further claims, and investigation of your own floorperson technique and motivation by the pit boss. Hear the player's story and the dealer's. Consult the cheque racker but without protracting the dispute make your decision known (you may have done it already), and inform your pit boss.

7. Be sure that your dealers are accepting bets properly and calling them aloud — late bets placed by the dealer can be a problem through: player having no time to correct a wrongly called and placed bet; dealer making late and questionable bets — this will be your responsibility if you allow it to happen on your tables. Remember that a bet picked up by the dealer and called, goes as called, wherever placed. If placed by the player and not called, the bet "plays as it lays" regardless of previous betting patterns.

### **WHEEL OF FORTUNE (BIG SIX) GAME PROTECTION**

Supervisors tend to not watch this game as closely as the other games, but it's important to watch for the following:

#### **Past Posting**

This is one of the most common forms of cheating on this game. If the dealer is not alert or is watching the wheel instead of the layout as the wheel stops, a player can come down late with a bet. This is very easy considering the type of layout, with the large areas for each denomination of bill. If the layout has a glass top, the cheat will have to be careful as he places a bet down, letting it slide as opposed to dropping a chip or token. In this way, he will avoid making a noise as the chip hits the layout.

#### **Controlled Spins**

As with roulette, a dealer can become proficient at spinning the wheel so as to bring up a specific number each time. In Big Six, this is much easier, due to the configuration and size of the wheel. The dealer will usually try for the large payoff numbers (40 to 1), as most wheels have only two of these, at opposite ends of the wheel.

**Slowing the Wheel Down**

This type of cheating involves the dealer slowing or even stopping the wheel, to bring up a specific number. It can be accomplished in several ways, either using the dealer's hands on the rim of the wheel, or even by backing into the wheel while it is spinning.

**Extra Spins**

This form of cheating involves the dealer giving the wheel an extra spin to again bring up a certain number on the wheel.

## BUILDING EXTRAORDINARY CASINO CUSTOMER SERVICE

### The Competitive Edge

Large and small hotel casinos alike have begun to realize that trying to compete solely on marketing strategies and give-away programs is not good business. Competing on the basis of casino differentiation is becoming increasingly difficult. What builds a solid customer base is the ability to make the guest feel comfortable and eager to return. That can only be accomplished by every employee having an attitude that the customer is supremely important and being committed to make that customer feel as comfortable as possible. Every bartender, maid, cashier, casino dealer or any other customer-contact employee must create an environment in which each decision and action is designed to make the customer's experience better than it would have been had the guest been dealing with the competition. The casino hotel must focus on the quality of the customer's experience at every level in the organization.

SERVICE is not **A** competitive edge; it is becoming **THE** competitive edge!

*"I found that when I took care of customers extremely well, and made them a focal point, profit inevitably flowed from that."*

— Stanley Marcus

*"Perfection is not attainable. But if we chase perfection, we can catch excellence."*

— Vince Lombardi

**Startling Statistics**

**Why customers stop doing business with a particular hotel or establishment:**

- 1% die.
- 3% move away.
- 5% develop other friendships.
- 9% leave for competitive reasons.
- 14% are dissatisfied with the product.
- 68% quit because of an attitude of indifference toward the customer by an employee. (SOURCE: Michael LeBoeuf's *How to Win Customers and Keep Them for Life*.)
- The average business never hears from 96% of its unhappy customers. (But 90% or more of them will not visit or buy from that business again!)
- For every complaint received, the average company in fact has 26 customers with problems.
- Complainers are more likely than non-complainers to do business again with the company that upset them, even if the problem wasn't satisfactorily resolved.
- Of the customers who register a complaint, between 54% and 70% will do business with you again if you resolved their complaint. That figure jumps to a staggering 95% if the customer feels the problem was resolved quickly.
- The average customer who has had a problem with a hotel tells 9 or 10 people about it. One in five, or 13% of people who have had a problem with an organization recount the incident to more than 20 people!
- Customers who have complained to an organization and had their



complaints satisfactorily resolved tell an average of 5 people about the treatment they received. (SOURCE: A survey conducted by Technical Assistance Research Programs, Inc., located in Washington D.C.)

A study by Cambridge Reports, a Massachusetts-based research firm, found that 44% of the 1,500 customers surveyed chose "ease of doing business with" as the principle reason for choosing a financial institution. "Quality of personal service" was the second most important reason at 28%. In other words, being easy to do business with, being treated well and having a choice of products outranked location, interest rates, and other "traditional wisdom" factors that we'd predict as reasons people would choose a bank. Here's the bottom line: ***Those organizations gaining most in market share were those rated highest in service quality by their customers.***

**Why bother keeping a grocery store customer happy?** Because over a ten-year period, that customer will do \$50,000 worth of business with you. Here's how that figure is calculated: The average grocery store customer spends \$100 a week at that store. Given 50 weeks a year, to allow for 2 weeks vacation, that's \$5,000 per year; over a 10 year period, that adds up to \$50,000! (Tom Peters, *Thriving on Chaos*.)

**The influence of each customer contact person:** If a customer frequents a good restaurant twice a month for a six-person business dinner, she is worth \$75,000 to that restaurant over the course of 10 years. And that's just the beginning. A repeat customer is any firm's principal vehicle of powerful word-of-mouth advertising. If one happy lifelong customer sells just one other customer on you, she is worth \$150,000. Now, say you're a waiter who waits on 5 tables a night. You're catering 5 x \$150,000 or \$750,000 worth of potential business!

**Sentences That Drive Casino Customers Away**

1. "I don't have anything to do with your problem. You'll have to find a casino host."
2. "I can't comp that for you. You don't play enough money."
3. "I don't know. We've always done it that way."
4. "There's nothing I can do about it — that's company policy."
5. "That's not the way we do it here."
6. "I can't help you with that. You'll have to go back to the pit where you were playing."
7. "I just came in — could you check back in about 15 to 20 minutes?"
8. "I can't find the shift boss right now. You'll have to come back later."

**Initiating Casino Player Contact**

It is terribly important for the casino player to feel comfortable with the casino atmosphere and feel welcome in approaching a table game to try his luck. Looks of indifference or aloofness do not encourage players to "belly up" to a game. Dealers and supervisors must try to remove as much of the natural intimidation that players feel from their gaming experience as possible. I have outlined some suggestions below:

**I. Initiating Customer Contact****A. When****a. Live Table**

1. Shift change.
2. When new player arrives . . . give at least acknowledgement.
3. When relieving.
4. When leaving table for break, for shift.
5. Don't wait until customer tips.

**B. Dead Game**

1. Be aware of customers passing by table.
2. Respond to eye contact.

**C. During Shuffle or Break in Action****II. What To Say****A. Live Game**

1. A simple "Hello".
2. "Good Morning/Afternoon/Evening."
3. A simple head nod of acknowledgement.
4. Direct eye contact and a smile go a long way.

**B. Dead Game**

1. Make eye contact.
2. Reach out with a greeting towards players.

**C. During Shuffle or Break in Action**

1. Make note of hotel/casino events, activities.
2. Make positive statements . . . "Hope you are enjoying your visit!"

**III. How To Say It****A. With Sincerity**

Note: Any greeting or acknowledgment cannot be effective and may even be perceived negatively if not said or executed with sincerity.

**IV. Contact With Customers Who Are Losing****A. What to Say**

1. Generally agree with their concerns . . . see it their way without insulting any other customer.
2. Stay in a positive mindset. In craps, the entire crew must be of a positive mindset.
3. Empathize with the players' problem.
4. Provide hope and encourage player.

**B. What Not to Say**

1. Don't agree with players when they are criticizing fellow players.
2. Don't emit negative body language. Don't sigh with poor or mistaken play.

3. Don't take sides when players are interacting among themselves.

#### V. **Disagreements At Game**

1. Never take the game personally. It is not player against dealer. Don't feel as though you are in competition.

2. Never feel as though you were made to look bad.

Sometimes a customer relations decision needs to be made without regard to whether the dealer was correct or incorrect.

3. Respond honestly when asked about a player disagreement or conflict:

— either you saw and the player is right;

— you saw and the player is wrong;

— you did not see.

#### **Building Rapport**

**Specific gestures and vocal patterns that build rapport with customers:**

We tend to like people who are like us. One way to build rapport with a customer is to be like them by using the gestures, words, and vocal patterns they use. For example, if the customer talks slowly, you likewise should slow down your talking speed. If the customer doesn't use many gestures, tone down your own gestures. In short, you're trying to be like them by mirroring their body and voice patterns. Don't do this to the point of mimicking them, of course, but most of this behavior will be subtle. The customer won't be as aware of what you're doing, but he'll instinctively begin to like you and feel

comfortable with you.

**If the customer is:**

Friendly  
Natural  
Angry  
Overburdened  
Emergency

**Your response is:**

Cheerful  
Natural  
Concern  
Sympathy  
Urgency

**Smile Training**

Basic casino customer service training has really been dealt with lightly over the years. Simple "smiles, thank-yous, and good lucks" are rare in our industry. So often, we have adopted adversarial roles of us the casino versus them the players. I honestly believe this kind of non-service attitude is really counter productive in retaining repeat player business. Teaching your dealers, and indeed yourself, the value of "warm fuzzies," that is, smiles and thank-yous, can be the most valuable tools you can use to make each and every player feel warm and welcome, stay longer and come back sooner.

**Work Miracles With A Smile**

A real, sincere smile works almost like a "magic switch" that turns on a friendly feeling in the other person instantly. A few pointers are . . .

**1. What a Smile Says**

It can say so many things. Frequently, a smile implies . . .

"I like you — I come as a friend."

"I assume you are going to like me."

"I'm confident you're a good guy and that you like me."

"You are worth smiling at."



2. **Smile From Way Down Deep**

Voice teachers tell their pupils to "breathe deep" and let their voices come from "way down deep." If your smile is going to be a friend-maker, you'll have to smile "down deep" too — from the heart. A smile that goes no further than the lips is no good.

Learn to smile on the *inside*. It is your *feeling* that gets across to our guest's subconscious . . . not just your facial expression.

3. **Let Go and Smile!**

One simple reason many of us do not smile more often — or more sincerely — is the habit we have of always holding in our true feelings. We've been taught not to show the world our feelings. Practice "letting go" . . . don't be ashamed or self-conscious about letting your face say, "Am I glad to see you!"

4. **How to Use Mirror Magic**

You got it . . . a daily practice session in front of the mirror! When *was* the last time you really looked at your *smile* in the mirror?

5. **Develop a Genuine Smile**

Everyone can recognize a *real* smile when they see one. Practice the genuine thing. A phoney smile says just that . . . baloney.

A SMILE IS THE MILLION-DOLLAR ASSET

IN YOUR HUMAN RELATIONS INVENTORY . . .

***USE IT!***


**S**O GOOD TO SEE YOU!

**M**AY I HELP YOU?

**I** APPRECIATE THAT. THANK YOU!

**L**ET ME FIND OUT FOR YOU!

**E**NJOY YOUR STAY . . . AND GOOD LUCK!

*"It is not even whether or not the guest's desired service can be fulfilled that is most important . . . what really counts is the attitude with which the guest is treated."* — 

**P.S.** Take a chance he's friendly. The odds are in your favor.

**Six Rules for Saying "Thank You"**

Those two little words, "Thank you," can be magic words in human relations if they are used correctly. Memorize these six rules. They have been tested and proved.

**1. Thanks Should be Sincere**

Say it as if you mean it. Put some feeling and life into it. Don't let it sound routine, but "special."

**2. Say It — Don't Mumble It**

Come right out with it. Don't act as if you were halfway ashamed for the other person to know you want to thank him.

**3. Thank People by Name**

Personalize your thanks by naming the person thanked. If there are several people in a group to be thanked, don't just say "thanks everybody," but *name* them.

**4. Look at the Person You Are Thanking**

If he is worth being thanked, he is worth being looked at and noticed.

**5. Work at Thanking People**


Consciously and deliberately begin to look for things to thank other people for. Don't just wait until it occurs to you. Do it deliberately until it becomes a habit. Gratitude does not seem to be a natural trait of human nature.

**6. Thank People When They Least Expect It**

A "thank you" is even more powerful when the other person does not expect it, or necessarily feel that he deserves it. Think back to some time when you got a nice "thank you" from someone where it never occurred to you that any "thanks" were in order and you'll see what we mean.

**The Customer's Top Ten**

Does the Casino Hotel Property . . . ?

1. Express *CARE* and *CONCERN* for customers.
  2. Provide *TIMELY* (quick) responses to requests.
  3. Provide *ASSISTANCE* without a customer request.
  4. Express *SINCERE APPRECIATION* to the customer.
  5. Provide *FLEXIBLE, PERSONALIZED* treatment for each customer.
  6. Recover from lapses in service in ways that *IMPRESS* the customer.
  7. *EDUCATE* the customer.
  8. Have *CUSTOMER-FRIENDLY* policies and procedures.
  9. Have *USER-FRIENDLY* policies and facilities.
- 

### **Casino Customers**

... Are the most important people who will ever be in the hotel.

... Are those special VIPs who call on the phone.

... Are not interruptions of our work ... they are the reason for it.

... Are individuals with names and feelings.

... Are not people I argue with.

... Are the reasons I have a job.

... Are not always right, but they are always ...

### **The Customer**

**Service Quotes**

- It takes months to find a customer; seconds to lose one.
- The goal of customer service is to make people want to do business with us.
- Customer complaints are the school books from which we learn.
- Customer service means "doing" what you say you will.
- Customer service means getting to the cause of customer problems rather than symptoms.
- Companies give excellent service by rewarding employees for providing it.
- Customer service is training people how to serve clients in an outstanding fashion.
- Customer service means "anticipating" customer needs.
- Customer service means hiring people-sensitive employees.
- Always exceed the customer's expectations.
- Customer service is listening . . . and hearing . . . what customers say and don't say.
- The best way to evaluate customer service? Ask them.
- Customer service is "application" of our knowledge and philosophy. Slogans without action won't work.
- A customer that "complains" is doing you a great service.
- Customer service is awareness of needs, problems, fears and aspirations.
- Customer service, above all, is an attitude that the customer is our purpose for being.
- Make it a "joy" for people to do business with you.



- Ask everyone for service improvement ideas.
- Customer service is a smile and a pleasant voice.
- Customer service must be measured!
- Customer service is a commitment.
- Customer service makes every client feel like "the most important."
- The customer's evaluation of service is more important than your own.
- Customer service must be consistent.
- Tell customers you appreciate their business.
- The customer that doesn't complain but doesn't come back is the one that hurt us.
- Customer service means an organized integrated effort.
- Everyone in the organization must serve the customer . . . or support someone who does.
- Customer service means that every employee knows that "no one is more important than the customer."
- Never let a customer problem go unresolved.
- "Thank" customers for bringing problems to you.
- Empathize with customer's problems.
- Look your customers in the eye.
- Customer service means quick response.
- The customer is our reason for being here.
- Always be courteous and polite during each customer contact.
- Never promise more than we can deliver.
- Nothing is ever gained by winning an argument and losing a customer.
- Customer service is patience.
- Never be "the reason" a customer doesn't come back.

- The satisfied customer is our best business strategy.
- Correct customer service problems immediately.
- Respect complaints.
- Customer service is a combination of little things.
- You never get a second chance to make the good first impression.
- Nobody ever won an argument with a customer.
- Hold discussion groups on service.
- Customer service must be breathing in every employee.
- Look at your business through your customer's eyes.
- Satisfied customers multiply and come back.
- Service is not a competitive edge; it is becoming the only competitive edge!
- 96% of unhappy customers never complain about rude or discourteous treatment . . . they simply don't come back!
- It is not even whether or not the guest's desired service can be fulfilled that is most important . . . what really counts is the attitude with which the guest is treated.
- It is not the hotel who pays wages . . . it only handles the money. It is our guests who pay the wages.

### *I Am Your Guest*

*I am your guest, satisfy my needs and wants, add personal attention and a friendly touch and I will become a walking advertisement for your casino hotel. Ignore my wants, show carelessness, inattention and poor manners, and I will simply cease to exist — as far as you are concerned.*

*I am sophisticated, much more so than I was a few years ago. My needs are more complex. I have grown accustomed to better things, I have more money to spend.*

*I am an egotist. I am sensitive; I am proud. My ego needs the nourishment of a friendly, personal greeting from you. It is important to me that you appreciate my business. After all, when I come to your casino my money is feeding you.*

*I am a perfectionist. I want the best I can get for the money I spend. When I criticize your food, beverage or service — and I will, to anyone who will listen, when I am dissatisfied — then take heed. The source of my discontent lies in something you have failed to do. Find that source and eliminate it, or you will lose my business and that of my friends.*

*I am fickle. Other casinos continually beckon to me with offers of "more" for my money. To keep my business, you must offer something better than they. I am your guest now, but you must prove to me again and again that I have made a wise choice in selecting your casino, your hotel and your services above all others.*

### *The Guest*

## **PUBLIC RELATIONS**

The casino industry has a very important role to play in the promotion of the casino. Attitudes as presented to the general public are extremely relevant to the creation of harmony and satisfaction and can benefit the casino by increasing the numbers of satisfied clientele.

