

# *ESSENTIAL SKILLS PROFILE*

## **PIT MANAGER/PIT BOSS**

**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 Pit Managers are:

- Oral Communication
- Computer Use
- Numeracy

## INTRODUCTION

Pit Managers coordinate work schedules and oversee the daily operations of the table games. They create budgets, evaluate employee performance and communicate with other managers.

Pit Managers are also known as:

- Pit Bosses



## 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
<i>Typical</i>	1-3	<p><b>Pit Managers:</b></p> <ul style="list-style-type: none"> <li>• Read manuals and scans for information to review standard procedures and policies when unfamiliar circumstances arise. For example, check which hand the dealer uses to pay out wins to players. (2)</li> <li>• Read daily exception logs to keep informed on dealer and inspector attendance adjustments made to the schedule; decide which information is relevant and how it will impact the department. Decide which information is irrelevant. (3)</li> <li>• Read inspector pit logs, a record of shift activities. (2)</li> <li>• Read gaming magazines and the internet to remain current on International gaming practices. (2)</li> <li>• Read the bulletin board. For example, read about upcoming events at the casino and signs up for volunteer opportunities. (1)</li> <li>• Read the health and safety report to learn about new health and safety practices; decide how/if to disseminate the information to staff. (2)</li> <li>• Reference the union handbook to confirm procedures. (2)</li> <li>• Read supervisors log to find out what activities need to be completed during a shift; select relevant information, determine priorities and set a plan of action to complete daily tasks. (3)</li> <li>• Read emails. For example, read about requests for shift changes or vacation requests; decides how this information will impact the dealers and inspectors in the department and what changes need to be made to the schedule. (3)</li> <li>• Read the casino financial reports. For example, read the report to find out if the casino made money in the last month. (2)</li> <li>• Verify or makes revisions to the Large Cash Transaction Report</li> <li>• written by the inspectors and may need to make inquiries and/or refer to other documents to validate information. (3)</li> <li>• Read the nightly report. For example, the night pit manager summarizes who won and the revenue generated during the last shift. (2)</li> <li>• Read memos. For example, read updates from other departments. (2)</li> </ul>
<i>Most Complex</i>	3	



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## A. READING TEXT

### 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.

## B. USE OF DOCUMENTS



### 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

Tasks	Complexity Level	Examples
		<b>Pit Managers:</b> <ul style="list-style-type: none"> <li>• Complete the card/dice inventory daily. (1)</li> <li>• Complete a dice change form whenever dice are changed at the tables. (1)</li> <li>• Fill in discrepancy forms. For example, if a table opens or closes with an error, the discrepancy is recorded. (1)</li> <li>• Create a yearly staff schedule to accommodate peak and slower periods at the tables. (3)</li> <li>• Assist staff to complete Vacation Request Forms. (2)</li> <li>• Fill out dealer and inspector performance evaluations. (3)</li> <li>• Review, resolve discrepancies and verify summaries in Automated Pit Log report (APL) and the Large Cash Transaction report (LCT); takes responsibility for accuracy of both documents. (3)</li> <li>• Review the Big Win document. For example, read the players names and the tables where they won. (2)</li> <li>• Complete nightly report after each shift. (2)</li> <li>• Record the Texas Holdem Bonus to record jackpot wins; send documents to finance daily. (2)</li> <li>• Create new documents for use on the computer at the table to replace the old records stored in binders. (2)</li> </ul>
<i>Typical</i>	1-2	
<i>Most Complex</i>	3	

### Document Use Profile

- >>> Read signs, labels or lists. For example, read inspector reports daily.
- >>> 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, record card/dice inventory for security daily.
- >>> 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, read nightly report summarizing player wins and losses and revenue generated.
- >>> Enter information on tables, schedules or other table-like text. For example, create yearly staff schedules.
- >> Interpret information on graphs or charts. For example, read discrepancy forms and analyzes the impact the change to staffing will have on the department.

