



Canadian Gaming
CENTRE OF EXCELLENCE

INFINITE POSSIBILITIES

ESSENTIAL SKILLS PROFILE

TABLE GAMES TRAINER

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**Essential Skills
are the skills
people need for
work, learning
and life.**

Human Resources and Skills Development Canada have identified nine essential skills that are the foundation to success in today's workplace.

They provide the foundation for learning all other skills and enable Gaming employees to evolve in their jobs and adapt to workplace change.

Without adequate levels of Essential Skills, employees' productivity, training and career options in Gaming may be limited.

Essential Skills are critical to the Gaming Industry.

**HIT THE
JACKPOT...
BET ON A
CAREER IN
GAMING**

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The most important
Essential Skills for
Table Games
Trainers are:

- Oral Communication
- Numeracy
- Writing

INTRODUCTION

Table Games Trainers develop training manuals and facilitate staff training in collaboration with the table games team. They teach and monitor pay outs for the different table games in the training room

Table Games Trainers are also known as:

- Live Games Trainers

TABLE GAMES TRAINER - READING TEXT



READING TEXT

Refers to reading memos, schedules and procedure manuals.

Reading Text is an Essential Skill that all Casino employees need to:

- Read bulletin boards for memos, job openings, general announcements and training opportunities
- Read procedure manuals, maintenance manuals and MSD sheets
- Read casino entertainment and special event information to pass along to customers

A. READING TEXT

Tasks	Complexity Level	Examples
		Table Games Trainers:
<i>Typical</i>	1-4	<ul style="list-style-type: none"> • Review lesson plans to ensure updated procedures are followed. (4) • Read emails. For example, read correspondence from table games department managers. (2) • Review procedures for all table games. (3) • Read employee-training evaluations. (2) • Read attendance reports from employee training sessions. (2) • Read memos. For example, read game protection updates from corporate security. (3) • Scan for information on gaming in magazines. (2) • Verify the accuracy of information printed on show cards and handouts used in training. (2) • Study manuals. For example, to prepare for an upcoming training session. (3)
<i>Most Complex</i>	4	

Reading Profile

Type of Text	Purpose for Reading			
	To <u>scan</u> for specific information/ To <u>locate</u> information.	To <u>skim</u> for overall meaning, to get the "gist".	To <u>read</u> the full text to understand or to learn.	To <u>read</u> the full text to critique or to evaluate.
Forms				
Labels				
Notes, Letters, Memos	>>>	>>>	>>>	>>>
Manuals, Specifications, Regulations	>>>		>>>	>>>
Reports, Books, Journals	>>	>>	>>>	>>>

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - DOCUMENT USE



DOCUMENT USE

Refers to understanding documents that have a combination of words, numbers, symbols, colors and shapes together.

Document Use is an Essential Skill that all Casino employees need to:

- Scan flow charts to learn sequencing of simple tasks and processes
- Complete forms, procedural checklists and end-of-day reports
- Identify WHMIS and other casino workplace symbols, icons and directional signs

B. USE OF DOCUMENTS

Tasks	Complexity Level	Examples
<i>Typical</i>	1-4	Table Games Trainers: <ul style="list-style-type: none"> • Refer to procedure documents. For example, review procedure document prior to teaching a new table game. (3) • Scan employee training document. For example, review previous training and table games skills of employees. (1) • Create student manual document prior to each training session. (3) • Prepare lesson plans for the instruction of new games. (4) • Record information on inventory document. For example, record the number of chips, cards and training equipment in stock. (1) • Complete a requisition for service (RFS) document. (1) • Complete employee profile performance reviews following the completion of a training session. (3) • Fill out an attendance record. (1) • Update the staff-training list for all employees. (1) • Complete the training calendar. For example, collaborate with Table Games management to set dates and times for training. (2) • Read a training request document. For example, read a request for training when an employee has been absent for extended periods. (1)
<i>Most Complex</i>	4	