Basic principles of public relations which can be applied to situations within the casino are listed for your consideration.

### **Principles of Basic Public Relations**

#### **1. Grooming, Posture**

Professional appearance promotes professional behavior.

Clothes certainly don't make the man or woman, but visual impressions are very important in presenting a professional image of your capability.

#### **2. Composure**

A floorperson must maintain emotional equilibrium at all times; must never lose his temper; must remain calm and composed whether a table is losing or winning; and must appear to be confident — people respect self-confidence.

### 3. Manners

- (a) *Tact and diplomacy must be exercised at all times even in the face of offensive or abusive behavior.*

*A player is always right, except when he's wrong — then he is almost right.*

- (b) The comfort of the players is of prime concern — *the casino industry is primarily an entertainment/service industry.*

- (c) Regular players must be greeted and provided with the necessary services to ensure their contentment.

- (d) Floorpersons must impress upon their dealers that a casino's reputation depends largely upon the attitude of its dealing staff.

- (e) Floorpersons must be impartial at all times towards dealers, customers, peers and supervisors.

- (f) It must be remembered that respect cannot be demanded, it must be *earned*.

### 4. Game

- (a) A floorperson's prime concern is the smooth running of the game. To achieve this, their relationship with the dealers must be amicable.

- (b) Floorpersons should try to instill in their dealers a sense of professional pride. Bored dealers make bored games which make for bored players.

- (c) Floorpersons must make sure that the games are being run at a pace that satisfies both players and house.

**Floor/Dealer Relationship**

1. It must be remembered that a floorperson is there to support the dealer. This point must be made apparent to the dealer. The floorperson is there to assist the dealer, not necessarily to criticize him. If a floorperson causes a dealer to be nervous, he is defeating the object of his position.
2. A floorperson's manner in which he conducts himself is directly related to the confidence of the dealer. If the floorperson is relaxed and confident in his position, so will be the dealer.
3. When advising a dealer of the correct procedure, explain why the procedure was adopted and why it is important to adhere to those rules for the smooth running of the game. Be tactful and polite in your approach. Clumsy advice will only meet with resistance and resentment.
4. Praise the dealer in public; keep reprimands in private.
5. Try to instill in the dealers a sense of professional pride that will greatly improve their job satisfaction.
6. There are many dealers who have not had examples of excellent dealing upon which to model themselves, so it is an added responsibility, therefore, for the floorperson to impart his advice and experience whenever applicable in order to assist the dealer in improving his game.
7. Remember that a floorperson must be impartial in the treatment and judgement of dealers. This quality will be appreciated and respected by the dealing staff and will help promote harmony in the pit.



8. Remember that the floorperson's prime concern is the smooth running of the game, and in order to achieve this, it is essential that relationships between floor and dealer remain amicable.

#### **Floor/Player Relationship**

1. Call the player by the first letter of his last name: Mr. C, Miss L, etc., never call them by their full name. Welcome and greet them accordingly.
2. Advise your pit boss of all valuable players, big winners, and all trouble makers.
3. Remember that the pit boss is relying on you to keep the games running smoothly. He cannot be at all places at all times. Involve him only if there is a situation you know you cannot handle.
4. Advise your pit boss of any friction that may be developing between yourself and a dealer. Better to let him know before he finds out under the wrong circumstances.
5. Remember that your pit boss may revoke your decision in a dispute. This is his privilege so don't take offense. If the reason is not obvious, talk to the pit boss about it when leaving on next break, not at the moment of decision.
6. Let your pit boss know about all marker action, where the player is located and any cash buy-ins of the player.
7. Inform the pit boss of any player that you may suspect of fake action, i.e., a player who has been requesting credit but has been pocketing cheques with the intention of creating the impression of being heavily financially involved in order to gain excessive complimentary privileges.

## UP THE PROMOTIONAL LADDER

Success in the casino industry is built on step-by-step promotions which come to those individuals who understand the promotional process and become a part of it. After watching hundreds of dealers, boxpersons, pit bosses, etc., get promoted, and having been promoted several times myself, I have come to several conclusions of value to the casino worker.

### Creating a Positive Image

It is so important to present yourself to upper management in as positive an image as possible. It is easy to be just another dealer or floorperson as there are literally hundreds of them in a casino.

Your main objective is to get those in charge to recognize you as upper management material. In this section I shall give you some suggestions on how to gain that positive image, and a few pitfalls to avoid in the process.

Of course I am assuming that you have set personal goals such as trying to learn all you can about your business by taking additional casino game courses, subscribing to trade magazines and newsletters, appreciatively participating in any casino-sponsored management training programs, and applying for extra licenses if potentially required for upward mobility. ■■■■  
■■■■ Casino Law mandates additional licenses for many job categories, so I advise you to apply for those that you deem necessary to your career

objectives. In many cases, your casino will pay the necessary fees charged for these licenses if they feel you are part of their future management program.

### **Catch a Rising Star**

The casino is a unique environment in which to work. The casino hierarchy requires little in proof of actual job performance compared to what is generally required in other highly paid occupations. A floorperson, for example, does not have to justify his existence or earn his keep by producing sales, designing equipment or whatever. He does the job of watching those games assigned to him, protects the games' integrity and keeps them running in an orderly fashion. The job is really not very difficult for most; consequently, many of the other floorpersons also do an equally good job.

The question then becomes, "How can I rise above the others for that important promotion?" One of the answers traditionally has been to "catch a Rising Star" . . . someone within the casino who seems destined to move up the ladder. As he rises, hopefully, so do you.

Being observant and listening to "coffee gossip" should give you an indication of who's who in the "Rising Star" department. Find out their hobbies and interests. If he's an avid fisherman, tennis player or golfer, then consider becoming one yourself.

And why not? Upwardly mobile executives tend to surround themselves with people who will support them, have similar interests, and people they know they can trust. That person might as well be you. Do everything you can to make his job easier and you will be likely to move right up with him.

I would suggest, however, that you be very careful in your research because to align yourself with a loser can lead to a dead end for you.

Additionally, try to keep your list of enemies as small as possible. It is almost impossible not to create some animosity as you rise in the casino but you never know who might rise with you and cause you grief in the future.

Also, don't isolate your attention on only one "star" but make your presence known to as many higher-ups as possible.

#### **Learn the System**

Find out in your own casino how promotions are made. Generally, the shift managers ask the pit bosses for a list of dealers who they feel are ready for advancement. If a dealer's name tends to appear on more than one list, then obviously that dealer has a good chance to be promoted. The idea then is to appear on as many promotional lists as possible.

#### **Getting Them to Recognize You**

There are various ways to attach yourself to a rising star or make yourself known to those in charge. In the course of doing your job, you probably will perform various services for the clientele who wish to thank you or compliment you. In response, you might suggest that if they truly appreciated what you did for them, ask that they tell your boss.

Better yet, suggest that they write a letter to your boss. It's very easy for you to get lost in the shuffle at promotion time, so the more men at the top who know your name, the better your edge over the competition. A few such letters in your personnel file can do wonders for your chances of being promoted. If you can arrange for even a few letters a year, you will have a distinct advantage over those who are doing just as good a job as you, or even better, but have nothing documented. Even if these letters might sound "arranged" to a casino executive, he will probably at least admire the effort

and ambition that was spent in acquiring them.

### **Common Sense Suggestions**

Even though company parties or functions are supposed to be free from the casino's rigors and demands, they give you an excellent opportunity to present yourself in a manner positive to your career.

One of the first rules of attending business/social affairs is the same as the first rule for attending a meeting. Dress well. Company parties demand your wearing your best suit with a new shirt and tie. Look your best when you're in front of the brass. You've probably worked hard to get invited to play golf or tennis with the shift boss or casino manager, so look your best. Investing in an expensive golf or tennis outfit will be some of the best money you've ever spent.

It's difficult for casino executives to tell a person's background in the office because most everyone looks the same. But out on the golf course or tennis courts, it's easier to see what people are like. These kind of functions are no place to "let your hair down." Your basic responsibility is to look and act like executive material whenever you are around those who can help to promote you.

### **For the Women**

In years past, women in the gaming industry were not given much opportunity to rise above dealer or floorperson. Recently, however, women are finding unique opportunities in [REDACTED] to show that they can equal men in the various higher casino management positions.

Women, particularly young women, have to be careful to preserve a business-like image. The rules for women who aspire to move up seem to be



even more strict than for men. Company business functions, meetings, or parties can be traps for unwary women who perform sensibly all year long but act silly or foolish at the Christmas party. This can foster a negative image that remains in the minds of those who could have helped in promoting them.

#### **When You Are Passed Over for Promotion**

One of the biggest mistakes an ambitious casino employee can make is to stay with a casino that offers little hope of moving up. Playing in casino politics can be deadly for those who lose. If you lose, get out. Many of today's successful casino executives left dead-end jobs at other casinos to accept new opportunities. To be an executive, you have to be able to take a gamble on your ability. I have known several individuals who could have gained the opportunity to move up if they had started fresh in a new company.

#### **Conclusion**

The casino industry is recognizing that the casino supervisor is becoming more important to bottom-line casino performance. Even though the "catch a Rising Star" concept has been a traditional method in the past for moving up, upper management is beginning to evaluate those in line for promotion on a more professional basis. Supervisory capabilities in the various human relation and communication skill areas are becoming an important criteria for promotion. Increasing competition among casinos for business dictates that casino supervisors be more qualified than in the past.

Finally, please do not interpret these guidelines as the last word in being promoted. Your individual sense of ethics and values will dictate what you can and cannot do in formulating your own personal promotional strategies.



### "TOUTING THE PROPS"

As a craps supervisor, it is very important not only to protect the integrity of the game, but to insure that the dealers do their best to extract the highest hold percentage by encouraging a fast-paced game, accurate payoffs and making sure that the players make proposition bets. Listed below are various craps bets along with the percentage advantage for the casino. As you can see, the casino stands to gain a higher hold percentage with proposition bets as opposed to pass and don't pass bets. Part of your job as a craps supervisor is to make sure your stickpersons are "touting" or "encouraging" the players to make prop bets. I've listed some of the more common prop bet calls. It's important that the stickperson be friendly but aggressive in touting prop bets, and above all, don't give up . . . eventually those players will toss in a chip or two for a hardway or an eleven.

Bet	True Odds	Payoff Odds	% Casino Advantage
Pass or Come with odds	251 to 244	1 to 1	1.41 .74
Don't Pass or Come with odds	976 to 949	1 to 1	1.40 .83
Place 4 or 10	2 to 1	9 to 5	6.66
Place 5 or 9	3 to 2	7 to 5	4.00
Place 6 or 8	6 to 5	7 to 6	1.51
Buy 4 or 10	2 to 1	True odds less 5% of bet	4.76
Buy 5 or 9	3 to 2	True odds less 5% of bet	4.76
Buy 6 or 8	6 to 5	True odds less 5% of bet	4.76
Lay 4 or 10	2 to 1	True odds less 5% of bet	2.43
Lay 5 or 9	3 to 2	True odds less 5% of bet	3.22
Lay 6 or 8	6 to 5	True odds less 5% of bet	4.00
Field	380 to 340	1 to 1, 2 to 1 on 2 and 12	5.26

#### Proposition Bets

Hardway 4 or 10	8 to 1	7 to 1	11.11
Hardway 6 or 8	10 to 1	9 to 1	9.09
11 or 3	17 to 1	15 to 1	11.11
2 or 12	35 to 1	30 to 1	13.89
Any 7	5 to 1	4 to 1	16.66
Any Craps	8 to 1	7 to 1	11.11

#### Tips and Suggestions

- When making calls, read the prop section.
- Use contact when asking players for prop bets (eye).
- Reward prop bettors with praise and congratulations.
- Base dealers can assist stickperson with encouraging players to be the props.
- Always remind players to repeat the prop bets once they have bet them.

- Make prop playoffs very obvious with lots of advertisement
  - "Give that player \$75 for his excellent judgement."
  - "Now here's a player who knows what he's doing. Give him \$75 for his bet on eleven."

**Remember:** • The main job of the stickperson is to encourage the players to bet the proposition bets!

#### **Sample Calls**

- Now's the time to bet the hardways.
- Who wants the hard six (or eight)?
- Almost guaranteed to repeat.
- Now's the time to bet eleven.
- How about a craps bet on this come out roll?
- Who wants the daily double? It often repeats.
- You bet the horn, eleven or any craps this come out roll.
- I'm not going to let the dice roll until I get at least one hardway bet.
- Betting the hardways makes you very lucky.
- Hardways are happy ways.
- Who wants a crap cheque this come out roll?
- Live a little with an eleven bet this roll.
- Who wants a 30 to 1 payoff this roll? I'm taking bets on two and twelve.
- Bet the horn right now folks.
- Put a little excitement in your life right now with a little bet on 11.
- Who's covering the hardways now? How about you sir?
- I still have room for additional hardways. Who feels lucky?

- Protect your line bet this come out roll ladies and gentlemen with an any craps bet. It pays seven to one.
- When you make a come bet, always bet the craps.
- How about A C and E bet this come out bet?

**Remember:**

- Your calls can be imaginative but not outrageous!
- Try to be sincere and always congratulate those players who do bet the props with sincere thanks and appreciation!
- Prop betters are often good tippers. Take care of them and they will take care of you!

## CASINO TESTS

I have included in this text the following series of tests on basic casino knowledge. I have not included answers to the questions because I want the reader to research the answers with other casino supervisors. It is my feeling that only in this manner will the examinations be a remembered learning exercise.

**Game Protection Quiz**

1. It is not necessary to know your bankrolls during the course of your shift because most people are honest and the penalties for stealing stop people from cheating or stealing.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

2. A break in the pattern of play by a player may indicate a possible scam.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

3. Diversions can make larcenous moves on games more effective.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

4. A proper way to watch your game is to stand close so as not to miss anything.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

5. A disturbance at one end of your game may be cover-up by some kind of "move" on the opposite end.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

6. The practice of cheating casinos is of such small dimension that most casino executives are not too worried about it.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

7. A floorperson should accuse a player of cheating and then ask security to evict him from the casino.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_



8. Most players who try to cheat the casinos do it on a spontaneous basis and do not practice or plan to do so.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
9. Players who cheat look for dealers and supervisors who are inattentive.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
10. A "sub" is a receptacle or device worn by dealers to deposit stolen chips.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
11. The main purpose of house procedures is to protect the integrity of the game.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
12. The "Eye in the Sky" is totally effective as a deterrent to cheating.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
13. Casino personnel who get caught cheating the casinos in [REDACTED] may lose their jobs but are not subject to prosecution.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
14. A "high roller" never tries to cheat the casinos because he may lose his comp privileges.  
TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

15. A good supervisor who wishes to protect his casino's bankroll
- (a) memorizes his game's bankroll.
  - (b) insures that proper dealing procedures are followed.
  - (c) adheres to a continuous observation pattern in his game vigilance.
  - (d) All of the above.
16. Effective game supervisors try never to turn their back on any of their games.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
17. List five distractions or diversions that may set up a casino supervisor for a cheating scam.
- (a)
  - (b)
  - (c)
  - (d)
  - (e)
18. The professional cheater
- (a) looks for inattentive dealers and supervisors.
  - (b) practices his moves.
  - (c) may be part of a team of cheats.
  - (d) cases dealers for weaknesses in adherence to procedures.
  - (e) All of the above.
19. A discovered cheating scam can sometimes lead to job termination for the entire crew working that table or end of the pit.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

20. It is impossible to mark the cards in our [REDACTED] blackjack games because the players are not allowed to touch them.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

21. It is estimated that casinos in [REDACTED] are cheated out of millions of dollars each year.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

22. According to various law enforcement agencies, cheating schools have been set up in both [REDACTED] and [REDACTED].

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

23. If you suspect a dealer of "dumping" a game, describe the procedures which you take in this event.

24. Which of these is not a form of table theft?

- (a) Chip shuffling
- (b) Changing equipment
- (c) Past posting
- (d) Hand-offs
- (e) "Pinching"

25. Secretly taking money from a casino by an owner to avoid taxes is called

\_\_\_\_\_.

26. Why is it important to have a dealer follow proper procedure?

27. Why is it important for a floorperson to keep track of the bankrolls?

**The Effective Supervisor**

1. List three major responsibilities of an effective casino supervisor.
  - (a)
  - (b)
  - (c)
2. List three ineffective supervisory practices.
  - (a)
  - (b)
  - (c)
3. Why is it important not to publicly reprimand a subordinate?
4. Define "making the break" and the reason for its importance to a new supervisor.
5. In the words of employees, a good supervisor is one who
  - (a)
  - (b)
  - (c)
6. Many of the problems a supervisor faces are a result of poor communication. The fact that many messages are poorly communicated is due to which of the following factors?
  - (a) Unclear messages sent.
  - (b) Lack of common understanding.
  - (c) Lack of interest on the part of the sender or receiver.
  - (d) All of the above.