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## WRITING

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- Complete forms, procedural checklists and end-of-day reports
- Identify WHMIS and other casino workplace symbols, icons and directional signs

## C. WRITING

Tasks	Complexity Level	Examples
Typical	1-2	<b>Pit Managers:</b> <ul style="list-style-type: none"> <li>• Write performance reviews on both dealers and inspectors performance. (3)</li> <li>• Write nightly reports. For example, record wins and losses of player activities. (2)</li> <li>• Write shift report. For example, record the number of tables open, the amount of traffic at the tables, the jack pots, incidents, and medical reports. (2)</li> <li>• Write memos to familiarize staff with the policies and procedures of the game. (1)</li> <li>• Send emails to other pit managers, payroll, human resources and other departments. (2)</li> <li>• Send a written report to surveillance daily to give them the names of dealers and inspectors working on each shift. (2)</li> <li>• Write a daily schedule for staff at each table. (2)</li> <li>• Write all information shared in an interview by the applicant. (2)</li> <li>• Record shift switch requests, and time out requests in the black book/calendar. (2)</li> </ul>
Most Complex	3	

### 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		>>>	>>>	>	>>	>>>	

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## 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
		<b>Pit Manager:</b>
Money Math	1-3	<ul style="list-style-type: none"> <li>• Verify side bets in major jack pots. For example, calculate the payout on a \$17.00 bet paying 200/1 (3)</li> <li>• Add columns of figures to calculate daily, weekly, monthly and yearly staff schedules. (2)</li> <li>• Locate errors on employee pay cheques (2)</li> <li>• Validate dealer payouts made on the table (1)</li> <li>• Record table revenue on a spreadsheet daily (1)</li> <li>• Examine wins and losses to calculate profits on the tables. (2)</li> <li>• Read summaries of player wins and losses to verify amounts on the Big Win report and the APL. (3)</li> </ul>
Scheduling or Budgeting/ Accounting Math	3-4	<ul style="list-style-type: none"> <li>• Create a yearly budget in collaboration with the Casino Manager. For example, create a budget for supplies, promotion, payroll. (4)</li> <li>• Calculate how much it costs to run a table for one hour or one week; the projections are known as the daily or weekly drop and provide projections for the time period. (3)</li> </ul>
Measurement and Calculation Math	1-3	<ul style="list-style-type: none"> <li>• Calculate how many decks of cards are used in a year and converts the amount to US. Dollars. (2)</li> <li>• Calculate the number of inspectors and dealers needed to open and close at different times of the day for all tables. (3)</li> <li>• Measure the distance between tables and from the table to the walls when moving table games. (2)</li> <li>• Measure daily, using a level, the level of the roulette table. (1)</li> </ul>
Data Analysis Math	3	<ul style="list-style-type: none"> <li>• Create macros for spreadsheets in collaboration with the table games manager to simplify reporting practices. (3)</li> </ul>
Numerical Estimation	3	<ul style="list-style-type: none"> <li>• Estimate the number of dealers and inspectors required on the schedule when new games are added. (3)</li> </ul>

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# PIT MANAGER - 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. For example, record hours worked by staff.
Integers	>>	Read, write, add, subtract, multiply and divide integers. For example, record a weekly budget.
Fractions	>>	Read, write, add, subtract, multiply and divide fractions. For example, calculate the staff premium for hours worked at night shift.
Rational Numbers - Decimals	>>	Read, write, add, subtract, multiply and divide decimals For example, project the budget for supplies and payroll for the week.
Rational Numbers - Percent	>>	Read, write, calculate the percentage one number is of another or calculate a percentage of a number. For example, convert from Canadian to US dollars
Equivalent Rational Numbers	>>	Change fractions into decimals or percentages, or vice versa; change decimals into percentages or vice versa. For example, explain pay cheque errors to employees from different perspectives.
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, create macros for use in spreadsheets.
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 and validate daily revenue recorded on the APL and the LCT reports.
Statistics and Probability		
Summary Calculations	>>	Calculate averages, calculate rates other than percentages and calculate proportions or ratios. For example, making projections for table room expansion.
Statistics and Probability	>>	Calculate the probability of wins and losses. For example, calculate player activities.
See <b>Use of Documents</b> for information on:		<ul style="list-style-type: none"> <li>• using tables, schedules or other table-like text.</li> <li>• using graphical presentations.</li> </ul>

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## b. How Calculations Are Performed

Pit Managers make calculations:

- > In their head.
- >>> Using a calculator
- >>> Using a computer

## c. Measurement Instruments Used

Pit Managers measure:

- >>> Distance- using a micrometer they measure the size of the dice used in play
- >>> Time-using a watch or clock. For example, monitor employees start and stop times

They use:

- the metric measurement system.
- the Imperial measurement system.

