

File Note

Sixth Review of the Casino Operator and Licence

Author:	Simone Alesich, Policy Analyst	Date:	3 May 2018
Subject:	Interview with Responsible Service of Alcohol (RSA) Officer Luca Pagliaro		

Summary

On Wednesday 2 May 2018 representatives of the Review Team interviewed a Crown RSA Officer. The attendees were as follows:

- Miriam Holmes, Senior Legal Policy Officer, VCGLR
- Simone Alesich, Policy Analyst, VCGLR
- Luca Pagliaro, Responsible Service of Alcohol (RSA) Officer, Crown
- Josh Preston, Chief Legal Officer, Crown

The interview began with Ms Holmes explaining the purpose of the review and of the interview, followed by some general questions about the RSA Officer's role and duties.

Mr Pagliaro started working at Crown in 2004 as a contract security officer with MSS. For this role he completed a security officer course. He was a security officer for 10 years on the gaming floor before becoming a security training officer at Crown. He is a full time Crown employee. 4 years ago he was 'multi-hired' as a security trainer and marketing (at Crown College) as well as an RSA. During the day, he works in security training and two weekends a month he works Friday and or Saturday nights as an RSA Officer (up to 4 shifts a month). He noted that most RSA Officers worked on a casual basis. He said a lot had a security background.

Mr Pagliaro was motivated to do extra shifts to support his young family. He also likes to 'get time on the floor' to build credibility with security staff which assists him in his security training role.

Training

Mr Pagliaro has qualifications in training and assessment (cert 4), training in frontline management (diploma) and security operations (cert 3). As an RSA, he has also done the Department of Justice RSA qualification, the Crown induction courses, and workplace coaching (where he was teamed up with an existing senior RSA Officer). From his previous role in security, he said he already had a fair idea of what the role of an RSA involved.

General responsibilities

As an RSA Officer, Mr Pagliaro reports to Emily Graham, the RSA Manager. His RSA shifts are between 6 and 10 hours with an average of 8 hours per shift. Shift allocations are done by workforce planning, his shifts were based on what he advised as his availability. The busiest nights were Friday and Saturday, from a patron point of view. Other busy times were public holidays, and Thursday evenings after (presumably football) games. Shifts started between 6pm and 9pm, and finished between 2am and 5am. At the busiest times, there are in excess of 20 RSA Officers rostered on.

Placement of RSA Officers is based on their skill set. Mr Pagliaro likes busier areas, such as Level 1, where there are the Merrywell and Lumia bars. Sometimes RSA Officers are based in one specific area (such as a specific bar), or they might be responsible for roaming the whole floor (this includes monitoring the gaming tables). There is a button on gaming tables that dealers or area managers can press that sends a text to the RSA Officer with the pit number and table number. When alerted by a

File Note

text, the RSA Officer goes to speak with the pit supervisor to get briefed on the situation. Sometimes the situation is obvious (for example, the patron in question is being very loud) and a brief is not required. At quiet times, Mr Pagliaro talks with the bar manager and bar staff to build rapport.

Mr Pagliaro saw his key responsibilities as:

- Monitoring the consumption of alcohol and identifying intoxicated patrons
- Being the 'eyes and ears' for security
- Supporting bar staff, giving confidence to them to do their role and deny service if needed, and building networks.

He said as he was employed with a workplace agreement he had no specific KPIs to meet.

The RSA Officer monitors customers by receiving reports from bar staff, and looking for obvious signs such as speech, balance, demeanour, walk, dexterity, coordination. When an intoxicated person is identified, he turns on his digital voice recorder, advises security, requests surveillance to record footage, and once he gets the thumbs up, goes and talks to the patron. His aim is to get there before Security needs to be involved, and suggests the patron leaves. The RSA Officer can't walk them out—only Security can do this. If the person responds badly to the RSA Officer's approach, the RSA officer briefs Security and they (Security) make the call. If an RSA Officer is working at an entrance point with a Security Officer, they have their DVR on all the time.

Mr Pagliaro saw his RSA role as being customer service. RSA Officers were visible with badges on. He liked to build rapport with patrons and identify groups early on to get them on side if an issue occurred later in the night.

If he encountered an unexpected issue and wasn't sure what to do, he would call his supervisor or the RSA Manager, or an area manager. When the RSA Manager wasn't working, a senior RSA Officer would be promoted to acting RSA Manager for the night.

Meetings and reports

RSA Officers had a meeting every Friday night (when the majority of RSA staff were rostered on), and sometimes a subsequent meeting on Saturday night if something critical had occurred. At the Friday night meetings, RSA Officers were briefed on any changes and kept up to date with issues around Crown. Only RSA Officers attended these meetings.

At the end of the shift, RSA Officers were required to write a report with a summary of what occurred, note any incidents of concern, and fill out particular fields such as size of groups, gender, interaction types, and the statistics were collated and sent up the line. The report was sent to the RSA Manager. If working in a specific venue such as on level 1, they also had a hot debrief at the end of the shift with security. This was an opportunity to clarify any decisions made on the shift and for continuous improvement. The hot debrief was written up as a report by a security supervisor.

Relationships with other areas

Mr Pagliaro stated that RSAs were very closely aligned with security officers. Crown had done a lot of work to increase the relationship between RSA Officers and Security. Previously RSA was part of Food and Beverage but it had now been moved under Security. He reiterated that RSA Officers could not do their jobs without Security.

RSA Officers mostly had a good relationship with bar staff. Mr Pagliaro said that bar staff mostly 'get it' and appreciate that RSA Officers are there to support them. He had done some training of bar staff and said trainees realise that if they don't act correctly they can get in trouble.

As an RSA Officer Mr Pagliaro worked hard to build networks with gaming staff, and take ownership of the area of responsibility allocated for his shift.

Policy awareness

Mr Pagliaro identified the key documents for his RSA position as follows:

- Escalation plan
- High end overview
- Position description
- Changes to legislation
- Unit of competency

Mr Pagliaro demonstrated a good awareness of the consequences for Crown of not managing RSA well. He said that Crown could lose its licence, but even before that there was the demerit point system, it could result in reputational issues for Crown and increased scrutiny from Victoria Police.

Regarding Crown's change in RSA approach, Mr Pagliaro mentioned that they were more aware of the risks of alcohol-fuelled violence, such as stories about 'one hit punches'. He also repeated that security and RSA were much closer and that management in different areas talked regularly to one another.

Ms Holmes asked who would be responsible to act if an intoxicated person was found gambling. Mr Pagliaro seemed unsure how to answer. He said that if there was a responsible gambling issue, then a RGLO would be called. By default, he would call the security manager to consult and possibly also contact the control room.