7. Most of our behavior is determined by our needs.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

8. A poor supervisor who intentionally or unintentionally rejects a subordinate causes feelings of (circle those applicable)

- (a) anger.
- (b) joy.
- (c) lack of worth.
- (d) depression.
- (e) disappointment.
- (f) need for revenge.

9. Most successful business executives agree that the *key* to their success is their ability to:

- (a) work hard.
- (b) get along with other workers.
- (c) communicate.
- (d) make connections.
- (e) play office politics.

10. According to a recent study done by Princeton University, over 70% of recent college graduates have a difficult time communicating adequately.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

11. Why is it important to give reasons to a subordinate when offering criticism?

12. An effective supervisor tries to "praise in public and discipline in private."

TRUE FALSE



**TEST I****Floorperson/Boxperson**

1. It is permissible to allow a misspotted card in a fresh twenty-one (21) deck to be used in a game until you can replace it at a later time.  

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
2. When requesting a fill from the pit boss, it is not necessary to consider the number of chips left in the players' hands.  

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
3. It is a good idea to check the fill slip accompanying the fill to make sure that the game number corresponds with the table number indicated on the fill slip.  

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
4. It is good practice to help the dealer put chips away from a fill on the game.  

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
5. It is permissible to advance money on a marker to a player who has previously been approved for markers on a game.  

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
6. You suspect a dealer of "dumping" a game. Describe the steps you would take in this event.

7. Upon opening a bankroll for the start of a game, you find there is a discrepancy between the closer and the actual bankroll. Explain the procedure for rectifying this situation.
8. A suspected prostitute targets one of your high rollers. How would you handle this situation?
9. A player refuses to acknowledge the fact that he is not allowed to touch the cards on a blackjack game. Describe your strategy in convincing this player that "rules are rules."
10. How would you prevent a player, who is on the road to becoming drunk, from actually getting drunk on a game?
11. A heavy loser has become increasingly rude to the dealer and other players at the game. Describe how you would handle this situation.

**TEST II****Blackjack Dealer Error Situations**

*The situation will be indicated. Describe solutions to the following dealer error situations.*

1. The dealer has picked up all of the cards before paying the hand.

*Solution:*

2. During the first hand dealt from the shoe, the dealer has forgotten to cut the deck.

*Solution:*

3. The dealer has continued to deal the cards out of the shoe even though the cut card has appeared, and has now run out of cards in the middle of a hand.

*Solution:*

4. The dealer has forgotten to ask for insurance. Players are screaming they want their money back because they weren't given the opportunity to take insurance.

*Solution:*

**TEST III****Floorperson/Boxperson**

Multiple choice. Circle the appropriate letter.

1. Which of these is not a form of table theft?
  - (a) Chip Shuffling
  - (b) Changing Equipment
  - (c) Past Posting
  - (d) Hand-Offs
2. The biggest chip denomination in [REDACTED] casino:
  - (a) 100
  - (b) 500
  - (c) 1000
  - (d) 5000
3. A winning bet forgotten by a player is a(n)
  - (a) extra bet.
  - (b) sleeper.
  - (c) dorfman.
  - (d) token for the dealers.
4. The play or betting on a casino game is called
  - (a) action.
  - (b) win.
  - (c) hold.
  - (d) percentage.

5. Secretly taking money from the casino by an owner to avoid taxes is
  - (a) cheating.
  - (b) skimming.
  - (c) stealing.
  - (d) embezzlement.
6. The term "drop" in a casino indicates
  - (a) the casino's gross profit.
  - (b) the percentage of the handle the casino wins over a given period of time.
  - (c) the amount of money the customers were willing to wager against the casino.
  - (d) the percentage of the hold.
7. A craps table starts the shift with a \$4000.00 bankroll and receives \$1000.00 in fills during the shift. At the end of the shift, \$2000.00 is counted from the drop box and \$3500.00 is left in chips on the table. What is the hold for the shift?
  - (a) 20%
  - (b) \$3500
  - (c) About 16 1/2%
  - (d) 25%
8. The principle function of a casino host is to
  - (a) offer the hotel's special services to guests.
  - (b) make the customers feel at home.
  - (c) authorize rim credit.
  - (d) authorize walking money.

9. In general, most professional card counters
  - (a) visually inspect the discard rack frequently.
  - (b) don't drink liquor while playing.
  - (c) move from table to table often.
  - (d) All of the above.
10. A function of the cage is to
  - (a) watch for cheaters.
  - (b) set policies at the tables.
  - (c) make credit decisions.
  - (d) take care of any disturbances in the casino.
11. Bus/train tours do not
  - (a) attract senior citizen groups.
  - (b) usually stay for a week at a time.
  - (c) attract slot play.
  - (d) give added volume to the casino.
12. Minimum and maximum wagering limits set by a casino
  - (a) protect the customer.
  - (b) protect the casino.
  - (c) are the same in every casino.
  - (d) can never be raised or lowered.
13. Which of the following is *not* a duty of the stickperson?
  - (a) Stimulate action at the craps table.
  - (b) Transport money and chips to the craps table from the cage.
  - (c) Make sure the dice never leave sight of the table.
  - (d) Call out the dice rolls.

14. The best bet on the game of roulette is to
- (a) play one number at 35 to 1.
  - (b) play twelve numbers at 2 to 1.
  - (c) play red or black at even money.
  - (d) It doesn't matter; they're all the same.
15. An RFB comp in the casino refers to
16. It is best for a floorperson to stand at some distance rather than close to a table he is observing.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
17. The purpose of a junket is to generate hotel and food and beverage revenue.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
18. A customer in a casino receives "comp" in proportion to his gambling activity.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
19. Executives know the casino will always win in the long run.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
20. Explain what is meant by "casino advantage."



Match the correct term with its definition:

- |              |                |               |
|--------------|----------------|---------------|
| (a) Drop     | (i) Baggage    | (q) Burn      |
| (b) Drop Box | (j) Tap Out    | (r) Push      |
| (c) Fills    | (k) Martingale | (s) Soft Hand |
| (d) Credits  | (l) Press      | (t) Rider     |
| (e) Vigorish | (m) Parlay     | (u) Natural   |
| (f) Observer | (n) Beefer     | (v) Layout    |
| (g) Sub      | (o) Cowboy     | (w) Come-Out  |
| (h) Agent    | (p) Mechanic   | (x) Skimming  |

1. ( ) Anonymous person who watches for cheaters.
2. ( ) Stand off or tie in a gaming situation.
3. ( ) Total chips on the table at the end of the shift.
4. ( ) System where the player doubles his bet after losing.
5. ( ) Used by a dealer to steal money from the table.
6. ( ) Percentage charged on a losing bet.
7. ( ) Complainer.
8. ( ) A bet that is double the original bet after winning.
9. ( ) Junket guest who doesn't gamble.
10. ( ) 7 or 11 on the first roll.

**TEST IV****Blackjack**

1. What is the primary function of a floorperson?
2. Why is it important to have a dealer follow proper procedure?
3. Why should the front and back of cards be checked before opening a game?
4. Does the dealer or floorperson break the seal on the cards?
5. If the dealer forgets to give himself a hole card, what would you, as a floorperson, do?
6. What would you do if the dealer tells you that there is a damaged card on the game?

7. What are the procedures for a marker request?

8. Why is it important for a floorperson to keep track of the bankroll?

9. Can the dealer back-up cards without a floorperson's permission?

10. What happens when a dealer forgets to burn a card?

11. A floorperson must always answer a dealer when he calls out, "Shuffle."

TRUE FALSE

**TEST V****Boxperson**

Multiple choice. Circle the appropriate letter.

1. When examining the dice, you notice one die has a rounded corner. You
  - (a) call the floorperson and bring it to his attention.
  - (b) wait until your break and tell the pit boss.
  - (c) don't tell anyone, but try to find out which player did it, and then tell your floorperson.
  - (d) ignore it because the game is winning anyway.
  
2. A very pretty lady asks you a lot of questions about the game. You
  - (a) answer all of her questions because, who knows, maybe you will get a date.
  - (b) tell the floorperson that a customer is trying to set you up by distracting you.
  - (c) try to answer her questions, as long as she does not divert your attention from the game.
  - (d) tell her that you are too busy to answer questions and that she should try another table.
  
3. The floorperson asks how the game is doing (up or down), and you say, "We are up 8000." Later, you realize you made a mistake and are down 2000. You
  - (a) speed up the game and hope to make up the loss.
  - (b) call the floorperson and make him aware of your mistake.
  - (c) forget about it. By the time the game is checked again, anything could happen (hot roll or cold roll).
  - (d) cover up your mistake by adjusting the drop total (amount in drop box).

4. You've counted the don't pass bets prior to the point, and now there is an extra bet on the don't pass. You
- (a) accuse the player you think came down late of past posting.
  - (b) bring it to the floorperson's attention, then you both can observe players on the next come-out.
  - (c) just tell the dealer not to pay the bet you think came down late, if it wins.
  - (d) All of the above.
5. A known high-roller walks up to your game and asks for a \$5000 marker. While he waits for the marker to clear, he asks you if they can bet \$100 on the pass line out of the marker before it arrives. You
- (a) book the bet because you know the marker will clear any minute.
  - (b) explain to the player that they will have to wait for the marker to clear because of state regulations.
  - (c) book the bet and set up a \$100 lammer to protect yourself.
  - (d) tell the player that it is a verbal bet, but you are not going to put any money up, so as to stay out of trouble.
6. A player starts to roll the dice, but as one rolls down the table, the other drops straight down on the table. You see a "6" on the die, just as the player scoops it up and says, "No roll." You should
- (a) call, "No roll."
  - (b) yell at the player for scooping up the die.
  - (c) tell the stickperson to add "6" to the number on the other die, and call it a roll.
  - (d) do both (a) and (b).

True or False. Check one.

1. The dealer says that they are not feeling well. You should take their place and have them sit Box.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

2. A player becomes very boisterous and demanding about getting paid. You should pay him before the floorperson becomes involved.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

3. The dealer overpays a player and the player picks it up immediately. You should ask the player to set the money back on the table.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

4. You see a player take someone else's money. Rather than risk a scene, you should turn your head.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

5. You think a shooter switched dice. When the dice are called and brought back into the middle, you should immediately check them for misspots, logo, opposite sides totalling 7.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

6. *Pertaining to the above question:* If, after checking the dice, you are convinced that he did *not* switch them, and they are our casino dice, but the player starts to roll a hot hand, you should still tell the floorperson.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

7. It is mandatory for the boxperson to call the floorperson to the game during any type of dispute with a customer.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

8. It is *not* the boxperson's responsibility to inform the players of a table minimum change (\$5 game going to \$25).

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

9. A boxperson who catches a dealer cheating (overpaying a customer on purpose, etc.), should not get the floorperson involved, but should handle the problem himself.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

BET or NO BET SITUATIONS: Please answer the questions below with B (Bet) or NB (No Bet).

1. A player tosses in \$15.00 and says, "Give me the three Craps."
2. The point is 5. The player tosses in \$25.00 (1 green cheque), and says, "\$15.00 outside action, change in the come."
3. A player has been betting sporadically; \$5.00 sometimes and \$50.00 another time. He has a big bankroll, and the point is 9; he says, "27 across." (\$27.00?? \$2700.00??)
4. The point is 4. A player walks up to the game and asks, "If I pay you \$1.00, can I put \$40.00 on the don't pass line and go against the 4?" (Lay bet)
5. The point is 6. A player puts a \$100.00 bill in the field and tells the dealer not to change him up, money plays.
6. The point is 8. The player has a \$10.00 come bet in the 4. The dealer asks him if he would like odds, so the player tosses in \$11.00 and says, "Press my come bet to \$20.00 and I'll buy it."



**TEST VI****Roulette**

1. In a cash-out, what are the *four* most important things to watch for?
  - (a)
  - (b)
  - (c)
  - (d)
2. When a dealer summons a floorperson, where does the floorperson approach the table?
3. If a dealer calls for change and the ball is spinning, what procedures can be used?
  - (a)
  - (b)
  - (c)
4. What procedure is used to handle two balls in the wheel at the same time?
5. What is the major concern in roulette that the floorperson should always be aware of?
6. When two or more players are betting cash cheques, what procedure should be used to prevent arguments over whose bets they are?

7. A floorperson's responsibility also includes, when possible, memorizing all bets, inside and out, but mostly outside.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

8. The floorperson is responsible for making sure the chairs are all being used by playing customers and to keep the tables clean.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

9. When your relief shows up, list four things he should be made aware of.

- (a)
- (b)
- (c)
- (d)

10. A corrective criticism towards a dealer should be done in front of the players so as to make a lasting impression.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

11. If you suspect a player of cheating on one of your games, list three actions you can take other than to stop watching your other games to watch him only.

- (a)
- (b)
- (c)

12. The floorperson is responsible for dealers' actions and attitudes towards players.

TRUE \_\_\_\_\_ FALSE \_\_\_\_\_

13. You have a new chequeracker who is nervous and is slowing down the game's pace. List four actions you can take to help the situation.
- (a) \_\_\_\_\_
  - (b) \_\_\_\_\_
  - (c) \_\_\_\_\_
  - (d) \_\_\_\_\_
14. When talking to someone inside the pit, whether it be a dealer or your pit boss, what can you do so you're not distracted from your game?
15. Your pit boss should be let in only on emergencies or big action. You shouldn't bother him with anything else.
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
16. If a player bets over the maximum, what procedure is used to make sure he doesn't go over?
17. It is not necessary to okay every transaction you hear (i.e., "Twenty-five dollar buy-in").
- TRUE \_\_\_\_\_ FALSE \_\_\_\_\_
18. If a player walks away with table cheques, what procedures should you use to get them back?
19. If a dealer is having trouble handling a disruptive player or a drunk person, what can you do to help the situation?

20. It is the floorperson's responsibility to check the number and the wheel to be sure they are marked right. After all, you could be watching up to four games.

	TRUE	FALSE
1. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
2. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
3. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
4. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
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8. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
9. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
10. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
11. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
12. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
13. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
14. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
15. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
16. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
17. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
18. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
19. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		
20. The floorperson is responsible for checking the number and the wheel to be sure they are marked right.		

**Approximate Effect of Common Rules Variations on Player's  
Advantage When the Basic Strategy Is Used**

<b>Rules Variations Based on Comparison to 4 Deck Game</b>	<b>Player's Gain or Loss in Percent</b>
One Deck	+ .5
Two Decks	+ .16
Five Decks	- .03
Six Decks	- .05
Dealer Hits Soft 17	- .2
Double on All Totals After Pair Splitting	+ .14
Forbid Doubling on All Soft Hands	- .1
Forbid Doubling on Hard 9	- .1
Forbid Doubling on Hard 10	- .6
Forbid Doubling on Hard 11	- .9
Allow Doubling on 3 or More Cards	+ .2
Delete Rule of Only One Card to Split Aces	+ .1
Resplit All Pairs Except Aces	+ .1
Resplit All Pairs Including Aces	+ .2
A, J of Spades Always Wins Double	+ .042
Blackjack Always Wins but is Paid Even	- 2.06
Late Surrender (as in [REDACTED])	+ .065
Early Surrender ([REDACTED])	+ .624
Five Card Surrender ([REDACTED])	+ .7 *

\* According to [REDACTED] However this varies with the specific rules variations.

# CASINO JOURNAL

OCTOBER 1990

CASINO REPORT

## You Can't Supervise Unless You Can Communicate

by [REDACTED]

Here are some tips I have found helpful in keeping the channels of communication open:

- 1) Concentrate on making others like and enjoy themselves; they'll enjoy you more.
- 2) Forget your ability to think faster than another person talks. Everybody has it, but only the foolish use it. When you're thinking ahead, you can't hear what's being said.
- 3) Listen at least twice as much as you talk. Others will hear twice as much of what you have to say.
- 4) Criticize sparingly, and then only constructively. One compliment is worth a dozen critical remarks.
- 5) Be approachable. Few people talk often to a dragon, or a stone wall, or a ghost.
- 6) Use plain talk; say what you mean.
- 7) Write memos if you must, but face-to-face dialogue is better.
- 8) Greet every person you meet enthusiastically. Nobody can fake cheerfulness and enthusiasm very long. You'll either quit trying or improve your outlook.
- 9) Leave every person feeling better for having talked with you. They'll be happy to see you next time.

Many people have called John F. Kennedy one of the most effective leaders in American history—regardless of how they felt about his political positions. I agree! Kennedy demonstrated abilities to work with a wide variety of individuals, to get people of widely differing viewpoints to work together, to focus issues clearly and to inspire hope and stimulate action.

He was able to do all of that because he understood the power of dialogue and used it effectively in all his personal contacts. Through his power of communication, he was able to get things done, as have many great leaders.

In other words, you can't be an effective supervisor unless you can speak to your subordinates so they will listen. I've always felt that to be an effective leader, you must be aware of at least a basic knowledge of communications skills. Not understanding how human relations tie in with communications skills is a tremendous obstacle to being a good manager. Interrupting other people,

putting down the opinions of others, ignoring the feelings of others and constantly being late are examples of rudeness that can close off communication.