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# PIT MANAGER - ORAL COMMUNICATION

## E. 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

Tasks	Complexity Level	Examples
<i>Typical</i>	1-2	<b>Pit Managers:</b> <ul style="list-style-type: none"> <li>• Greet players by name and explain the rules of the game when asked. (1)</li> <li>• Respond to conflict involving players on the floor. For example, a player said he was not paid by the dealer; the monitor room replays the tape to verify or discredit the player's position. (3)</li> <li>• Request and respond to other departments. For example, a gaming technician has been requested to adjust the chipper champ on the roulette table or maintenance has been asked to replace a burnt out light. (1)</li> <li>• Meet with supervisors, shift managers and department managers when a concern arises. (2)</li> <li>• Respond to ideas and suggestions from dealers and supervisors. For example, when a concern is presented it is addressed or when a suggestion is made, it is considered. (2)</li> <li>• Communicate with the scheduling department. For example, if a person is sick they may or may not be paid. (1)</li> <li>• Communicate with dealers and inspectors regularly. (2)</li> <li>• Confront employees who are absent or late on a consistent basis. (3)</li> <li>• Respond to staff questions and concerns. For example, staff may be unfamiliar with some procedures and may ask for clarification. (2)</li> <li>• Mediate conflict between staff members. If unresolved, a referral is sent to HR. (3)</li> <li>• Collaborate with pit managers daily to keep each other informed. (2)</li> <li>• Communicate with the monitor room to ask for surveillance on certain tables. For example, record the movement of the roulette table to a new location on the floor. (1)</li> <li>• Update dealers and inspectors at a brief daily shift meeting. (1)</li> <li>• Meet with management and staff monthly. For example, each manager presents an update on their department. (2)</li> <li>• Walk the floor at the beginning of each shift to make sure all staff is ready, wearing the right uniform and have taken the card inventory to security. (1)</li> <li>• Talk on the cell phone with employees and convey information to others. For example, a dealer calls in sick and the monitor room is notified. (1)</li> </ul>
<i>Most Complex</i>	3	

# PIT MANAGER - ORAL COMMUNICATION (continued)



## ORAL COMMUNICATION

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- *Speak respectfully to customers and co-workers when dealing with complex issues or resolving conflicts*

## E. ORAL COMMUNICATION

### Modes of Communication Used:

Pit Managers communicate:

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

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

### Environmental Factors Impacting Communication:

The proximity of the slot machines, the voices of excited players and the restaurant makes this a noisy environment.

# PIT MANAGER - 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 coordinate 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												

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## 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
		<b>Pit Managers:</b>
<i>Typical</i>	1-2	<ul style="list-style-type: none"> <li>• Resolve issues with dealers and inspectors at the tables. (2)</li> <li>• Rearrange the scheme at the tables when an employee needs to leave the floor. (1)</li> <li>• Rearrange schedules. (1)</li> <li>• Resolve conflict between players. For example, stand beside a player who is becoming belligerent at the table. (3)</li> <li>• Resolve conflict between a dealer and a player. For example, a dealer may feel abused by a player and will ask to be moved to another table. (3)</li> <li>• Anticipate problems before they occur. For example, two players known to the casino for collusion may not be allowed to sit at the same table. Greet them upon entry and suggest they sit at different tables. (2)</li> <li>• Explain policies and procedures to the players to resolve issues arising during a game. (2)</li> </ul>
<i>Most Complex</i>	3	

### 2. Decision Making

Tasks	Complexity Level	Examples
		<b>Pit Managers:</b>
<i>Typical</i>	3	<ul style="list-style-type: none"> <li>• Make the final call on a play if the monitor room is unable to prove or disprove a player's perspective. For example, decide whether to pay and what to give to a player who is dissatisfied with a decision. (3)</li> <li>• Decide whether a person drinking is disruptive to the other players and the dealer. (3)</li> <li>• Respect the dealers and the inspector's decisions and uses tact when overriding their decisions. For example, take the inspector aside to explain the policy to them if they made a mistake in their explanation to the player. (3)</li> <li>• Listen attentively to both sides of a dispute before making a decision. For example, a player said they were not given a card when they asked because the dealer went too fast. Decide whether to give a card to the player or whether to forfeit the play. (3)</li> </ul>
<i>Most Complex</i>		

# PIT MANAGER - THINKING SKILLS (continued)



## 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 databases.

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

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## F. THINKING SKILLS

### 3. Job Task Planning and Organizing

Complexity Level	Description
3	<p><b>Pit Managers:</b></p> <ul style="list-style-type: none"> <li>• Plan a budget to meet staff requirements for each day over the course of one year and submits the report to the scheduling department.</li> <li>• Plan an expansion of the casino. For example, identify the number of tables and the types of games preferred by players.</li> <li>• Make a yearly financial plan including payroll, supplies and promotional needs.</li> <li>• Plan performance review meetings before the due date for dealers and supervisors.</li> <li>• Organize staff availability for special events. For example, New Years.</li> <li>• Revise schedules to accommodate special needs of staff and unforeseen requirements of the casino.</li> </ul>