Document Use Profile

- >>> Read signs, labels or lists. For example, design and verify information on show cards, posters displayed for training purposes.
- >>> Complete forms by marking check boxes, recording numerical information, or entering words, phrase, sentences or texts of a paragraph or more. The list of specific tasks varies depending on what was reported. For example, evaluate employee progress on an evaluation.
- >>> Read completed forms containing check boxes, numerical entries, phrases, addresses, sentences or texts of a paragraph or more. The list of specific tasks varies depending on what was reported. For example, complete a requisition for service form.
- >>> Enter information on tables, schedules or other table-like text. For example, schedule training on a calendar.
- >> Interpret information on graphs or charts. For example, review the employee training document with the program manager to interpret training needs for the department.

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WRITING

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C. WRITING

Tasks	Complexity Level	Examples
		Table Games Trainers:
Typical	1-3	<ul style="list-style-type: none"> • Write lesson plans for table games training. (3) • Write requests for show cards to create signage for the training room. (2) • Write training manuals for table games. For example write procedures in plain English giving clear step-by-step instructions. (4) • Write memos to staff. (2) • Write staff training evaluations. (3) • Record staff training schedule and attendance. For example, record staff schedule and attendance to forward to payroll and the table games manager. (1) • Write certificates for graduates of the training. (1) • Write emails. For examples, send the table games manager an email outlining progress with a staff member in training. (2) • Record notes on the board. For example, record key points and order of operations for games during training. (1)
Most Complex	4	

Writing Profile

Length	Purpose for Writing						
	To organize/ To remember	To keep a record/ To document	To inform/ To request information	To persuade/ To justify a request	To present an analysis or comparison	To present an evaluation or critique	To entertain
Texts requiring less than one paragraph of new text	>>>	>>>	>>>	>>>			
Texts rarely requiring more than one paragraph	>>>	>>>	>>>	>>>			
Longer texts		>>>	>>>		>>>	>>>	

The symbols >, >> and >>> are explained in the **Notes** section.



NUMERACY

Refers to using numbers and thinking in quantitative terms. (counting cash, calculating winnings)

Numeracy is an Essential Skill that all Casino employees need to:

- Calculate winnings according to placement of chips, betting odds and values assigned to chips
- Count cash in opening and closing balances and customer transactions
- Estimate time required to complete tasks
- Estimate crowd flow
- Measure, calculate and use ratios to mix cleaning solutions and compounds

D. NUMERACY

Tasks	Complexity Level	Examples
		Table Games Trainers:
Money Math	1-4	<ul style="list-style-type: none"> • Teach staff how to pay out on table games for winnings of odds. For example, teach payouts on Roulette tables when the odds are 35/1. (4) • Calculate commission. For example, calculate 5% commission on Baccarat. (2) • Add, subtract, multiply and divide to verify pay out amounts. For example, verify pay outs made by staff in training. (3) • Count and verify the counting of both chips and currency. For example, teach others how to cash out on a roulette table. ((2) • Count chips stored in the inventory. (1)
Scheduling or Budgeting/ Accounting Math	1	<ul style="list-style-type: none"> • Schedule training events with some allowance for preparation. (1)
Measurement and Calculation Math	1-3	<ul style="list-style-type: none"> • Teach staffs to calculate payouts. For example, use formulae to calculate Blackjack payouts. (3) • Calculate test scores and report the final grade as a percentage. (1)
Data Analysis Math	1	<ul style="list-style-type: none"> • Analyze data to compare the number of staff familiar with a table game to the number required to meet demand in the casino. (1)
Numerical Estimation	2	<ul style="list-style-type: none"> • Estimate the amount of time required to teach a table game. (2)

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - NUMERACY (continued)