Supervisors who are courteous to all, regardless of status or position, usually find a ready audience for conversation. Managers who treat employees with dignity and respect usually get better cooperation. And people who remember names usually get those whose names they call to pay attention to them.

Communication with other individuals fails most often when we are preoccupied with ourselves, when we make hasty assumptions, when we are negative, when we'd rather be liked than respected and when we fail to practice good human relations.

[REDACTED] director of Casino operations at the [REDACTED] Casino in [REDACTED] is an author, lecturer and gaming expert. [REDACTED] is also a speaker and casino customer service trainer.

# CASINO JOURNAL

## COUNTING ON ELECTRONICS

it requires being constantly on your toes

by

Many years ago, Professor Thorpe from New Mexico invented a mathematical blackjack strategy to beat casinos at one of the most popular table games offered to the gaming public. A variety of sophisticated types of counting strategies followed and devices became known as card-counters.

These folks, seemingly, could earn huge amounts of money from the tables as long as they were not spotted by a trained casino worker. Various anti-counter policies and procedures were developed by casinos to protect themselves from the counter onslaught. Everything from early shuffles, double shoes, card shuffling machines, betting restrictions and eviction was brought to bear on the counters.

The counters fought back with even more sophisticated strategies using team play and various camouflage techniques. The casinos responded with rule changes and more counter-identification training until counters, while still in action, are operating on a low profile basis trying to be as invisible as possible.

However, this is the age of computerization and electronics and some counters are employing miniature computer devices to help them make perfect

decisions while playing blackjack. Making perfect hit, stand, split and double-down decisions depending on the values of the remaining cards in the shoe allows the counter to run a casino overall advantage into his overall advantage.

Helping on computers concealed on their bodies, these electronic counters can truly be a major threat to any casino's profitability if not discovered on time. Let it be noted, however, that it is extremely difficult for a casual observer to detect a player using these computer devices. Some protection tips are as follows:

**Walk**—a player wired with a computer tends to walk slowly and stiff-legged, giving the impression that it hurts to walk. The sensitive input switches are generally located in his soles and a careful walk is required so as not to damage the device or accidentally input erroneous data.

**Foot movement**—upper toe movement giving the impression of a nervous twitch simultaneously with the exposure of a card.

**Posture**—a player using a computer tends to sit upright on the edge of the stool in order to put greater weight on the soles of his shoes.

**Flat footedness**—particularly for a player wearing the computer called a "Casey." This player must sit with both feet either flat on the floor or flat on the stool rail. A more refined computer called the "David" allows the player to sit with legs crossed provided, the player is wearing stiff-soled boots.

**Bulge in pantleg**—both the "Casey" and the "David" are worn strapped by elastic to the lower leg. The "David" is always worn on the left leg.

**Hand in pocket**—because of the difficulty of mastering the use of input switches located in the shoes, inexperienced players using a computer may input the data through the use of finger activated switches located in pockets. A player with his hand consistently in his pocket or concealed by a coat could indicate the use of a finger input system.

**No drinking**—as with other card-counters, most of these players do not drink alcoholic beverages due to the intense concentration required to accurately input data.

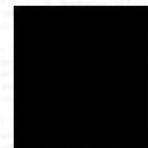
**Level of concentration**—unlike the typical card counter who must concentrate intensely on every card played and calculate his own decision, a player using a computer need only glance at a card to input its value, leaving the rest of his decisions to the computer. Thus, the computer player can be more sociable and talk to the dealer and fellow players while still being able to vary his bets.

**Negative count**—since the computer will know for certain the exact cards remaining in the shoe at all times,

the computer player may be instructed by the computer to increase his bets despite a high negative count where a normal card counter would minimize his bet.

**Oversize shoes**—to accommodate the input switches a player using a computer may wear a shoe size two to three sizes larger than would be normal for the size and weight of the player.

**Baseball cap**—players using computer devices will, at times, wear a baseball or other large-billed cap to conceal their eyes from view from the "eye-in-the-sky" as the computer player looks at every card played.



Author, lecturer and gaming expert [Name] is director of casino operations at the [Name] Casino in [Location].



# Test Your Communication Skills

by

**NOW** that I am back in casino operations in [redacted] after a hiatus of several years, I am even more convinced of the tremendous importance of personal communication skills. After talking to a great many casino customers, employees, hotel and casino executives and department heads, there are some things I've learned about communication.

First, we all need to improve our communication skills. It isn't automatic with age, education or experience. Did you ever hear the expression, "Talk is cheap?" On the contrary, poor communication is very expensive to us in all areas.

Good communication is more than waiting for your turn to talk. In fact, communicating in a positive way with casino hotel guests may be the singularly most important skill in the industry.

## COMMUNICATIONS QUIZ

1. How quick are you to jump in before the other person has finished speaking?
2. How often do you finish the other person's sentence?
3. Do you often assume what they are going to say, so you stop listening, or become impatient?
4. How often do you "tune out" the other person at the beginning of a conversation, making a prejudgment without giving the customer a chance?
5. How often do you withhold compliments?
6. How much do you gossip?
7. Do you tend to listen mainly for facts—specific bits of information, possibly errors—to pounce on to prove the other person wrong?
8. Do you concentrate on what you are going to say when you should be listening and paying attention to the customer?
9. Do you really try to listen to the other person, or are you doing something else at the same time?
10. Are you impatient to "get on with it?"

## HUMAN

relations, leadership and customer service training have long included the subject of communications as a vital component. Until recently, the common connotation of communications implied that talking was the more important element of the communications process. Now, however, all modern customer relations training emphasizes listening skills.

Recent studies have shown that most people do not exceed an efficiency rating of 25 percent when listening to another person. This is not enough to build and maintain good human relations. When we make an active effort to listen, it indicates to our guests that we have a concern for them and for their situation. Remember what Walt Disney said when his original Disneyland opened in the 1950s:

"You can dream, create, design and build the most

wonderful place in the world...but it requires people to make the dream a reality."

[redacted] author, lecturer and gaming expert, is a speaker and casino customer service trainer. He is currently director of casino operations at the [redacted] Hotel & Casino in [redacted]

CASINO REPORT  
Meetings, Bloody Meetings

by [REDACTED]

I borrowed the title of this column from John Cleese's famous training film of the same name. In that film, Cleese explains how all sorts of companies conduct all kinds of unproductive meetings that steal time from most everyone and are "terribly" unproductive. While many companies institute different safeguards against employees' stealing time from them—time clocks, head counts, sign-in sheets, morning meetings that start the minute the workday begins, demerits for lateness. What I find amazing is that many companies that try so hard not to be cheated by their employees actually cheat themselves by wasting the time they're paying for.

I don't know how much money is wasted each year by business on unproductive company meetings, but I'll bet it runs into millions of dollars. Because the costs of most in-house meetings aren't true expenses, the waste doesn't show up as a ledger item that can be easily examined and evaluated.

Many of the most wasteful meetings are those that are scheduled regularly. Many meetings serve as important departmental means of communications, but many others are converted out of habit and are often a waste of everyone's time. Although both scheduled and impromptu meetings offer face-to-face

contact, they sometimes take place when a well thought out memo or a telephone conference call would have been better.

Some meetings are really a laid-back kind of show-and-tell experience. Those who have something to brag about, do. Those who don't have anything to brag about, pass. Most of the side comments are gratuitous and contribute little or nothing to the presentations. When I leave meetings, very often I hear something like, "Well, one down, two to go," as if the meeting were a dredgery somewhat akin to going to the dentist.

Every regularly scheduled meeting should be examined, price-tagged and justified. Some are important and should be maintained; those that cost more than they're worth should be dropped or scaled down.

Meetings should start on time and end on time. Only people who are needed are invited and anyone who's late had better have a good excuse.

Good meetings have set formats and agendas; those that do not are routine meetings that proceed out of habit and become a ritual that have little meaning except to pay homage to the schedule.

I've also noticed the insipid quick fix type of meeting. Sometimes companies look to the outside for ways of motivating their people. They send

selected employees to meetings off property designed to improve their management skills, heighten their awareness or make them more sensitive. These affairs can last anywhere from a day to a week and can cost thousands of dollars in fees, wasted time and salaries. I understand the need for companies to do this, but the problem lies in that these "meetings" take on the dynamics of an isolated event with no company follow-up. When it's over, it's over.

I truly believe that when it comes to meetings, less is often more: more efficient, more productive and more exciting. A company must not underestimate the importance of its leaders and their valuable time.

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February 1990

# CASINO JOURNAL

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THE NEWSPAPER OF THE

CASINO INDUSTRY

## The SINS of SERVICE

• BY [REDACTED] •

On one of my recent visits to the [REDACTED] area, I noticed an enormous and amazing explosion of new casinos, room inventory, housing and support services. All this expansion means increased competition for the gaming dollar. Whether the current demand can fill up all those newly created casinos and rooms is a question that only the tourist will answer. The casino industry is starting to realize that they provide a service and that how well they deliver this service can be a huge competitive factor. Making a casino truly customer-driven, however, is very difficult and extremely challenging. It doesn't come easy, nor is it cheap.

The majority of casinos really don't pay much attention to the quality of their service. Mediocrity is the norm and many leave the matter of service largely to chance.

After studying many customer service dissatisfaction stories and complaints, I've identified a few basic complaint categories which are truly "sins of service."

**Indifference**—Every casino suffers from this sin. Examples are everywhere—from the bored dealer on a dead game who "looks the other way" when a potential player walks by—to the front desk clerk who would rather do "paperwork" than take care of a registrant's request. Or how about the pit boss who seldom approaches the player and says "Hi" or wishes them "Good luck." Many of our customer-contact employees get this way when they get bored and no one is reminding them that their jobs are due to those players and guests coming into their hotel.

**Coldness**—The unfriendliness, curtness or impatience exhibited towards a player

when he tosses in a two-dollar bet on a five-dollar table, or the icy glare from a cocktail waitress when a busy player forgets to tip her are just two examples of this sin. Or how about the seemingly gleeful attitude adopted by the dealer and immediate supervisors after the house wins a large amount of money and doesn't bother to hide their joy from the disgruntled patron.

**Robotism**—A warm smile or a cheerful hello must have a ring of sincerity to it or it sounds like, "Thank you have a nice day next." The fully mechanized dealer treats every customer with the same motions, with no trace of warmth or individuality. Guests and players want to feel special and vacant smiles and insincere greetings don't accomplish that.

**Rule Book**—"I'm sorry, Sir, I can't accept a roll of quarters on my game. You'll have to go to the slot section or

the cage, get change and then come back." Or, "Our dealers and pit personnel are not allowed to have 'unnecessary' conversations with the players or guests." Or, "I'm sorry, Sir, I can't leave my area so you'll have to find the health club by yourself. I think it's on the fifth floor but I'm not sure since I'm not allowed there either." Why is it that we create so many rules, policies and procedures that make it difficult for our customers to do business with us?

I recently worked in a casino where they took all comp privileges away from the pit bosses. One or two pit bosses had been abusing their power of the pen, so management decided to punish all by taking the "power" away. Unusually, of course, it was the player who suffered from those non-service kinds of decisions, which reflected badly upon the casino.

**Runaround**—"Sorry, you'll have to see our shift boss for that—I can't handle it. He might be in one of the restaurants right now." Or, "I can't sign that—you'll have to go back to the pit where you were playing." The well-known "runaround" has been running around for years infuriating customers to no end.

Since we are all in the service business, I think it advisable to look at our own service people to see if these sins are recognizable within our organizations.

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# CASINO JOURNAL

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THE NEWSPAPER OF THE [redacted] CASINO INDUSTRY

## CASINO REPORT

### No Hustle at

— by —

In my never-ending search to find ways to teach dealers to adopt a friendlier and less adversarial attitude towards players, I happened to visit [redacted] Hotel and Casino near [redacted] last month. I had heard that the dealers there actually acknowledged a player's presence and said "Hi!" and "Good luck!" to their customers. Not believing this to be possible in this day and age of computerization and cost control, I made a special trip to see if it was true. Approaching a pit supervisor for directions to the whereabouts of the casino manager, with whom I had an appointment, the supervisor greeted me with a big smile and a warm "Can I help you?" After telling me how to find the manager's office, she also offered to call a security person to escort me through the various hallways and offices above the casino so I would not waste my time inquiring at the wrong departments.

member both the "soft and rough hustles"—embarrassing situations in which dealers would solicit tips with little subtlety—and the temptations to do so to up their totes for the night. I remember the discreet little requests to educate the customer on how the game is "really played" and the enormous amount of totes that we generated. It always seemed to me that any money that went into the dealers' tote box was no longer available to win back from the player for the casino. Therefore, since the tote rate was higher, it seemed logical to assume that the hold percentage was lower, which does not make economic sense to any casino. Additionally, most people resent being hustled for tips, which, I would think, would naturally occur. These people would prefer to play elsewhere.

I asked [redacted] how he controls the possible abuses, and he simply answered that hustling totes is strictly forbidden, and any dealer caught

As I left the pits, each of the dealers smiled at me as I walked by. Whoa! Could this be an example of the storied western hospitality? Normally, I get looks of indifference, at best, as I approach casino dealers and rate is it, indeed, that I get a smile or a cheerful greeting.

[redacted] is the director of gaming at [redacted] and the man, I hoped, with the answers to my questions. After exchanging pleasantries, I asked him if what I experienced downstairs on the casino floor was indicative of his whole operation, or did I just chance upon a few contented dealers? He explained that, with very few exceptions, his whole casino staff was dedicated to making his patrons gaming experience fun and exciting. He further elaborated that a lot of the friendly attitude exhibited was due to a combination of two major management practices. Each dealer is treated like family, and allowed to "go for his own," or keep his individual tips rather than pool them, as most casinos do.

I fully understood how treating your employees like you would like them to treat their customers is extremely effective in building extraordinary customer service attitudes, but I wasn't as receptive concerning dealers keeping their own tips. My mind raced back to the 1960s in Las Vegas when many houses allowed their dealers to keep their own. I re-

doing so is immediately terminated. There are no warnings or second chances, and upon being hired the no-hustle policy is carefully explained. "The best tote hustle," [redacted] says, "is a pleasant hello and a cheerful smile."

Obviously the dealers agree.

"What about the high tote rates affecting the hold percentage?" I asked.

"We have the highest hold percentages in northern [redacted] by a large margin," he replied.

"How come?" I asked.

"Because our customers enjoy themselves so much that they stay longer and, remember, time is on the casino's side when it comes to percentage," [redacted] responded.

We continued talking about casino operations and then I thanked him for his time and went back downstairs to the casino floor. The dealers were still smiling to packed tables of mostly happy customers. Could it be that I discovered the newest secret to improving casino service levels? I really don't know, but it works at [redacted] and it works remarkably well.

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# CASINO JOURNAL

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## CASINO REPORT

### Everybody Is Somebody

November 1989

by [REDACTED]

Psychologists tell us that one of the biggest mistakes we, as supervisors, can make is to treat our employees as equipment. In other words, don't be guilty of not treating dealers, waitresses, bellmen, and anybody else as individuals. None of us wants to be a nobody. No one wants to be just another number in the weekly payroll report. Everyone wants to retain his own special, individual identity.

Unfortunately, in today's highly computerized casino hotel business, our employees often do become merely another piece of hotel or gaming equipment, even our players and customers are converted to numbers and codes for identification and comp-qualification purposes. Today, people just don't seem to be as important as individuals as they used to be.

What does this mean to you as a casino supervisor? It means you ought to do everything in your power to "individualize" your people. A simple place to

**Next time you're wandering through the pit, find a dealer who is doing a good job and let him know how you appreciate his efforts!**

start is to learn names. A person's name is more individual and distinctive than anything else, so it's important to make the effort. Most casino hotels have in-house newspapers that carry news about its employees. Not every employee does something newsworthy so a record of birthdays tends to get everyone in the paper at least once a year. All kinds of personal information should be included such as people getting married, children being born, graduation of sons and daughters from high school and college, and so on. The important point is to get the employee's name or the name of a member of his family into the paper, no matter how.

Is all this worth it? You bet it is! Employee performance and attitude has

been proven many times over to increase when the company publicly acknowledges individuality. You'll find that when you give employees the recognition and attention that they need so much, you'll raise their morale and get them to do a better, all-around job for you.

Knowing your employees' names and getting their picture in the hotel newspaper is only part of building a sense of individuality. All sorts of studies have shown that the morale and on-the-job performance of the average casino employee is higher when his boss takes a personal interest in him. A simple but very effective way to recognize a casino dealer, for example, is to give him a little pat on the back. I have yet to meet the person who doesn't appreciate a compli-

ment or a little praise for a job well done. A compliment brings sunshine into a cloudy day. Next time you're wandering through the pit, find a dealer who is doing a good job and let him know how you appreciate his efforts! "Thanks a lot for handling that difficult player. You make my job a lot easier. I've noticed that you're sitting into those bets a lot better now. Keep on improving."

