



BRIEFING DOCUMENT: Responsible Gambling Code of Practice Enhancement

10/7/16

Responsible gambling practices ensure that the Lottery's business is conducted in ways intended to minimize the potential for harm caused by gambling to individuals, families and communities. Responsible gambling is the result of the collective actions and shared ownership of the issue by individuals, communities, the gambling industry and government.

INTRODUCTION

In November of 2014, the Oregon Lottery Commission formally adopted the Oregon Lottery Responsible Gambling Code of Practice. Since that time, the Lottery has implemented a Responsible Gambling program guided by the code. The Lottery regularly assesses its performance and engages in ongoing review and improvement. Based on the most recent review, the Lottery believes the Responsible Gambling program has reached a level of maturity that supports the addition of new and enhanced practices to the code.

DISCUSSION PURPOSE AND PROPOSED OUTCOME

The purpose of the work session is to gather input on recommended enhancements to the Code of Practice, as well as any additional enhancements that the commissioners would like the Lottery to consider. Based on the outcome of the work session, the Lottery will incorporate changes and present a revised code for the commission to adopt. There are five recommended enhancements:

1. Achieve and maintain relevant, independent industry assessments and certifications.
2. Identify key performance metrics, establish performance goals and report performance to goal annually.
3. Provide culturally relevant training support for retailers.
4. Develop advanced training and support for player and retailer facing employees.
5. Add training evaluation as a research project.

DOCUMENT OVERVIEW

This document includes the following information regarding the Oregon Lottery Responsible Gambling Code of Practice, presented to help frame and inform the discussion:

- Responsible Gambling Code of Practice overview
- Implementation: Monitoring progress
- Implementation: Key accomplishments
- Enhancement Recommendations: Additional detail including budget and resource implications

THE RESPONSIBLE GAMBLING CODE OF PRACTICE: OVERVIEW

We consider the code to be dynamic and anticipate developing new practices in response to emerging research, evolutions in gaming technology and emerging market trends.

Approach:

The Oregon Lottery developed its Responsible Gambling Code of Practice using a combination of stakeholder interviews, a review of best in class codes of practice from a variety of jurisdictions and consultation with leading researchers in the responsible gambling and problem gambling fields.



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Purpose:

The code provides a proactive approach to the promotion of responsible gambling. The code includes details of how the Lottery plans to implement its values as well as guidance to staff on ethical standards and how to achieve them. The code provides a structure for Lottery employees and those who distribute and sell Lottery products to promote responsible gambling practices.

Guiding Principles:

The Lottery is committed to providing information and tools that help customers make informed choices and enjoy Lottery games in a responsible way *and* to ensuring that players and their families know how to access treatment for problem gambling and that they understand treatment is free, confidential and effective.

Outcomes:

The Code of Practice aims to achieve the following outcomes:

1. Ensure that individuals, communities, retailers, Oregon Lottery staff, the Oregon Lottery Commission, vendors, and government have a shared understanding of effective responsible gambling practices.
2. Identify evidence-based best practices and apply these as appropriate to Oregon Lottery responsible gambling practices and to new and emerging technologies.
3. Assist players to make informed decisions about their gambling participation.
4. Ensure that people adversely affected by gambling have knowledge of and access to timely, appropriate assistance and information.
5. Help people adversely affected by gambling seek treatment.

Practices:

The Responsible Gambling Code of Practice commits the Lottery to implement and adhere to responsible gambling practices, with a particular focus on:

1. Investment in research.
2. Interaction with responsible gambling/problem gambling community.
3. Retailer engagement, communication, training and physical environment.
4. Employee engagement, communication and training.
5. Game and equipment features.
6. Informed player messaging.
7. Advertising and promotion.

Click here for the complete [Oregon Lottery Responsible Gambling Code of Practice](#).



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IMPLEMENTATION: MONITORING PROGRESS

With the adoption of the code, the Lottery began an implementation process focused on accountability, collaboration and continuous improvement. Our commitment to measuring progress and engaging in ongoing review is evidenced by our use of both internal monitoring and independent assessments.

The Lottery leads monthly stakeholder meetings to review and assess work in progress and develop future looking strategies. This team includes cross-functional internal stakeholders and external stakeholders; including the Oregon Health Authority, Voices of Problem Gambling Recovery and Oregon Council on Problem Gambling.

The Lottery conducts and or sponsors a variety of studies that directly or indirectly assist in measuring the impact of our Responsible Gambling Programs. These include:

- **Social Responsibility Survey** – An annual survey that measures awareness and public perceptions regarding Lottery advertising about responsible gambling best practices and problem gambling treatment.
- **Community Leader Survey** – An annual survey conducted with approximately 400 local business and political leaders in Oregon. Monitors awareness, knowledge and attitudes regarding the Lottery’s efforts regarding responsible gambling practices and problem gambling treatment.
- **Retailer Survey** – An annual survey conducted with Lottery retailers; includes measuring retailers’ agreement that the retailer responsible gambling training has helped in customer interactions, that the Lottery’s information regarding problem gambling treatment is easy to understand and visible to customers and that retailers are engaged in promoting responsible gambling.
- **Oregon Adult Gambling Behavior Studies** – The Lottery is a sponsor of this survey that has been conducted by the Oregon Council on Problem Gambling in 1996, 2000, 2005 and 2015. The survey assesses potential changes in gambling behaviors, demographics of gamblers and estimated rates of disordered gambling in Oregon.