NUMERACY

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Math Skills Profile

a. Mathematical Foundations Used

Number Concepts:		
Whole numbers	>>>	Read, write, add, subtract, multiply, divide, count and round off whole numbers. (1)
Fractions	>>>	Read, write, add, subtract, multiply and divide fractions. For example, determine the odds of winning on a side wager. (1)
Rational Numbers - Decimals	>>>	Read, write, add, subtract, multiply and divide decimals For example, calculate payout on the table games. (3)
Rational Numbers - Percent	>>>	Read, write, calculate the percentage one number is of another or calculate a percentage of a number. For example, calculate the percentage on a test score. (1)
Equivalent Rational Numbers	>>>	Change fractions into decimals or percentages, or vice versa; change decimals into percentages or vice versa. For example, convert test scores to final grade in a percentage. (1)
Patterns and Relations:		
Equations and Formulae	>>>	Solve problems by constructing and solving equations with one or more unknown; use formulae by inserting quantities for variables and solving; Write simplify and solve algebraic problems with two or more variables; simplify and solve quadratic equations. For example, calculate payout on the Roulette table. (3)
Use of Rate, Ratio and Proportion		Use rate showing comparison between two quantities, where the quantities are measured in different units; use ratio showing comparison between two quantities measured in the same units; use proportion that compares two ratios or rates to solve problems For example, compare the portion of staff trained to the number who still require training. (1)
Statistics and Probability		
Summary Calculations	>>>	Calculate averages, calculate rates other than percentages and calculate proportions or ratios. For example, calculate the odds of winning a side wager. (1)
Statistics and Probability	>>>	Calculate the probability of completing training in a given time period. (1)
See Use of Documents for information on:		<ul style="list-style-type: none"> • using tables, schedules or other table-like text. • using graphical presentations.

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - NUMERACY (continued)



NUMERACY

Refers to using numbers and thinking in quantitative terms. (counting cash, calculating winnings)

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b. How Calculations Are Performed

Table Games Trainers make calculations:

- >>> in their head.
- > using a pen and paper.
- >> using a computer

c. Measurement Instruments Used

Table Games Trainers measure:

- > time – using a watch, to check the length of time the cards are on the table.

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - ORAL COMMUNICATION



ORAL COMMUNICATION

Refers to talking to exchange information. (explaining Gaming rules and Casino information to customers.

Oral Communication is an Essential Skill that all Casino employees need to:

- Educate customers about responsible gaming and ensuring anyone who is having difficulty gets the assistance that they need
- Explain casino information, services, gaming products and gaming rules to customers
- Ask questions to clarify job tasks and expectations
- Speak respectfully to customers and co-workers when dealing with complex issues or resolving conflicts

E. ORAL COMMUNICATION

Tasks	Complexity Level	Examples
<i>Typical</i>	2-3	Table Games Trainers: <ul style="list-style-type: none"> • Facilitate table games training to all employees requiring it. (3) • Answer trainee questions and make inquiries to table games managers on new procedural changes. (3) • Communicate with assistant trainers/inspectors to inform them on new procedures. (2) • Report to table games managers when staff is not following procedures. (2) • Collaborate with the pit manager and the casino manager to ask for the input on training content. (3) • Train other trainers to teach table games to ensure there is a back up trainer available for holidays, extended illness etc. (3)
<i>Most Complex</i>		

Modes of Communication Used:

Table Games Trainers communicate:

- >>> in person.
- >>> using the telephone.

The symbols >, >> and >>> are explained in the **Notes** section.

Environmental Factors Impacting Communication:

The variation of temperature in the training room may influence the ability of the trainer to communicate with the trainees.