As I say in my management seminars, it all depends on what you're looking for. If you want to compliment a dealer, you can always find something to praise him for. If you want to criticize him, you can always find something wrong, too. But I'd rather compliment him than criticize. I find it's a much better way to motivate my employees to do their best for me.

[REDACTED] is a free lance writer and casino customer service trainer, conducts casino management seminars throughout the gaming world through his consulting firm.

# CASINO JOURNAL

One Dollar Vol. 4, No. 10 \$60,000 Annual Paid Circulation THE NEWSPAPER OF THE CASINO INDUSTRY

## CASINO REPORT

### Customer Service Is An Attitude

by [REDACTED]

\*A commitment to service  
\*An environment that focuses on the quality of the customer's experience

Just what do I mean when I talk about a customer quality environment? Certainly I mean friendly, courteous, competent and enthusiastic front line people. And I certainly mean an absolutely clean facility, including spacious restaurants, restaurants, casino game layouts, dealer and cocktail waitress uniforms. It must go further than that, however.

Management must establish systems that measure the levels of customer service. In other words, how are we doing? And who best to tell you than the customer?

One giant cruise line out of Florida, for example, takes the time to phone each guest two weeks after they arrive home, and ask two questions. "What did we do well? And what did we do badly, or can improve upon?" That information is acted upon quickly and implemented if possible.

[REDACTED] casino grocery store in [REDACTED] grows over \$100 million annually. The store has a guest suggestion box that is emptied daily, and each suggestion is typed up and distributed within two hours to every department head. [REDACTED] philosophy has always followed his own famous rules: number one, "The customer is always right. Rule number two is, if the customer is ever wrong, read rule number one."

Customer service meaning systems must be employed to ensure consistently high

customer satisfaction levels. Measuring can be based on any or all of the following criteria:

\*Number of customer complaints versus "thank you" letters received

\* Employees' evaluations of their supervisors' performance (Would we dare allow casino dealers or other frontline employees to evaluate their supervisors in leadership and customer service capabilities?)

\*Customer suggestions implemented  
\*Employees' feeling of which recent internal decisions have allowed them to service the customer better or forced them to do a poorer job.

Failure to react to the results of any of the measuring information will send a message that management really doesn't care about customer service. Even accurate, timely information is useless if management rationalizes customer complaints as groundless, rather than taking action to improve performance. Each customer's complaint is actually a suggestion for improvement. And if they don't see that improvement on their next visit, you may not ever see them again.

I really believe that a high customer service attitude begins with upper management's ability to create an atmosphere in which every employee is important, respected and listened to. Who really knows better than the customer contact employee what the customer needs and wants. Management must clearly communicate the goal that everyone who works in a casino hotel is

there to make each guest or player comfortable and want to come back. In more simple terms, find out what the customer wants, then give them more than they expect. We must constantly find new ways to please the customer. The sometimes prevailing attitude that it is us versus them on the casino floor, for example, must go by way of the DeDoDo bird.

A recent edict by a new CEO of a major [REDACTED] property that insisted that dealers do not talk to the players is contrary to every customer satisfaction guideline imaginable. It is absolutely stupid, besides being inhumane to the bottom line, to set up rules and policies that cover a scant 5% of those folks who would take advantage, but that alienate the vast majority.

It is time for those who control our industry to realize that we are in the entertainment business. You know, show business. [REDACTED] know that when he built his amusement parks and installed that attitude in all his employees from the inception. Are we not an adult [REDACTED] Are we not in business to make a buck by creating a fantasy and providing entertainment for one guest? We tend to forget this and we cannot afford to... there's too much competition.

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[REDACTED] is a former author and writer, conducts casino management seminars throughout the gaming world through his consulting firm.

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# CASINO JOURNAL

THE NEWSPAPER OF THE CASINO INDUSTRY

## • CASINO REPORT •

### MAKE TIME FOR TELEPHONES

Casino Journal, March, 1989

By [redacted]  
One of the world's most powerful communication tools is the telephone. I find that in the gaming industry, miscommunication, wasted time, emotional stress, and poor manners characterize most phone communications at all levels in our casino hotels. Too many times we find ourselves playing "phone tag." When a secretary says, "I'll try to have him call you back after lunch," do you believe it? Have you ever been put on hold for an interminable length of time only to be disconnected and then have to start over again? There is probably no single activity at which casino hotel people spend more time less constructively than using the telephone. Most upper level managers spend twice as much time phoning as they spend doing paperwork or reading. Even those dreaded "sched-

**The average business executive wastes five to seven hours each week playing phone tag**

uled meetings" take up less time than that spent on the telephone.

According to George Walther, phone power expert, the average business executive wastes five to seven hours each week playing phone tag, talking with callers who should have been screened, and wishing maddled, long-winded talkers would "get to the point." The time wasted on the telephone translates into less productivity and lost bottom line profits.

I am not a phone expert, but over the years I have learned a few methods that allow me to be more effective on the phone and spend less time doing it. Phone tag is a game known to and despised by all in business. But you really don't have to play it if you apply a few basic disciplines.

One of the most effective methods for short-circuiting phone tag is to make appointments to call just like you would in making in-person appointments. I might suggest a preliminary call from your secretary (if you have one) to your

contact's secretary, to schedule a specific "calling" time. If you can get in the habit of scheduling time for your phone calls just as you schedule other key tasks throughout the day, you'll be spending your phone time much more efficiently and effectively. Also, you and your secretary can get out of the habit of scheduling vague callbacks such as "have him call me when he gets back." This only supports phone tag and continues the frustration.

You might want to try "I've reserved from two to three o'clock this afternoon for callbacks. What time in that hour is most convenient for Jim? I'll be expecting his call and we won't get caught playing phone tag." Or, "I'll call Jim again this afternoon, 2:30 is a convenient time for me, or we can make it at 4. Which better fits Jim's schedule?" And it will help increase your productivity on the phone if you keep an appointment sheet for callbacks.

We all unconsciously perpetuate phone tag by giving and leaving messages like "Just tell him I called," and "Have him call me back later." Secretaries can help stop endless phone tag loops by always asking for and giving specific messages. Always cite a specific time and day when you'll be available to receive a call or when you'll call back.

Whether it's leaving better messages or making sure that you arrange specific callback times, the object of the exercise is to end phone tag. You can take some additional steps. Ask the secretary to have your party paged. Most hotels have paging systems and many executives have pagers. Ask if there is another number where he can be reached, or ask who handles the area of responsibility you are concerned with. You just might have been referred to this person anyway.

The key to ending phone tag is personal action. It's up to you and those who work with you to devise and set up systems to eliminate all the wasted and frustrating time spent using the phone. Next month: phone manners.

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# CASINO JOURNAL

• CASINO REPORT •

## USING THE TELEPHONE AS A TOOL

Casino Journal, April, 1989

**I**n our continuing discussion on using the telephone properly and effectively, I think it's important to really analyze your current phone training program and measure its effectiveness. One of the most important images that any organization presents to the public is that it conveys through the telephone. Two world-famous companies that do an excellent job are American Express and Federal Express. Both always answer right away and you always get a knowledgeable person not recorded elevator music or a receptionist. When they say they'll call you back, they do. Their computer is never down and the person who takes your call doesn't transfer you to other people. They use your name and make a always sound like they truly appreciate your call and your business.

If you want more excellence in your telephone communication there are several basic rules you must implement. First, answer phones within two or three rings. Isn't it annoying to call a hotel casino and have to wait through several rings before an operator answers? If this isn't possible, change your system! Increase your switchboard staff, install Cotelux service, or add new direct lines

so that callers can reach appropriate extensions without burdening the switchboard. Second, make call handling a top priority. Don't expect people to concentrate their energies on promoting a positive image for your organization and then ask them to simultaneously handle typing, mail sorting, greeting visitors, and so on. Third, be sure that everyone in your organization greets callers in a friendly, courteous way. The ideal answer includes three components:

1. Answer with a friendly, smiling greeting. Something simple like, "Good Morning!"
2. Identify both the company and the person answering the call. "You've reached the Friendly Hotel Casino. This is Kathy."
3. Ask "How may I help you today?"

Also, be sure your people are trained to communicate clearly. I personally find it somewhat disconcerting when the person who answers the phone doesn't understand or speak English very well.

Additionally, don't put your callers on hold indefinitely. When you must ask callers to hold, ask them and offer a choice whether they would rather be put on hold for a few minutes, or would it be all right to call them back.

If you have to transfer your caller to someone else, don't do it blindly! Try to confirm all transfers. If a customer walked into your front door and wanted help with a customer service problem, you would not allow the receptionist to say, "Here that hallway? Go down three about fifty feet and turn left. The third door on your left is customer service. I'm not sure anyone's available to help you right now, but if you stand around for a while, someone will probably notice you." But isn't that exactly what a "blind transfer" does? The best way of transferring calls does take a few extra seconds. But remember, you're not spending time, you're investing it in the long term return of the customer base that perceives you and your organization as professional. An ideal transfer starts with the receptionist getting permission from the caller to put him on hold. Then she calls the transfer person and details the caller's situation and identity and then connects the two parties. The caller is then greeted directly by the person with whom he needs to talk who knows his situation and doesn't have to wait through rings that indicate that no one is in the office and then trying to get back to the receptionist.

And finally, use the caller's name.

George Walther, author of *Phone Power*, says that a recent survey of telephone professionals indicates that the one thing that people most appreciate is the simple practice of "using their name".

The telephone is a very powerful business image tool. Making your callers find their way through tangled bureaucracies that transfer them endlessly, allowing frustrating games of phone tag and giving them an impression that your hotel doesn't care about them because of ineffective phone technique contributes greatly a perception of poor customer service. Our industry depends on the public viewing us as providing good service. Don't let our telephone manners erode that image.

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# CASINO JOURNAL

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THE NEWSPAPER OF THE

CASINO INDUSTRY

## THE SECOND GOLDEN RULE

By

Again the dead of winter is upon us here in semi-beautiful [redacted] and time to start evaluating our employees for spring and summer promotions. Since we are so involved with people, people skills are terribly important qualities for any supervisor to have and use in the work place—particularly in evaluating performance. While it is always difficult to evaluate others fairly and objectively, a few common sense guidelines can help in producing fair and accurate appraisals.

Sometimes it's easy to overlook dependable people, but they are the heart of a successful casino hotel. They may not be the "flashy" few, or "high fliers" destined for the executive

performance, not isolated incidents.

- Review performance over the last 6 to 12 months, not just recent events.

- Compare your employees on the basis of their job responsibilities, not yours.

- Use extremes of rating scales when they apply. Don't always "play it safe" in the middle of the scale.

- Base your ratings on "performance on the job" not on how the employee acts away from the job.

- Be as fair as possible, without any preference or penalty for personal likes, dislikes or prejudices.

- Be careful to avoid allowing an employee's performance in one area to influence

rank, but without them, there wouldn't be any executive rank to join! Therefore, the following job performance criteria among others, must be included in any appraisal process:

- Who is rarely, if ever, absent?
- Who helps others do their jobs better?
- Who handles customer complaints professionally, and turns complaints into opportunities to improve the customer?
- Who regularly improves his or her work skills, and is always trying to learn more about the business?
- Who can always be depended upon to help in someone's absence?
- Who expresses a positive attitude about his or her work, and realizes the casino industry is comparatively well paid, exciting and full of potential?
- Who is very customer service oriented?

In judging people for any performance evaluation a few basic guidelines will make the job easier.

- Judge on typical per-

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your rating of performance in another area.

Another important judgmental area is determining how the employee works with you, the supervisor, with co-workers, and with employees in other departments. Remember, working with others reflects an individual's people skills. Is he or she a good communicator and listener? Does he or she follow the golden rule, and does he or she give the impression of genuinely liking people?

We tend to get what we measure in job performance. So if we consciously work at identifying and acknowledging the employee behaviors that we want in our business, then sure as it's cold in Alaska, that's what we'll get. When we start paying more attention to whiners, complainers or otherwise negative people, then the word gets out that that's what we think is important because we seem to pay a lot of attention to it. Rewards and your behavior in making rewards are the best ways to teach people what you expect from them. Keep alert for

"speaking joints" and don't call them!

Job appraisals are extremely important as they are one of the few forms of feedback any employee ever receives. You know, how am I doing? People desperately need to know what the boss thinks of them and the job they are doing. Unfortunately, performance evaluations are not done often enough. Most are on an annual or semi-annual basis. People need to know how they are doing much more frequently than just once a year.

Some casino organizations take their employee evaluation programs one step farther. They evaluate up! By that, I mean that dealers evaluate their supervisors, the supervisors evaluate the pit bosses, and so on. Who else knows more about a supervisor's capabilities than, the person being supervised? I think this kind of appraisal system tends to reinforce the second Golden Rule which is "treat your employees like you would have your employees treat your customers."

*a free lance writer, conducts casino management seminars throughout the gaming world through his consulting firm.*

# CASINO JOURNAL

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THE NEWSPAPER OF THE CASINO INDUSTRY

## Supervising Your Friends

## CASINO REPORT

Casino Journal, April 1988

by

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the job should have gone to them. Others may feel that you are basically incompetent and wonder how you could have possibly convinced anyone that you were qualified enough to be moved up. A few will be sincerely approving and may even congratulate you. By and large, however, you are going to have to prove that you will be a good leader. Unfortunately, there is little training given in our industry to the newly promoted supervisor to prepare him for these and other problems. However, there are a few guidelines that have worked for me and others in the same situation to help make the transition a little easier. First, you should try to remain

open with your new subordinates. You might want to tell them that you need their help in order for you to become an effective supervisor. Tell your personal friends how much you appreciate their friendship and that you hope it continues even though the relationship is bound to be different in some ways because you are now their supervisor. It's very important to be as fair and consistent as possible. Don't grant favors to your friends. It's easy enough to do so. An early out or an extra break when given unfairly can be devastating to your reputation as a fair and effective supervisor. You may need to give yourself

some distance to be effective in your new role. You will now have information which can't be shared with everyone. You may no longer be able to socialize with your friends in the same ways you did before. It's important to develop relationships with employees you don't know very well. It's essential to take the time to get to know each person in your control. Ask them to see you on a break and introduce yourself to them. Offer your help if they need it — thank them for their continued good work. It's normal for employees to not see any new supervisor, but it's especially difficult when your friends are doing the testing. The

problems can start when you get nervous about giving an employee/friend an order or a criticism. Don't let your anxieties stop you. Once you have let an employee know what you expect, stick with your expectation — friend or not. The art of supervision is really a people skill. Being in charge of your friends and having the responsibility for the productivity of the game or pit will certainly be a challenge. If you do your job well, your friends will appreciate you even more than before. Once you get beyond some of the initial tests and problems you will be glad that you have friends working with you.

# CASINO JOURNAL

• CASINO REPORT •

## Measuring Customer Service

By

tions that can be involved, and most don't feel anything will be done about problems anyhow. A well-known hotel in Hawaii calls each and every one of their guests a week or two after their stay and asks them two questions: What did we really do well and what did we do poorly? That information is then distributed to the various departments and acted upon in problem-solving meetings.

The key to establishing extraordinary customer service is for management to enable the front-line employees enough flexibility in the rules to provide the proper service to their guests. For example, one of the more successful department stores on the West Coast, Nordstrom, puts their customers at the top of their chain of command or hierarchy and everyone who works there and every decision made in geared toward making the customer happy. Walk into most department stores and ask to use their behind-the-counter phone and you'll find that you will be directed to the public phones by a somewhat indignant salesperson. At Nordstrom they'll even help dial your number for you if you wish. You can try on as many garments in the dressing room as you want, and clothes are never chained or embellished with those obnoxious buzzer devices. Their return policy is very simple—no questions asked and no receipt necessary. No hassle at all. One lady in Seattle even returned two automobile tires. Nordstroms doesn't tell tires but took them because the lady was a good customer of long standing.

The end result and goal of every employee in a service industry is to create positive, extraordinary service experiences. Guests and customers can then go home and tell their friends what a fabulous visit they had. People don't rave about average service. What you will tell your friends about are experiences of unique and high quality service being given to you.

We all have poor service stories and I think it's sad that our business still lives with

a reputation that many of our dealers are rude, waitresses short-tempered, and our overall customer care and consideration levels are low. Even if we boast a 95 percent customer satisfaction level, that still means thousands of unhappy and dissatisfied guests are returning home to tell thousands of others about negative experiences. How terribly costly this can be.

Next month, introducing customer service programs that work.

ately I have been finding that while most casino hotels are concerned with customer service and want their employees to demonstrate some degree of service to their guests, management has a difficult time instituting a worthwhile program that can be tracked and measured.

It's easy enough to satisfy all of your customers. Find out what they want, give them more than they expect and do it as quickly as possible. The trick is finding out what levels of customer service your patrons are experiencing. Very few people complain about service (one then four percent), they simply don't come back. And even fewer people write letters expressing their satisfaction, so the job of gathering meaningful statistics is very difficult.