### 4. Significant Use of Memory

Examples
<p><b>Pit Managers:</b></p> <ul style="list-style-type: none"> <li>• Remember people's names, situations and past experiences with them. For example, remember unusual names from other cultures.</li> <li>• Remember information in memos and where to locate them for future reference.</li> <li>• Remember policies and procedures to respond to inquiries on the floor.</li> <li>• Remember employee records to respond quickly to requests.</li> <li>• Remember payouts on table games but has reference available if needed.</li> <li>• Recall daily responsibilities and completes all required tasks.</li> <li>• Recall staff holidays and days off.</li> </ul>

### 5. Finding Information

Complexity Level	Examples
3	<p><b>Pit Managers:</b></p> <ul style="list-style-type: none"> <li>• Find information on staff seniority and work performance at Human Resources to consider them for promotion to a new table.</li> <li>• Find information on candidates available for hire both internally and externally.</li> <li>• Find information on policies and procedures and union rules.</li> <li>• Seek information from other departments.</li> </ul>

# PIT MANAGER - 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

### Pit Manager:

The pit manager oversees the daily operations of the table games and coordinates the work schedule of the dealers and inspectors. They communicate the schedule and daily activities to the other pit managers, the department managers, surveillance and the Table Games Casino Manager. They meet with dealers and inspectors for 10 minutes at daily shift meetings to identify any concerns. The Pit Manager evaluates the performance of employees and listens to ideas and suggestions from both staff and the players.

The pit manager meets monthly with department staff and meet as needed with other pit managers. For example, they meet to discuss issues relating to coverage on the floor over peak periods.

### Participation in Supervisory or Leadership Activities

#### Pit Manager

- >>> 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.
- >> make hiring recommendations.
- >> make hiring decisions.
- >>> assign routine tasks to other workers.
- >>> assign new or unusual tasks to other workers.
- >>> identify training that is required by, or would be useful for, other workers.
- >>> deal with other workers' grievances or complaints.

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



## 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
1-3	<p><b>Pit Managers:</b></p> <ul style="list-style-type: none"> <li>• Use Excel spreadsheets to record information. For example, complete staff schedules and daily reports. (2)</li> <li>• Use macros to create new spreadsheets using Excel. For example, design spreadsheets to record staff schedules. (3)</li> <li>• Write memos in Word. For example, ask staff in a memo who wants to work New Years Eve. (1)</li> <li>• Write reports in Word. For example, write daily shift reports using Word. (2)</li> <li>• Send emails. For example, confirm training dates for employees through email. (1)</li> <li>• Use power point to present to others. For example, present new games to dealers, inspectors and new hires using power point. (3)</li> </ul>

### Computer Use Profile

Pit Managers:

- >>> use word processing. For example, write daily shift reports.
- >>> use a spreadsheet. For example, record staff schedules.
- >>> use communication software. For example, create power point presentations for training on new games.

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



## 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

Pit Managers:

- Participate in both internal and external learning opportunities related to the gaming industry. For example, attend Event Management through Tourism. (4)
- Attend the Management Development Program offered by the organization.(3)

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 workers 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.
  - with costs paid by the worker.

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

## J. OTHER INFORMATION

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

<b>Physical Aspects</b>	The Pit Manager interviewed mentioned these physical aspects of their jobs. The Pit Manager is required to work on the computer for half of a ten hour shift. The job involves a lot of repetitive hand/eye movements that could lead to repetitive strain disorders. The other half of the shift is spent walking and standing on the floor overseeing staff at the table games. They need good eyesight, as they must be very observant.
<b>Attitudes</b>	The Pit Manager needs superior customer service skills. They must be positive and patient as set a good example for others. They resolve conflict effectively and are effective listeners. They show and gain respect both inside and out of the department. They must be observant and pay close attention to details.
<b>Future Trends Affecting Essential Skills</b>	The Pit Manager will be impacted with the addition of new games and new technology. New games will require additional training for all staff, an increased budget and additional space considerations. This will add to the Pit Manager's responsibility on the job.  Advances in technology will reduce the need for paper copies. Lap tops at each table will record information on player activities, scheduling etc.

### 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