TABLE GAMES TRAINER - ORAL COMMUNICATION (continued)

Oral Communication Profile

Type	Purpose for Oral Communication											
	To greet	To take messages	To provide/ receive information, explanation, direction	To seek, obtain information	To co-ordinate work with that of others	To reassure, comfort	To discuss (exchange information, opinions)	To persuade	To facilitate, animate	To instruct, instill understanding, knowledge	To negotiate, resolve conflict	To entertain
Listening (little or no interaction)												
Speaking (little or no interaction)												
Interact with co-workers			>>>	>>>	>>>	>>	>>>			>>>		
Interact with those you supervise or direct			>>>	>>>		>>	>>>	>>	>>>	>>>	>>>	
Interact with supervisor/ manager			>>>	>>>	>>>		>>>	>	>>	>>>	>>>	
Interact with customers/ clients/ public												
Interact with suppliers, servicers												
Participate in group discussion			>>>	>>>			>>>		>>>	>>>		
Present information to a small group			>>>	>>>		>>	>>>	>>>	>>>	>>>		
Present information to a large group			>>>	>>>		>>	>>>	>>>	>>>	>>>		

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - THINKING SKILLS



THINKING SKILLS

Refers to the process of evaluating ideas or information to reach a rational decision. Thinking Skills includes problem solving, decision making, job task planning and organizing, significant use of memory and finding information from text, people and computerized data-bases.

Thinking Skills are Essential Skills that all Casino employees need to:

- Assess a situation and react appropriately
- Evaluate if currency seems suspicious
- Prioritize the order in which tasks are completed by considering deadlines and resources

F. THINKING SKILLS

1. Problem Solving

Tasks	Complexity Level	Examples
<i>Typical</i>	2-3	Table Games Trainers: <ul style="list-style-type: none"> • Spot and resolve irregularities or errors made by employees in training. (3) • Respond to physical limitations of trainees. For example, a trainee with restricted mobility on one hand is shown a different way to hold the cards. (3)
<i>Most Complex</i>		

2. Decision Making

Tasks	Complexity Level	Examples
<i>Typical</i>	2	Table Games Trainers: <ul style="list-style-type: none"> • Make immediate decisions with confidence on table play by following table game procedures. (2) • Make a fair decision for both the player and the dealer when an error is made in table game training. (2) • Decide on the content of the lesson plan for table games training. (2) • Decide on the length and timeline for a course. (2)
<i>Most Complex</i>		

3. Job Task Planning and Organizing

Complexity Level	Description
3	Table Games Trainers: <ul style="list-style-type: none"> • The table games trainer plans the calendar year in collaboration with the table games management. They schedule staff for training in advance and are open and flexible to meet the changing needs of the training department. Lesson plans are written and constantly updated to accommodate procedural changes over time.

TABLE GAMES TRAINER - THINKING SKILLS (continued)

4. Significant Use of Memory

Examples
<p>Table Games Trainers:</p> <ul style="list-style-type: none"> Remember procedures and updates to procedures for all table games. Remember formulae and calculations required for pay out on each of the table games taught.

5. Finding Information

Complexity Level	Examples
1-3	<p>Table Games Trainers:</p> <ul style="list-style-type: none"> Search for information on games and gaming using the internet. (1) Research procedural alternatives when new games are introduced. (3) Seek answers to questions posed by trainees and department managers relating to table game procedures. (3)

TABLE GAMES TRAINER - WORKING WITH OTHERS



WORKING WITH OTHERS

Refers to employees working together to carry out tasks.

Working with Others is an Essential Skill that all Casino employees need to:

- *Co-operatively work with others to exceed casino service standards*
- *Coach and mentor new employees*
- *Make suggestions on improving teamwork and casino service (break schedules, shift times)*
- *Co-operatively work with others to repair casino equipment*

G. WORKING WITH OTHERS

The Table Games Trainer works collaboratively with the table games team to deliver training to the casino staff including the dealers, inspectors and surveillance. They meet with table games managers to plan and schedule training events. They train other table games trainers as required.

Participation in Supervisory or Leadership Activities

Table Games Trainers:

- >>> participate in formal discussions about work processes or product improvement.
- >>> participate in formal discussions concerning the allocation of responsibilities within own group or appropriate goals for the work group or methods for achieving goals.
- >>> have opportunities to make suggestions on improving work processes.
- >>> monitor and evaluate the work performance of others.
- >>> inform other workers or demonstrate to them how tasks are performed.
- >>> orient new employees.
- >>> assign routine tasks to other workers.
- >>> assign new or unusual tasks to other workers.