In 2016 we submitted the Responsible Gambling Program for certification by the National Council on Problem Gambling /National Association of State and Provincial Lotteries. The Oregon Lottery became one of the first U.S. lotteries to receive an “implemented” designation on its certification. This is the highest designation, as it requires proof of meaningful outcomes and impacts.

The Lottery also received the 2016 Corporate Social Responsibility Award from the National Council on Problem Gambling. This award recognizes excellence in Responsible Gambling programming. Industry leader LaFluors also recognized Oregon’s program with a Sustainability Award for Corporate Social Responsibility.

IMPLEMENTATION: KEY ACCOMPLISHMENTS

- **Retailer Training:** In July of this year, 200 high volume Video Lottery retail locations were selected to pilot a new, online, interactive training for front line staff. To date, an average of 3.5 staff members per location have completed the training. The training will begin a statewide rollout in November.
- **Employee Training:** Earlier this month the Lottery launched a new, online interactive training for all Lottery employees. We anticipate that all 400+ employees will have successfully completed the training by year-end.



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- **Multi-cultural Outreach:** Over the past 18 months, the Lottery has significantly expanded its multi-cultural program. The Lottery worked with partners to create the Oregon Problem Gambling Resource (opgr.org) website in Spanish, membership on the multi-cultural advisory council and the production of Spanish language radio, television and digital advertising. The Lottery has also created collateral materials promoting available resources in Spanish, Vietnamese and Chinese.
- **“Trigger Marketing”:** The Lottery has developed an innovative digital media approach to driving consumers to opgr.org for information on gambling and available resources. Using search engine marketing that reaches people actively seeking help, this campaign has increased website visits exponentially since its inception.
- **Problem Gambling Resource Advertising:** Over the past two years, Lottery’s television and digital advertising has won numerous industry awards – and more importantly has a direct effect on increasing calls and clicks for the helpline.

RESPONSIBILITY GAMBLING CODE OF PRACTICE: ENHANCEMENT RECOMMENDATIONS

As mentioned previously, the code was intentionally developed to be a living document. Our code of practice is not prescriptive, but rather based on principles and guidelines intended to provide the Lottery the ability and agility to grasp opportunities to improve and enhance it. That said, as knowledge has increased opportunity exists to add a degree of specificity and enhance the code’s efficacy. The initial recommendations address:

- Assessment and certification
- Reporting performance
- Cultural relevancy
- Research

In anticipation of a mid-year adjustment, we are also providing preliminary information about the budget and resource impacts associated with these recommendations. We have classified impacts as follows:

- Minimal: part of existing work, no to low budget impacts >\$25,000
- Moderate: may require external resources and/or internal project team, budget impacts \$25,000- \$75,000
- Major: may require external resources and/or internal project team, budget impacts <\$75,000

Recommendation #1 – Independent Assessment and Certification:

Current State: The code requires only that Lottery evaluate and monitor itself.

Recommendation: In the *Accountability* section of the code, require Lottery to achieve and maintain relevant, independent industry assessments and certifications:

- National Council on Problem Gambling/ National Association of State and Provincial Lotteries: maintain current certification
- World Lottery Association: achieve certification in 2017, this includes an independent audit

Budget and Resource Impacts: moderate to major. Primary considerations are cost of an independent auditor and internal resource impacts.



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Recommendation #2 – Reporting Performance:

Current State: The code requires that Lottery evaluate effectiveness. The Lottery regularly conducts research, captures data and measures performance on responsible gambling programming but does not currently report in a consistent or visible manner.

Recommendation: In the *Accountability* section of the code, require Lottery to identify key performance metrics, establish performance goals and report performance to goal annually. Metrics should be based on outcomes (versus outputs) wherever possible, and could include measurements of:

- Awareness of free problem gambling treatment
- Advertising effectiveness
- Training utilization and effectiveness
- Employee engagement
- Retailer engagement

Budget implication: minimal

Recommendation #3 – Cultural Relevancy:

Current state: One of the code's guiding principles is to ensure that cultural relevance is considered in the application of the code. Lottery has made significant progress in this area in regards to marketing and stakeholder engagement. However, plans must now be made to address the cultural relevance of retailer support.

Recommendation: Add a requirement to provide training support for non-English speaking retailers to Practice #3 *Retailer engagement, communication, training and physical environment*. This is expected to include both new language versions for our existing training and developing new training in multiple languages.

Budget Implications: Major. This work will require consultants, translators and extensive community involvement as well as developing training videos in multiple languages.

Recommendation #4 – Employee Training:

Current State: The code requires the Lottery to develop and deliver annual training to all employees but does not address the enhanced needs of player and retailer facing staff, particularly employees who interact with players in crisis.

Recommendation: Add a requirement to develop advanced training and support for player and retailer facing employees to Practice #4 *Employee engagement, communication and training*. This would include job specific training for field staff, hotline staff and player services staff.

Budget Implications: Moderate. The Lottery envisions this training to be conducted in-person with small groups and developed with a currently retained consultant.



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Recommendation #5 – Research:

Current State: In Practice #1 there is a list of research areas that the Lottery is expected to consider - training effectiveness is not mentioned. In Practices #3 & #4, the Lottery is required to develop and deliver retailer and employee training.

Recommended: Given the broader responsible gambling training programs that the Lottery has developed for employees and retailers, we recommend adding training evaluation research to Practice #1 *Investment in Research*.

Budget Implications: Minimal to moderate. The Lottery can leverage existing surveys for initial data. Primary consideration would be new survey development and/or focus group research.