Perhaps the obvious answer is to ask the player or guest when they are departing if he or she had a pleasant stay. Unfortunately, guests are often reluctant to complain even when asked because of the various aggressive

September 1988

# BUSINESS

March 22, 1989

## Customer service key to long-term success

By Scott Winters

"Greeting a customer is like going out on a first date," according to [redacted] president of the [redacted]. "When you're out on a first date you're anxious to make a good impression so you pay particular attention to the other person," [redacted] said. "You tend to hang on every word and you must act the same with customers."

[redacted] conducted a day-long seminar at the Motor Lodge on Monday, during which he gave pointers to business owners on providing extraordinary customer service.

[redacted] said business owners and employees must "develop a sincere interest and admiration for customers."

"You must encourage and praise people for what they want to be recognized for," he said.

"Giving a compliment at the outset establishes rapport. It is also important to smile sincerely. If you combine eye contact with a sincere smile you've got them for life. You're ready."

The speaker stressed that excellent customer service is critical to the success of any organization and said remembering names is an important part of creating rapport. He outlined four ways to remember names.

- You must want to remember.
- Pay attention to the name and say it out loud.
- Say the name to yourself.
- Write the name out with an appropriate association.

"What builds a solid customer base is the ability to make the guest feel comfortable and eager to return," [redacted] said. "The five best ways to keep customers coming back are to be reliable, be credible, be responsible, be empathic and be sure your place of business is clean and attractive."

[redacted] said small-town retailers who can't compete on price or merchandise selection, can have a competitive edge with superior customer service. According to his charts, 9 percent of customers leave for competitive reasons, 14 percent are dissatisfied and 69 percent leave because they perceive indifference.

"You must subtly mirror customers' behavior and emotions," [redacted] said, and don't be afraid to use a little humor. [redacted] said. "Dissatisfied customers seldom complain, don't come back and don't hesitate to spread the news in an exaggerated fashion."

# CASINO JOURNAL

THE NEWSPAPER OF THE CASINO INDUSTRY

October 1982

## Effective Customer Service Programs

By [REDACTED]

customer satisfaction levels? How many properties actually have programs in place that measure customer satisfaction and have the systems to act on the information to improve on any dissatisfactions reported? Is going customer satisfaction actually important? If so, then are the programs in effect given a high priority in quality and follow-up?

Instituting an effective customer service attitude in any company requires total commitment from all employees including middle and upper management. If only one level of casino hotel workers are dedicated to providing extraordinary customer service and not supported by those below or above them, those employees will eventually fall to giving only average or, even worse, poor customer service.

It's really time for our hotel casinos to start "walking what they talk". By that I mean, every hotel executive that I've ever talked to believes that providing above average customer service and response to customer needs is of primary importance to the success and bottom line performance of their properties. However, how many of those executives have actually instituted meaningful and relevant programs that increase and maintain high

The casino industry generally doesn't respond well to internal change. It has always been "If it ain't broke, don't fix it". Too many of our industry operations people give a low priority to spending money on training programs and basically take a "hope for the best" attitude. Also, I am afraid that as an industry, we don't trust our employees very much. We have designed too many unnecessary rules that hinder our front-line employees from giving more than expected customer service.

I have always wondered why the casino hierarchy didn't ask what their employees did off the job. If they did, they would find many of them to be substantial community leaders taking part in local community affairs, helping with little league programs, leading service organizations and participating in many other activities that prove them to be worthwhile

citizens that deserve to be trusted and depended upon. Unfortunately, these somewhat provincial attitudes, as stated above, are reinforced and shared by the regulators and legislators who consider many of our casino's finest to be tainted by their chosen profession. So we wonder why customer satisfaction levels are low and come to the conclusion that little can be done.

I say wrong! Something can be done! First it starts with an upper management attitude that customer service is terribly important and that providing better service than the other guy pays in gross and bottom line performance. Systems and programs then have to be instituted that give customer service and satisfaction the highest priority in any level of decision-making. Meaningful training programs must be implemented to make all employees aware of their responsibilities to the customer, and management must enforce "customer friendly" policies and procedures. Programs that test and accurately measure customer satisfaction must be designed and instituted and followed up with problem solving sessions involving front-line people as well as managers. Who best knows what pleases players and

guests more than dealers, waiters and waitresses, front desk employees, bellmen, etc? Management must come to believe that the front-line employee has valuable ideas to contribute and must provide a listening forum for them.

A customer evaluates any business by what he perceives it to be. If the restaurant is dirty, then the guest thinks that the whole property is dirty even if it isn't. If the guest's fork in the restaurant has unwashed food on it, then he thinks that all the silverware and dishes are probably not too clean. If the customer encounters just one smart-aleck, rude or indifferent dealer or waiter, then his impression is that most of the dealers and waitresses are that way.

There are difficult customer satisfaction problems to solve, but the hotels who are committed to establishing effective customer service policies will get much more than just their fair share of the available business. Customers and players will want to return to where they felt comfortable and appreciated.

Vince Lombardi, the legendary football coach, once said, "Perfection is not attainable. But if we chase perfection, we catch excellence."



## CASINO INDUSTRY

**AT-5**

## b)

What happens when a customer experiences a rude dealer, smart aleck waiter or an insensitive bouncer? The Federal Trade Commission's (FTC) Federal Bureau of Consumer Affairs in Washington recently said that their studies showed that dissatisfied customers seldom complain to the people who dissatisfied them. Instead they complain to their friends and associates and simply don't come back to the business again. More specifically, 99% of unhappy customers never complain about rude or discriminatory treatment. They don't believe that businesses will do anything about their complaints. The average hotel casino customer believes that if something is done about an oversight or mistake, it will end up being a hassle. Think about it. For every 100 mistakes that are made, an average of only four customers register a complaint.

The Chamber of Commerce tells us that over 30 million visitors will come to

Hopefully, casino hotels here in [redacted] are realizing that in order to please their customers and to encourage them to return they have to understand that their customer-contact employees are the most important factor in providing proper customer service. To the customers, the front line employee is the company. Upper and middle management must be passionate to the needs of their

employees in terms of training, consideration, and the flexibility to allow the utmost in pleasing and servicing every customer.

Much too often we hear, "I'm sorry. That's our policy," or "I don't know. We've always done it that way," or "I'd like to help you, but..." As principles of customer service become more familiar to hotel/casino employees, the image of [redacted] having a somewhat less than friendly atmosphere should improve. If every person who works in our hotels realizes that the customer is not dependent on them but that they are dependent on the customer, the incidents of customer dissatisfaction

**L**arge and small hotel casinos alike have begun to realize that trying to compete solely on marketing strategies and give-away programs is not good business. Competing on the basis of casino differentiation is becoming increasingly difficult. What builds a solid customer base is the ability to make the guest feel comfortable and eager to return. That can only be accomplished when every employee treats the customer as being supremely important, and is committed to make that customer feel as comfortable as possible. Every bartender, maid, cashier, casino dealer or any other customer-contact employee must create an environment in which each decision and action is designed to make the customer's experience better than it would have been had the guest

# CASINO JOURNAL

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CASINO INDUSTRY

CASINO REPORT

October 1989

## Handling a Promotion

Even casino supervisors want to be liked. It's a natural desire and supervisors are certainly no exception. But one cannot make a career out of just being liked.

Many times I've seen a dealer promoted to floorperson and really wanting to do a good job but also keep his friendships intact with his former co-workers so they wouldn't think he was putting on airs and trying to lord over them. He felt that whatever he did on his own time was OK, and the only thing that mattered was how he performed in the pit. He continued to go to some of the local watering holes with the dealers for a few beers after the shift and still continued to date the female dealers. Generally, he kept all the relationships the same with those who now worked under him. The word went out that nothing had changed. Promotion to supervisor hadn't changed him, he was still the dealers' pal.

Some problems arose, however. He was finding it increasingly difficult to reprimand a dealer or discipline him at work when he'd been out partying with him the night before. He overlooked their mistakes more and more. He let them get by with some minor game procedure violations and even rule, or at least indifferent, behavior towards the

players. The dealers simply didn't look at him as a supervisor. Upper management didn't either, and eventually they asked him to go back to being a dealer.

This kind of new supervisor makes the mistake of trying to assume the responsibilities of a new position that makes him the boss over his former co-workers and at the same time retain the same old friendly relationships with them at the same time. The result was ineffectiveness. It didn't work for him and it won't work for you. It never does. You can't place more emphasis on being liked than on being respected.

Here's a few suggestions on how not to build respect from those in your charge:

### Don't Accept Favors

I know, I know, everyone does, but you really put yourself in an awkward situation. The moment you accept a favor from someone, you're obligating yourself to do one for him in return. This can lead to all sorts of problems, including favoritism, inefficiency and worse. Many years ago, I remember a dealer who wanted certain days off. His supervisor, who also made up the dealers' schedules, would periodically get a case of wine delivered to his home from this "entertaining" dealer. The dealer got his days

off and the supervisor his wine, but certain traits and loyalties were violated. Additionally, the supervisor was bought and paid for, and many others knew it.

### Don't Do Special Favors

This is not to imply that you shouldn't try to help your employees whenever, however and wherever you can. You should help them, of course, but this does not mean you should overlook their poor work habits, coming back from breaks late, absenteeism, etc.

### Don't Try To Make Popular Decisions

Popularity is short-lived. Singers and rock 'n' roll groups come and go, dependent on the moods and whims of their audiences. Remember, your job is to be a manager, not to win a popularity contest. If you want to last as a supervisor, don't go for short-term popularity by trying to make decisions that people like, but make decisions that are right. This isn't always the popular thing to do, perhaps, but it is the best. Your decisions will last longer and so will you.

### Don't Party With Your Employees

I have nothing against good fellowship, and I enjoy getting together with people for a social function or a round of golf as much as anyone else, but I try not to do so with my subordinates. And I've yet to meet the executive or manager

who's been able to do that successfully. Some of you might disagree with me but my reason is both practical and logical. You see, when you've entertained a man in your home or tipped a few with him at a bar, it's extremely hard to reprimand or criticize him during the next shift. Sure, it's nice to be well liked by the people who work for you, but social relationships with your employees will interfere with your hotel or casino responsibilities, distort your good sense of judgement and cause you to be ineffective as a supervisor.

More on this subject next month.

*by [redacted] a free lance author and writer, conducts casino management and customer service seminars throughout the gaming world through his consulting firm.*

## Casino Report: Kill 'Em With Courtesy

However, it only takes one obnoxious worker to taint a lot of patrons and give a bad reputation to that casino. These folks can't wait to tell their friends and neighbors about the poor treatment they received in [redacted].

And the worst thing we hear is about some printed article or television story claiming that [redacted] is an undesirable

weekend or vacation destination.

No many of our employees in our industry have the misguided impression that they have the same rights of behavior that the customer does. Because a patron is rude, an employee does not have the right to be rude in return. Some may argue this point, but the fact remains that the customer is paying his way, whereas the employee is being paid to be nice to him and to encourage his return.

We all know that some people can be monumental jerks, especially when they're hungry or have lost money in the casino. Nevertheless, it is every casino hotel workers' obligation to treat these people as a challenge and overwhelm them with kindness and courtesy. You'd be surprised at how many inside customers write down and respond to someone who sincerely listens to their problem, offers a degree of sym-

pathy and tries to offer solutions to their problems. So often, disgruntled visitors to our city simply want someone to listen and understand their plight.

Never forget that we are not necessarily in the gaming industry, but in the people business. We get paid to cater to people and

make them feel comfortable and want them to return to our property. Most of us want rides, better positions and more benefits. In order for nice things to happen to us, our casino hotel must improve their business by attracting more visitors and supporting expansion from new

properties. We all can do more to make our customers feel welcome, cared about and want to return. Those who foster these concerns will prosper and grow with the industry. Those who don't will be eventually eliminated from our payrolls and have to scramble to make ends meet doing something else.

by [redacted]  
President

In spite of Casino Management's best efforts to insist on their employees' upmost efforts to convey an attitude of courtesy towards their patrons, articles still appear in the local Press about the "Semi-Friendly" dealers, rule waitresses, sarcastic or curt casino hotel workers that seem to be everywhere. I'm not sure if their less-than-acceptable behavior is because of a lack of common sense, poor training or simply because the people in the local available pool of employees inherently dislike people or view their role as a worker in the hotel service industry as demeaning and beneath their capabilities. I really believe that the overwhelming majority of casino hotel workers really make an effort to treat their customers well, with an attitude of courtesy and service.

### 6 & 8 Don't Payoffs

by [redacted]  
Head Craps Instructor

When the don't side wins on the 6 or 8, most of us pay the highest color of the match-up; that is, 60 wins 50 because 60 is 2 greens and 2 reds, so it wins 2 greens, or 50. Some of you may divide by 6 then multiply by 5; 60 divided by 6 = 10 x 5 = 50, but what happens when you get a bet that doesn't have a color match-up or is too difficult to divide by 6? You probably break the bet into two bets you have memorized, which is the best way to figure the bet out.

However, even the best craps dealers get bets they have trouble breaking into two bets they have memorized. There is, however, a formula that works for all bets on the don't side of the 6 or 8. Memorize a few key unit payoffs. Following is the key:

6 units wins 5 units	12 units wins 10 units
18 units wins 15 units	24 units wins 20 units
30 units wins 25 units	36 units wins 30 units
42 units wins 35 units	48 units wins 40 units

The first thing you do with this key is to extend it with zeros; that is, if 6 wins 5 then 60 wins 50 or if 24 wins 20 then 240 wins 200, etc.

Also, if you get a bet that doesn't fit into the key, break it into two bets that will.

Example: if 30 wins 25 and 6 wins 5 then, 36 wins 30. You can also use multiplication with the key.

Example: if 60 wins 50 then 270 wins 225 because  $90 \times 3 = 270$  and  $75 \times 3 = 225$ .

Following are a few examples that should help you understand:

- \$180 lay behind the 6 wins \$150 because 18 wins 15, so 180 wins 150
- \$72 lay behind the 8 wins \$60 because 60 wins 50 and 12 wins 10, so 72 wins 60
- \$420 lay behind the 6 wins \$350 because 10 wins 25 and 12 wins 10, so  $30 \times 12 = 42$  and  $25 \times 10 = 250$ . Then just add zeroes. 42 wins 35, so 420 wins 350.

These are just a few examples — by a few of your own and see if they work. I'm sure with a little practice you'll be able to use this key in the future. If you have any questions or comments, please feel free to call me at [redacted].

Good Dealing.

[redacted]

## CASINO REPORT . . . The Card Counter

By [redacted]  
President

One of the basic functions that you have as a casino supervisor is to create a friendly and comfortable atmosphere for your casino customers while protecting your casino's money from those who would take unfair advantage. Insuring the integrity of the games is a valuable task requiring an attentive effort making sure that the gambler neither wins nor loses more than they are entitled under the rules of the games.

We don't have too much about the vast armies of card counters any more probably because of the fairly recent rule changes allowing the casinos to defend themselves from these highly skilled and controversially legal play. An effective blackjack supervisor must have the ability to distinguish the various skill levels of players and particularly basic strategy players from card counters. Not only is the casino marketing department interested in skill levels, but certainly a casino must have the ability to avert house percentage

crimes due to card counter invasion. Most casinos offer some sort of training in basic strategy and card counting identification. I don't have space in this column to teach an entire course in card counting. But I can offer a few tips that may make identifying obvious card counters a little easier. I am assuming that you have taken the time to memorize multi-deck basic strategy. I have listed several generalizations applicable to card counters:

1. Most counters exhibit an intense concentration as successful card counters keep a close watch on every card that is played.
2. Systematic wagering — counters bet amounts depending on their current advantage.
3. Glancing at the discard rack — counters tend to estimate the number of decks remaining to be played to calculate the true count.
4. Counters don't think about — house rules the ability to count.

5. Counters don't show emotion — they expect to win and lose a certain percentage of hands and treat playing blackjack as a business.
6. Counters tend to move from one table to another in search of a positive shoe.
7. Counters do lose at times. Because they are being down't mean they are not a counter.
8. Many card counters are young, female and attractive.
9. Some counters will "shadow count" before they indicate and play.

That is, they stand on the outside of a table and count cards and only actually play when the remaining cards in the shoe gives them an advantage.

Be aware that there are a few key plays that card counters use that vary from basic strategy.

- Positive Shoves:**
1. Doubling A8 vs. 5 and 6
  2. Splitting 9-9 vs. 7 and Ace
  3. Standing on 12 vs. 2 and 3
  4. Splitting 4-4 vs. 4
  5. Doubling 10 vs. 10 and Ace
  6. Doubling 11 vs. Ace
  7. Standing on 16 vs. 10 and Ace
  8. Doubling Hand 8 vs. 5 and 6
  9. Insurance taken when 3 or more units are bet.

### Negative Shoves:

1. Hitting 12 vs. 4
2. Hitting 9 vs. 3
3. Hitting 13 vs. 2 and 3
4. Hitting A-2/A-3 vs. 5 and 6

Counters tend to leave or camouflage their play if they feel they are being watched, so be aware that these basic strategy variations may be altered if the counter feels he is being monitored.