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - COMPUTER USE



COMPUTER USE

Refers to the variety and complexity of computer use within the employees' position.

Computer Use is an Essential Skill that all Casino employees need to:

- *Enter data into various computerized tracking systems and databases*
- *Use email to communicate with others*
- *Use document and spreadsheet software to prepare, edit, manipulate and analyze Information*
- *Manage department electronic files*
- *Use a variety of electronic devices and resolve basic technical difficulties*

H. COMPUTER USE

Complexity Level	Computer Use
1-2	Table Games Trainers: <ul style="list-style-type: none">• Use Microsoft Word. For example, write memos, training evaluations and table tests. (2)• Access Outlook to send emails. (1)• Use Excel. For example, use Excel to keep attendance, grades, list employee game skills and record types and number of training courses offered in a year. (2)• Browse the internet to research games and new gaming initiatives. (1)• Develop power point presentations for training purposes. (2)

Computer Use Profile

Table Games Trainers:

- >> use word processing. For example, write trainee evaluations.
- >>> use a spreadsheet. For example, record attendance and grades of trainees.
- >>> use communication software. For example, use power point to present procedure changes to dealers and inspectors.

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - CONTINUOUS LEARNING



CONTINUOUS LEARNING

Refers to the ongoing process of acquiring new skills and knowledge and applying them in the workplace.

Continuous Learning is an Essential Skill that all Casino employees need to:

- *Identify training opportunities that are available*
- *Learn about new casino equipment, products, services and procedures*
- *Identify and understand skill strengths and the areas where improvement is needed to become successful in other casino positions*
- *Use newly learned skills and knowledge to improve work*

I. CONTINUOUS LEARNING

How the Learning Occurs

- Learn new table games and changes to procedures to teach others.
- Learn customer service skills to teach others.
- Learn team-building skills to teach others.
- Attend Management Development training provided by the organization.
- Seek informal and formal learning opportunities beyond the organization.

Learning may be acquired:

- >>> by applying previous experience
- >>> as part of regular work activity.
- >>> from co-workers.
- >>> through training offered in the workplace.
- >>> through reading or other forms of self-study:
 - at work.
 - on worker's own time.
 - using materials available through work.
 - using materials obtained through a professional association or union.
 - using materials obtained on worker's own initiative.
 - through off-site training:
 - during working hours at no cost to the worker.
 - partially subsidised.
 - with costs paid by the worker.

The symbols >, >> and >>> are explained in the **Notes** section.

TABLE GAMES TRAINER - OTHER INFORMATION

J. OTHER INFORMATION

In addition to collecting information for this Essential Skills Profile, our interviews with Table Games Trainers also asked about the following topics.

Physical Aspects	The table games trainer interviewed mentioned these physical aspects of their jobs. The table games trainer is required to move game tables and stacks of chips to set up new training programs. They stand for long periods of time during training and are required to walk around the casino to oversee authentic gaming practices. The table games trainer walks to pick up signage and printed training materials. They organize and box supplies for functions that offer fun games such as Blackjack and Poker. The table games trainer is very active on the job.
Attitudes	The table games trainer is assertive, outgoing and respectful of others. They have a positive outlook and are willing to listen to the needs of others. They are masterful facilitators who are confident delivering training on the table games.
Future Trends Affecting Essential Skills	The table games trainer will add customer service training to their responsibilities. They will continue to learn new games and changes to gaming procedures. Table games trainers will update dealer skill levels, increase dealer proficiency on existing games and train them on new games. Teaching dealers a variety of games will give table games managers more scheduling options. Gaming will become more electronic in the future.

Notes

Throughout this document, the following codes have been used:

- >>> indicates that most respondents use that skill
- >> indicates that some respondents use that skill
- > indicates that few respondents use that skill
- indicates that none of the respondents use that skill