Many counters work in teams to make it more difficult to be detected. The counter plays unobtrusively as possible while signaling his teammate who is occupying another position on the table. They compare to

give the impression that they are just lucky as the "non-counter" exhibits few if any card counter behaviors and seemingly bets at random. Team play is very difficult to detect as a good supervisor has to be very alert in watching the games.

Card counters can seriously reduce a casino's hold percentage and the financial stability of a casino property. Our jobs, names and incomes are dependent upon our casino's bottom line performance. Reasonably enough, I think, to do one best to protect our games from those skilled folks who would take advantage.

## GAME PROTECTION

By [redacted] Head Craps Instructor

Please, be aware that "they" are out there. Don't be so naive, they will cheat at your game as quickly as anyone else's.

When I was behind the craps table, I honestly believed that no one could cheat on my game. I felt that with my knowledge of the game and my attentiveness, no one would say, "hey, was I wrong?"

I perform seminars on (game protection) at craps, and now, more than ever, I realize that cheating is so easy on a craps table (or any game for that matter). The best defense against cheating is to do your job. If everyone at the table is protecting their game per house policy (i.e. not hawking the dice, watching your end etc.), then the cheat will go to another game where the employees are not following procedure. I'm sure the cheat won't have to visit too many games before he finds an easy mark. There is no fool proof way to prevent cheating, but there are ways to discourage potential cheaters. First, look for mannerisms that lead to cheating.

Most professional cheats will try a couple of dry runs before actually performing the move. Examples of things to look for are:

- Players always setting the dice on the same number before shooting.
- Players going to their body before or after they shoot the dice.
- Any distraction while the shooter has the dice.
- Shooter using both hands to handle dice.
- Players handling their bets too often (pass or don't).

There are just a few examples of things to look for. Please note: Any or all of these examples doesn't prove the player is cheating. A lot of these mannerisms are everyday habits of players. Just be alert that the possibility exists.

As always, the best protection is to follow house procedure on your game.

Good Dealing,  
[redacted]

DECEMBER 1990

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THE NEWSPAPER OF THE CASINO INDUSTRY

## CASINO REPORT

## Getting Them To Do What We Want Them To Do

BY

After recently returning from the World Gaming Congress in [redacted] where I presented seminars on building casino customer service, I had time to reflect on the questions of the audience. I found that the most often-asked question concerned implementation. "We all know what we want our dealers, supervisors, cocktail servers, etc., to do, but how do we get them to do it?" Though most of the employees who impact on the customers are the front-line troops, in many cases they are not the most highly trained or highly paid workers. So how do we, as managers, motivate our staff to constantly exhibit a sincere, warm, helping attitude towards the customer?

The [redacted] organization does it through a careful hiring practice combined

passed by their table. Not one ever did, and they all exhibited a body language that said, "Don't dare start up my game!" Additionally, very few pit bosses or supervisors seemed friendly and welcoming. I did, however, find pockets of friendliness in the new [redacted] and the [redacted] across the street, but, for the most part, I found indifference at best. I'm sure each of the properties I visited has had some sort of training or orientation in customer courtesy, but their programs were either weak, too infrequent and certainly ineffective.

So we come back to the basic question of how we instill in our people the genuine belief in the customers' supreme importance and how we get them to treat each guest like family. It's not easy, but here are a few suggestions:

with a lengthy training program that indoctrinates each employee with the customer-service philosophy of the company. [redacted] department stores achieves their extraordinary high customer satisfaction levels with a combination of hand-picked employees, a relentless fervor to please their clients that starts from the top down and an employee compensation plan based on commissions. [redacted] huge and unbelievably successful supermarket earns its legendary success on a philosophy that listening and reacting quickly to its customers' needs and wants insures that they continue to maintain the highest sales per square foot of any food market in the U.S.

If grocery stores, department stores and amusement parks can deliver extremely high levels of customer-service satisfaction, then the question of why it is so difficult for the casino industry to do likewise begs for an answer. While [redacted] you.

I walked through several major [redacted] and downtown casinos simply waiting for just one dealer standing on a dead game to acknowledge me as I

1.) The executive committee must develop a corporate or property service philosophy. Example: "Through quality service we offer our guests an enjoyable and entertaining gaming experience."

2.) Measure guest levels of service through a combination of exit surveys, telephone polls, secret shoppers and instituting systems of listening to the front-line people's suggestions.

3.) Develop ongoing training programs that emphasize the importance of not just satisfying but delighting the guest. The biggest secret of training: Reward the behavior that you want. What gets rewarded gets done!

Remember, satisfied guests tend to:

I. Come back more often.  
II. Tell others about you.

III. Take advantage of more of what you have to offer.

IV. Spend more while they are with you.

[redacted] Director of Casino Operations  
Hotel Casino in [redacted]

# CASINO JOURNAL

MARCH 1991

## CASINO REPORT *by*

### Motivation & Reward

As casino supervisors, our job is no different than that of supervisors in other industries: to get those in our charge to do more and to do it more efficiently. An effective supervisor must therefore be a skilled motivator. Motivation, or why people do things is, however, very complex.

Most modern theories about work motivation are based upon the assumption that rewards are more persuasive than punishments. Authorities believe that rewards intrinsic to the work, such as increased responsibility, training and identification with the goal of a good product or service are more productive than rewards extrinsic to the work, such

as pay raises, job security and fringe benefits.

Supervisors who agree with this theory make the following assumptions:

- People naturally enjoy work.
- Most people exercise self-control and self-direction when they are motivated to achieve a goal.
- The average employee will not only accept, but will actively seek responsibility.
- The capacity of the average employee is only partially utilized.

Supervisors who make these assumptions in developing their management techniques need to be more creative, more sensitive, more thoughtful,

more capable of delegating responsibility and, in general, more democratic than a supervisor who manages through intimidation or fear.

In order to understand what motivates people, we have to understand that most of our behavior is determined by our needs. If our needs are satisfied, we will be reasonably cooperative. If our needs are not met, we can become either passive and withdrawn, or hostile and aggressive.

Effective casino supervisors look for "Hot Buttons" in motivating their employees. These Hot Buttons are the predominant drives that can be used to motivate a particular individual. A supervisor can also look for the "handles"—pride, fear, ambition, desire for money, need for approval—in each of his subordinates by which he may achieve the desirable response.

A supervisor must be willing to take the time and make the effort to learn

about those who work for him. It is difficult for a casino supervisor to learn about a dealer as an individual because of the vast number employed. An effort, however, can be made during a break in the lounge, for example, or on a dead game. It is very important that you get to know your people. Once you have an idea of what motivates them, you can then apply various approaches and techniques to improve their job performance.

Our most successful leaders in our industry are, very often, our most successful motivators. They are the people who make things happen. They move others to action with their ability to influence, inspire and nurture. They stimulate others, spark them, move them and arouse them through encouragement, nourishment and inducement. They know when to apply pressure and what kind to use—the carrot or the stick. I'm not talking about bullies. Anyone can move another to action with a gun or a

whip, but such a person does not use motivational or people management skills.

Most impressive are seemingly ordinary people who have extraordinary ability to motivate others to strive for superior performance without robbing them of their individuality or self-worth. All great motivators seem to have an instinctive ability to make themselves understood and to understand their words, feelings and actions of others.

Next month, I'll discuss some of the human reactions and communication skills that these successful motivators possess.

\_\_\_\_\_, author of \_\_\_\_\_ is currently director of casino operations at the \_\_\_\_\_ Hotel Casino in \_\_\_\_\_



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## A GLOSSARY OF CASINO JARGON

As in many other businesses, the casino industry has a special language unique to gambling halls and casinos everywhere. Here are most of the more common expressions and terms.

<b>Ace</b>	(1) The one-spot on a die; (2) one dollar; (3) a swell guy.
<b>Ace-Deuce</b>	"Three-craps," one die showing one, the other die showing two.
<b>Action</b>	(1) Large amount of cheques or cash being bet. "I've been dealing to action all night." (2) Game in progress. (3) The total dollar amount bet by the player(s) on all hands played.
<b>Any</b>	The "any craps" bet.
<b>Apron</b>	Small half-circle of heavy cloth imprinted with the casino name, worn around the waist fastened by an elastic band in back.
<b>Audition</b>	To deal in front of a supervisor for a possible job opening. A try-out.
<b>Back-Line-Odds</b>	A craps player having a bet on the Don't Pass Line lays the odds on the point number.
<b>Back Up</b>	To take odds on a bet.
<b>Bank</b>	The playing stake of a player or team.
<b>Bankroll-House</b>	Money used to make payoffs and change. It is kept in the back-center portion of the table.

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<b>Bar</b>	To exclude a player from a casino, or prevent him from playing a table game; almost always blackjack.
<b>Bar on the First Roll (The)</b>	A bar on one of the craps numbers; either the two sixes, two aces, or ace-deuce. If the number barred appears on the first roll, it is a stand-off for the wrong bettors and the money rides for a decision on a later roll.
<b>Barber Pole</b>	A bet consisting of cheques of varying denominations. "Barber poles are to be broken down and paid color for color."
<b>Basic Strategy</b>	The optimum way for the blackjack player to play his hands if he's not counting, given a prescribed set of house rules; also called "basic."
<b>Beef</b>	A complaint, or to complain.
<b>Betting Ratio</b>	The mathematical ratio between the highest and the lowest bets placed by a player.
<b>Betting True Count</b>	The value of the true count, adjusted to reflect the number of aces rich or poor.
<b>Bet the Dice to Win</b>	To bet that the shooter will pass; to bet right.
<b>Big Dick</b>	The point ten (10) in craps.
<b>Big Six</b>	Vertical "wheel of fortune" game, often dealt by 21 dealers.
<b>Blackjack</b>	(1) Name of the game in which a player makes a bet, plays his cards and tries to get closer than the dealer to a count of 21, without going over. (2) To deal an ace and a ten-count card as the first two cards. — <i>Snapper, Natural</i>
<b>Blacks</b>	\$100 table cheques, usually black in color. "I've never dealt to blacks before."
<b>Blow It</b>	To lose a bet for the dealers. "I've blown every bet they've made for me tonight."
<b>Bones</b>	Dice.
<b>Book the Action</b>	To accept a bet for play. "If a player puts down a roll of dimes, you book the action." — <i>Cover the Bet</i>
<b>Boxcars</b>	A throw of two-sixes.
<b>Boxperson</b>	A casino employee who sits at the craps table, supervises the game and deposits currency in the drop box.

<b>Boys</b>	Players; gamblers.
<b>Break</b>	Period of time dealer has away from the table each hour, usually 15 or 20 minutes. To go on a rest period. "I've been breaking on the hour."
<b>Break</b>	To exceed the count of 21 on a hand. — <i>Bust, Go Over</i>
<b>Break-In</b>	Beginning or novice dealer. To get a job dealing without prior dealing experience. "Where did you break in?"
<b>Break It Down</b>	To cut chips into countable piles, or to separate them into colors.
<b>Bump Into</b>	To push a stack of cheques up to a shorter stack of cheques and take the excess off so that both stacks are equal. "Break the bet into half, then bump into it three times." — <i>Cut Into, Size Into</i>
<b>Burn Card(s)</b>	Card(s) taken from the top of newly shuffled deck and discarded to discard holder.
<b>Bust</b>	To exceed the count of 21 on a hand. — <i>Go Over, Break</i>
<b>Buy-In</b>	Amount of paper money exchanged for table cheques. To exchange paper money for table cheques. "He bought in for \$100 and walked with \$1200." — <i>In</i>
<b>Cage</b>	Location of the casino cashier.
<b>Call Bet</b>	A bet made without money or chips (usually allowed only to customers with excellent casino credit, or with money in the cage). (Illegal in [redacted])
<b>Call for Insurance</b>	To call the attention of the players to the dealer's hand when an ace is showing so they can make an insurance bet.
<b>Catch</b>	(1) To do. "I just caught a 20 (minute go-round)." (2) To get. "I caught an ace on a pair of 5's." (3) To pull. "I just caught an hour (go-round)."
<b>"Card Down"</b>	Expression called out to floorperson when a card goes off the table.
<b>Catwalk</b>	Area above the casino floor concealed by one-way mirrors from behind which experts observe the game.
<b>Casino</b>	Area in which legalized gambling is conducted. — <i>House, Joint, Shop, Store, Toilet, Trap</i>

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<b>Casino Manager</b>	Person who oversees the entire casino operation.
<b>Check or Cheque</b>	Gambling chip; used primarily by casino employees.
<b>"Check (money) Down"</b>	Expression called out to floorperson when a cheque or money drops to the floor behind or to the side of the dealer.
<b>Change Up</b>	To change one denomination of cheques into next higher denomination, taking back change when necessary. — <i>Color Up</i>
<b>Chunk</b>	To bet large; sometimes, to over-bet.
<b>Clock In (Out)</b>	To have one's time card punched by time clock at beginning and end of shift.
<b>Cold</b>	Losing. "I can't believe how cold I've been tonight."
<b>Cold Deck</b>	A deck or decks unfavorable to the player, that is, with a high minus count. Also, a deck(s) in pre-arranged sequence inserted into play by cheating players (also called a "cooler").
<b>Color</b>	Designation of the denomination of table cheques by cheque color.
<b>Color for Color</b>	Matching each denomination of cheques when paying. "I want barber poles broken down and paid color for color." — <i>Color Up</i>
<b>Color Up</b>	To change one denomination of cheques into next higher denomination without taking back change. "Color him up." — <i>Change Up</i>
<b>Cocked-Dice</b>	Some players do not count the throw and consider it "no dice" if one or both of the dice come to a rest on an irregular surface so that it is difficult to decide the roll, which surface is the skyward one.
<b>Clerk</b>	Slang term used for a dealer.
<b>C-Note</b>	A one-hundred (100) dollar bill.
<b>Come Bet</b>	A bet made after the shooter has come-out on a point. The next roll to be considered to be the same as a come-out roll.
<b>Comp</b>	The privilege of using casino-hotel services free-of-charge (complimentary). To give a player, usually a high-roller, free services in a hotel-casino.

<b>Count</b>	Usually used to refer to the running count, which is the cumulative value of all cards played at any given time, based on a set of preassigned values for each card denomination.
<b>Count</b>	Times at the end of a shift when a dealer's rack is counted and the drop boxes are changed. "Get ready for the count."
<b>Counter</b>	A player who uses a counting system to keep track of the type of cards played in order to determine whether the deck is favorable or unfavorable to the player.
<b>Count Down</b>	To make small regulation-size stacks of cheques, easily counted from a distance, from a taller stack. "Count down your green." — <i>Run Down</i>
<b>Cover Bet</b>	A bet made by the counter to disguise from pit bosses the fact that the player is counting (such as a large bet off-the-top, a small bet with a favorable count, or a large bet with an unfavorable count).
<b>Count Down the Deck</b>	System of mentally keeping track of what cards have been dealt and what cards are still in the deck.
<b>Cover the Bet</b>	To accept a bet for play. — <i>Book the Action</i>
<b>Cover Play</b>	A play of the hand (usually a strategy error) made by a counter to disguise from the pit bosses the fact that he is counting.
<b>Cut</b>	A player must divide the freshly shuffled deck into two parts before the dealer reassembles it into its new order and deals out the first hand.
<b>Cutcard</b>	A card, usually a solid colored piece of plastic, which is inserted into the cards in a deck or shoe to determine when the pack will be shuffled.
<b>Cut Cheques</b>	Process of holding a stack of cheques in one hand and using the index finger to create a series of equal stacks. — <i>Thumb Cut, Drop Cut</i>
<b>Cut Into</b>	To push a stack of cheques up to a shorter stack of cheques and take the excess off so both stacks are equal. — <i>Break the Bet, Bump Into, Size Into</i>
<b>Cut Tokes</b>	To divide gratuities between the dealers. "Who's cutting tokes tonight?"
<b>Crap</b>	The numbers 2, 3, and 12.

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<b>Craps</b>	(1) The game; (2) The dice.
<b>Crap Out</b>	To roll a 2, 3, or 12 on the come-out roll.
<b>C &amp; E</b>	A split bet covering both any craps and eleven.
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<b>Days</b>	8-hour shift starting anywhere between 7 a.m. and noon. "I asked the boss if I could go on days."
<b>Dead Table (Game)</b>	Table (Game) with no players. "There's five dead tables and we still get hit for overtime."
<b>Deal</b>	To manage a casino game. "How many games do you deal?"
<b>Dealer</b>	An employee of the casino who deals the cards, makes payoffs, sees the rules are followed at his table and plays the house cards in accordance with a fixed, specified set of instructions.
<b>Deal Around</b>	To deliberately not give cards to a player. "Deal around the drunk on third." — <i>Deal Out</i>
<b>Deal Out</b>	(1) To get the cards to the players; (2) To exclude a player from the game. "They told me to deal him out." — <i>Deal Around</i>
<b>Delivery</b>	Method of getting the cards to the players.
<b>Deuce</b>	(1) Two dollars; (2) The two-spot on a die.
<b>Discard</b>	Used cards.
<b>Discard Holder (Rack)</b>	Plastic holder to right of the dealer where discards are stored until the deck is reshuffled.
<b>Don't Come Bet</b>	A bet, the next roll to be considered as a come-out, that the dice will lose.
<b>Don't Pass Line</b>	Money placed there is a bet that the shooter does not pass.
<b>Double Down</b>	An option that allows the player to double the value of his bet after looking at his (usually) first two cards. He is dealt one additional card.
<b>Double Exposure</b>	A blackjack game in which both dealer cards are shown to the player before the player plays his hand; other rules are changed to restore the house the overall edge in most such games.



<b>Double Up</b>	To increase bet by like amount. — <i>Press</i>
<b>Double the Bank</b>	The goal of most card counters or teams: to double the original playing stake. The bank is often broken at this point.
<b>Dice Boat</b>	The container on the game table which holds the dice which are not in play.
<b>Dirty Money</b>	Gaming cheques from losing wagers which have not been returned to the bankroll.
<b>Drop</b>	Paper money deposited in black box under table by way of a slot on top of table. "They are going to have a hellava drop on table 19."
<b>Dropping</b>	Putting tokens in the token box. "The crap pit's dropping real good, I hear." — <i>Putting Down</i>
<b>Drop Cut</b>	The technique of holding a stack of cheques in one hand, touching them to the table, then lifting them, leaving a small stack of the precise number of cheques wanted. — <i>Cut Cheques, Thumb Cut</i>
<b>"Dummy Up and Deal"</b>	Common expression spoken to dealer by bosses, meaning "keep your mouth shut, your eyes on the layout, and the cards flying."
<b>Dumping</b>	To lose a large amount of money quickly. "I hate dumping to stiff." — <i>Cold, Pump Up</i>
<b>Down (table)</b>	A table with no players, which will be closed down. "Try to get that table down." — <i>Put the Lid On It</i>
<b>Earring</b>	To deliberately not drop the paper money all the way into the drop box, so that one corner sticks out and can be retrieved. — <i>Hanger</i>
<b>Early Out</b>	Getting the last break before quitting time. "I can't believe I got an early out three days in a row."
<b>Early Surrender</b>	The player option of giving up half of the bet before the dealer checks to determine whether he has a blackjack.
<b>Edge</b>	An advantage.
<b>Element-of-Ruin</b>	The percentage likelihood that the player(s) will lose his(their) bank.
<b>End</b>	A share.



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<b>Expected Value</b>	The dollar amount that the player(s) should win (or lose) if encountering "average luck" that is, in exact accordance with the statistical advantage or disadvantage to the house.
<b>Eye</b>	Short for "Eye in the Sky" observation post or person in that post for the purpose of observing the games in the casino.
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<b>Face Down</b>	Method of delivering cards to players so that first two cards are seen only by the player. — <i>Face Up</i>
<b>Fill</b>	Table cheques from cashiers cage to refill a dealer's rack.
<b>Fill Slip</b>	Slip of paper accompanying a fill, which is checked, signed, one copy deposited in drop box and one copy handed back to the floorperson by the dealer.
<b>Field Bet</b>	A bet that one of the group of numbers on the field will appear on the next roll.
<b>First Base</b>	Player sitting to the left of the dealer.
<b>Flat Bet</b>	To bet the same amount on each hand played. Usually done for cover purposes or in a hole card game.
<b>Flash</b>	To inadvertently expose the hole card. "Pete says I'm flashing my hole card, but I can't see how I could be."
<b>Floorperson</b>	Person who walks behind the tables, watches for irregularities on the games, keeps the racks full, takes care of any problem which arises on the tables, and supervises the dealers.
<b>Foreign Cheques</b>	Cheques from another casino.
<b>Front Line</b>	Same as Pass Line.
<b>Full Moon</b>	Time of month that dealers believe all the freaks, weirdos, and turkeys turn up at their table. "I can tell without looking there's a full moon tonight."
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<b>Games</b>	(1) Casino gambling game(s) dealt by dealers: 21, Roulette, Craps, Poker, Pan, Big Six, and Faro; (2) A table with action.
<b>George</b>	A player who gives a dealer cash or makes bets on a dealer's behalf. "I have this super George on my game. He's putting us up every hand."

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<b>Go</b>	Expression referring to the amount of tokens made. "What did we go last night?"
<b>Go Over</b>	To exceed the count of 21 on a hand. — <i>Break, Bust</i>
<b>Go-Round</b>	Time period spent on a table between breaks. "I spent the whole go-round holding up a dead table."
<b>Gorilla BP</b>	A non-counting player who receives signals from a counter. He's a "gorilla" because he need not know how to win at blackjack, yet he's playing with an edge over the house.
<b>Green</b>	\$25 chips (usually green in color).
<b>Grand</b>	One thousand (1000) dollars.
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<b>Hand</b>	Cards dealt to players each time a bet is placed.
<b>Hanger</b>	Paper money which hasn't dropped all the way down into the drop box. — <i>Earring</i>
<b>Hard Hand</b>	A hand without an ace that can be counted as "11."
<b>Heat</b>	Close scrutiny, emotional pressure, and/or criticism by bosses. "I've been getting heat all night and I have no idea why."
<b>Head-On</b>	Playing alone with the dealer as the only player at the table. Also, head up.
<b>Heel</b>	To place one cheque of a marker on top of another cheque, angled in the direction of the player. "Always heel a marker."
<b>Hit</b>	To request another card from the dealer.
<b>Hold</b>	The ratio between the win (amount won by the house) and the drop.
<b>Hole Card</b>	The dealer's bottom card, usually dealt face down and not exposed until after the players have played their hands.
<b>Hot</b>	Winning. "I went on a hot streak like you wouldn't believe."
<b>Hot Deck</b>	A deck or shoe favorable to the player.
<b>House</b>	Term for casino.

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<b>Hustling</b>	Hinting, or asking a player, for a tip or a gift (done by some dealers and also by girls who make their living at this).
<b>In</b>	Amount of paper money player has exchanged for table cheques. — <i>Buy In</i>
<b>Index</b>	The number in the upper left-hand and lower right-hand corners of a playing card which designates its denomination.
<b>Insurance</b>	A side bet when the dealer has an ace upcard that (usually) equals up to half of the player's original wager. If the dealer has blackjack, the house pays 2-to-1; if the dealer does not have blackjack, the player loses.
<b>Insurance Counter</b>	A player who uses a special count, perfect for the insurance bet. He often signals the correct insurance play to another counter, who is playing a different system.
<b>Joint</b>	Term for casino.
<b>Joint Bank</b>	An arrangement where two or more players combine resources and play jointly off the total amount, sharing in the win or loss.
<b>Juice</b>	A friend, or a friend of a friend, who has the power to get a dealer job; to get a job through a friend. "He got juiced into the Nugget."
<b>Lay and Pay</b>	Method of turning over players' cards, paying or taking bets, then gathering up all the used cards at the same time. "Most of the casinos are lay and pay."
<b>Layout</b>	The felt covering of a 21 table, usually green, sometimes red, rarely blue, imprinted in white.
<b>Let It Ride</b>	To leave the original bet and the money won on playing surface and wager it again.
<b>Light</b>	(1) Insufficient amount; (2) Weak.
<b>Limit</b>	The maximum amount that may be wagered against the house on any one bet.
<b>Line</b>	The Pass Line.

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<b>Little Joe</b>	The point four (4) in craps.
<b>Lock Up</b>	To put money away in the rack or in the token box. "Lock up that sleeper."
<b>Locked In</b>	To stay on a game longer than normal. "I got locked in for an hour twenty."
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<b>Marker</b>	A special casino cheque or draft used by the gambler to draw chips against his credit or money on deposit in the casino cage.
<b>"Marker Down"</b>	Call to the floorperson signaling that the marker has been repaid.
<b>Mark Off</b>	To separate stacks of cheques in the rack into regulation stacks, so that a floorperson can quickly and accurately count a dealer's rack from a distance.
<b>Mechanic</b>	Dealer who can manipulate the cards in either the house's or the players' favor.
<b>Minus Count</b>	A cumulative negative count of the cards placed in play; tends to be to the disadvantage of the player.
<b>Multiple Deck</b>	A blackjack game played with two or more decks of cards; usually four or six decks.
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<b>Natural</b>	When 7 or 11 is thrown on a come-out roll.
<b>Nickels</b>	\$5 chips.
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<b>Off</b>	Indicating that a bet is "off" or not in action for a specified throw of a dice.
<b>Off and On</b>	Paying a winning come bet and replacing it with a new come bet without first removing the bet to the come bet and bringing up the new bet.
<b>Off-the-Top</b>	At the beginning of a deck or shoe, immediately after the shuffle.
<b>Off-the-Street</b>	Expression meaning to walk into a casino and be given a job without knowing anyone at the casino. "She just came in off-the-street." — <i>Walked Into</i>

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<b>On-the-Rail</b>	Observing a gambling game, but not playing it; in blackjack, usually from behind the players (in poker, usually behind a rail that separates the players from the spectators).
<b>On-the-Square</b>	On the up-and-up; fair.
<b>One-Down</b>	The stickperson's announcement that one die has fallen off the table.
<b>One Roll Bet</b>	A bet which is decided on the next roll of the dice.
<b>Outside Man</b>	A casino employee who surreptitiously observes from outside the pit, usually pretending to be a patron. To casino employees: a non-casino employee, usually a cheat.
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<b>Paddle</b>	Plastic slat used to push paper money down into the drop box.
<b>Paint</b>	A jack, queen, or king (sometimes, also a 10).
<b>Pair Splitting</b>	Two cards of the same value, or two ten-valued cards when they may be split.
<b>Pat</b>	To keep the hand as is; no hits needed to achieve a count of 17 or more. "He had a pat hand."
<b>Paper</b>	Paper currency.
<b>Parlay</b>	To increase a bet by the total amount previously won on the bet.
<b>Past Post</b>	To illegally make a wager on a number after that number has been declared a winner.
<b>P.C.</b>	Percentage of money put down in drop box and money given out of the rack to figure winnings or losses. "I had the lowest p.c. in the place."
<b>Pick and Pay</b>	Method of turning over a player's cards, paying or taking the bets, then picking up that hand before proceeding to the next player's hand. "The Aladdin is double deck, pick and pay — ugh!" — <i>Lay and Pay</i>
<b>Piece of Cake</b>	Expression meaning a simple, easy, and/or pleasant job. "That Big Six is a piece of cake."
<b>Pit</b>	Area which is surrounded by and includes the 21 tables.

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<b>Pinch</b>	To illegally remove a part, or all of a wager.
<b>Pitboss</b>	A casino official who supervises play at a group of gaming tables; often supervises the activities of several floorpersons.
<b>Pit-Stand</b>	Desk approximately 4' tall by 2-1/2' square, stands at intervals in the pit for floorpersons' use in writing or phoning.
<b>Point</b>	Any of the numbers 4, 5, 6, 8, 9, and 10 which the shooter throws on the come-out roll and tries to repeat before throwing a 7.
<b>Press</b>	Means double the bet.
<b>Push</b>	A tie or stand-off, in which the player neither wins or loses.
<b>Put Up</b>	To make bets on behalf of the dealer.
<b>Put the Lid On</b>	To close a table by covering the rack with a lid, which is then locked. — <i>Down (table)</i>
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<b>Quarters</b>	\$25 table cheques. — <i>Greens</i>
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<b>Rack</b>	The rectangular metal tray which contains the table cheques and silver and lies flat in the middle of table next to dealer. — <i>Tray</i>
<b>Rats</b>	Dice.
<b>Readable Dealer</b>	A dealer whose hole card can be spotted by a player or other person in a casino.
<b>Reds</b>	\$5 table cheques. — <i>Nickels</i>
<b>Relay</b>	A person who relays signals from one person to another, in a casino.
<b>Relief Dealer</b>	Dealer who relieves other dealers for their breaks. "It's not the relief's fault you were late getting off your table."
<b>Rolling the Bones</b>	Shooting craps.
<b>Rubber Band</b>	A system of assigning dealers to table games when the dealers are not assigned a specific table during their shift.



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<b>Run Down</b>	To make small regulation-size stacks of cheques, easily counted from a distance, from a taller stack. "Run down your greens." — <i>Count Down</i>
<b>Running Count</b>	The cumulative value of all cards played at any given time, based on a set of preassigned values for each card denomination.
<b>Score</b>	A bigger-than-normal toke night. To have a bigger-than-normal toke night.
<b>Scam</b>	A method for bilking a gambling (or other) opponent.
<b>Second Base</b>	Player sitting somewhere near the center of the table.
<b>Seconds</b>	Not dealing the top card from the deck; a form of cheating.
<b>Size Into</b>	To push a stack of cheques up to a shorter stack of cheques and take the excess off so both stacks are equal. — <i>Cut Into, Bump Into</i>
<b>Shift</b>	The eight hours a day a dealer works. The three shifts: graveyard, day and swing split 24 hours to the minute.
<b>Shift-Boss</b>	Controls the casino on his shift and is answerable to the casino manager.
<b>Shill</b>	A person who works for the casino and acts like a player to encourage other players to join the game.
<b>Shoe</b>	A container for holding undealt cards, usually when four or more decks are used.
<b>Silver</b>	Silver dollars or \$1 gaming tokens.
<b>Single Deck</b>	A blackjack game played with one deck, almost always hand-held by the dealer.
<b>Shot</b>	An illegal move by a player. "I had a dozen shots pulled on me today."
<b>Sky</b>	An area above the main casino where play is observed through one-way mirrors. Also, the employee(s) assigned to work in such an area; also called "eye-in-the-sky."
<b>Sleeper</b>	An unclaimed bet, wager or part of a wager forgotten by the player.
<b>Snake-Eyes</b>	The throw of two aces.



<b>Snapper</b>	An ace and 10 count dealt as the first two cards to a hand; pays 1-1/2 times the bet to the player. — <i>Blackjack, 21</i>
<b>Soft Hand</b>	A hand with an ace which can be valued as "11."
<b>Split</b>	An option allowing the player to make two cards of identical value into two hands, betting an amount equal to the original wager on the second card.
<b>Spots</b>	The area printed on the felt layout designating where the bets are to be placed. "He was playing all seven spots."
<b>"Spread Your Deck"</b>	Expression meaning to gather up all the cards, spread them in a smooth arc in the middle of the table.
<b>Stack</b>	A column of 20 cheques or silver.
<b>Stand</b>	A player's decision not to draw additional cards.
<b>Stay</b>	To indicate to the dealer that no more cards are desired on a hand. — <i>Stand</i>
<b>Stiff</b>	A hand which has a small chance of winning, usually one totalling 12 through 16.
<b>Store</b>	Term for casino.
<b>"Straighten Up Your Rack"</b>	Expression meaning to get the silver and cheques in the rack into regulation stacks so that floorpersons can quickly and accurately count it from a distance. — <i>Mark Off</i>
<b>Strip the Deck</b>	A method of shuffling which consists of dropping a few cards at a time off the top of the deck.
<b>Sub</b>	A concealed pocket used for holding illegally taken cheques.
<b>Swinging</b>	To steal. "He's been swinging since the day he got here."
<b>Take Down</b>	To remove a bet (usually pertains to a bet for the dealers).
<b>Take Out</b>	To take over a game from another dealer. "Take out Jones on 15."
<b>Tap Out</b>	To lose one's total bank.
<b>Third Base</b>	The far left-hand seat on the blackjack table. (Last player before the dealer.)

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<b>Thumb-Out</b>	Process of using thumb of hand holding a stack to equalize a series of stacks of cheques. — <i>Cut Cheques, Drop Cut</i>
<b>Time and a Half</b>	(1) When a player has a blackjack, dealer pays one-and-a-half times the amount of the bet; (2) The casinos pay dealers one-and-a-half times their regular pay on all work time over 8 hours per shift and/or 40 hours per week.
<b>Toilet</b>	Term for casino.
<b>Token</b>	A tip to the dealer or to other casino employees.
<b>Token Box</b>	Any sort of box with a slot and a lock into which dealers drop their tokens.
<b>True Count</b>	The running count adjusted for the number of cards or decks remaining to be played. Also called the "true."
<b>Try-Out</b>	To deal in front of supervisors for a possible job opening. — <i>Audition</i>
<b>Turkey</b>	A player who is ignorant of the ways and customs of a 21 game; an irritating player; any player who is unpleasant to deal to for any reason.
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<b>Vigorous</b>	The 5% commission on buys, lays, and banker bets. Also known as "vig" or "juice."
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<b>Walk</b>	For a player to leave a table.
<b>Walked With</b>	Expression referring to amount of table cheques a player leaves the table with. "He was in \$20 and walked with \$400."
<b>Wheel</b>	Roulette wheel (not the Big Six).
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<b>Yard</b>	One hundred (100) dollars.
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<b>Zukes</b>	Gratuities given the dealers by the players. "Zukes have really been off lately." — <i>Tokes</i>

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