



Enterprise Feedback Management System

Reference Guide

- Supporting GEI / GSEI & “Contact Us” feedback management
- River Rock Hotel Survey
- Snapshot Survey Reporting
- Ontario Mandatory Operating Procedures - Customer Care Communication Tracking

Note: This reference guide is a “living document” that was developed as the platform was completed. As changes / enhancements were introduced during development, some items in this guide may not look as illustrated in the portal. This guide will therefore be updated on a continual basis as new functionality is introduced.

The latest version can always be found by clicking on the “help” button at the top-right hand corner of the portal.

Ver. 1.6

May 2016

GCGC Marketing & Business Intelligence

Contents

1. Enterprise Feedback Management Platform Overview	5
1.1. Program Goals.....	5
2. GEI / GSEI Overview	5
3. User Setup & Access	6
3.1. Access & Levels	6
3.2. Requesting access.....	7
3.3. Password Reset	7
3.4. Time Out	7
4. GEI / GSEI Survey	7
4.1. Key Metrics & definitions.....	7
Guest Experience Index (GEI).....	7
Guest Service Experience Index (GSEI)	8
Net Promoter Score (NPS)	9
Problem Resolution Score (PRS)	9
Other key metrics	9
4.2. Survey Process	10
4.3. Dashboards & Reports	11
4.4. Report Filters	15
4.5. Survey Contest & Notifying Winners	17
4.6. New questions & Historical results.....	17
4.7. Guest profiles, response history	18
4.8. T&C, Privacy protection	20
5. Contact Us Feedback	20
5.1. Key Metrics	20
5.2. Collection process.....	20
Manual Feedback Entry	21
5.3. Dashboards & Reports	22
5.4. Report Filters	22
6. Hotel Survey.....	23
6.1. Key Metrics	23

6.2.	Collection process.....	24
6.3.	Dashboards & Reports	24
6.4.	Report Filters	25
7.	Managing Feedback (GEI / GSEI, Hotel & Contact Us).....	25
7.1.	Response standards	26
7.2.	Feedback Notifications	26
7.3.	Notification list.....	27
7.4.	Responding to feedback	27
	Responding via email:	28
	Adding notes / responding via telephone:	28
	Feedback Tier status	29
	Guest Notifications:	30
	Closing Feedback:	31
	Recommended Response steps:.....	32
	Keeping on top of feedback requests:	33
	Responding via Mobile Device:.....	33
7.5.	Feedback Tracking	33
7.6.	Future Enhancements.....	34
8.	Snapshot Survey Results	35
8.1.	Overview	35
8.2.	Process	35
8.3.	Completion rates	35
8.4.	Reports.....	35
8.5.	Report Access.....	36
9.	Admin Access	36
9.1.	User Setup & Maintenance.....	36
9.2.	Notification management.....	37
9.3.	Monthly winner selection	38
9.4.	Email PIN / Batch Management.....	39
9.5.	Abandonment Report	40
9.6.	Cross-tab Report	41

9.7. Data export	41
10. Tips for using the new feedback platform	41
11. Platform Support / Questions	42
12. Appendix:	43
12.1. GEI Survey Questions	43
12.2. GSEI Survey Questions	44
12.3. Hotel Survey questions	45
12.4. Terms & Conditions	53
12.5. “Contact Us” questions	57
12.6. Snapshot Survey Questions	58
12.7. Best Practice Responses to guest feedback.....	59
Handling Complaints.....	59
Parking Issues.....	60
Feedback on Staff Behavior:	62
Gaming Experience	63
Coupons / Direct Mail	66
Food & Beverage.....	67
Lounge Entertainment	68
12.8. Ontario Mandatory Operating Procedures - Customer Care Communication Tracking ..	70
12.9. OLG Call Transfer Scripting to Tier 3	80

1. Enterprise Feedback Management Platform Overview

The Enterprise Feedback Management (EFM) platform is designed to allow Great Canadian to efficiently collect, analyze and respond to guest & staff feedback. It is designed to offer closed-loop feedback management, which means that the platform also manages and reports on how we respond to our guest's feedback.

At the heart of the platform is a survey engine built by Forum Research, a leading polling and research company located in Toronto. GCGC has made a significant investment in order for Forum to customize a version of their survey engine to meet our specific needs. The platform will primarily be used to manage the following surveys and feedback:

- Guest Experience Index (GEI) and Guest Service Experience Index (GSEI) questionnaires
- "Contact Us" feedback from our web properties
- Snapshot Surveys conducted by GCGC Human Resources

1.1. Program Goals

The goals of the program are to:

- Provide property staff with real-time actionable feedback from guests in order to improve long term guest satisfaction & loyalty
- Allow closed-loop issue identification & resolution
- Create monitoring & reporting that will allow GCGC management and staff to quickly identify issues that affect guest satisfaction & loyalty
- Allow GCGC staff to search & filter responses dynamically to better understand responses
- Comply with Ontario Lottery and Gaming Corporation (OLG) guest communication tracking and Tier-3 escalation requirements

2. GEI / GSEI Overview

The **Guest Experience Index (GEI)** survey is GCGC's primary tool for measuring guest satisfaction with our facilities & services. Conducted under each property's brand, the survey asks guests to assess our performance across all aspects of our business including:

- Overall satisfaction
- Facilities
- Staff
- Gaming operations
- Food & Beverage
- Entertainment
- Problem Resolution

The GEI survey has been used at GCGC since the summer of 2012, with over 50,000 surveys completed. With the launch of the new platform, we have taken the opportunity make changes to the survey. The “new” GEI survey is now smaller and more efficient, with fewer questions.

The **Guest Service Experience Index (GSEI)** survey is a smaller, more focused survey that only looks at guest satisfaction with the service provided by staff. Since Guest Satisfaction is a key performance metric for GCGC in 2015, the GSEI survey allows properties to understand how they are performing on customer service related issues, and to understand where they need to focus to improve.

In 2015, a benchmark GSEI survey was conducted in April. Another follow-up GSEI survey will be performed in January 2016 to measure any changes in guest service satisfaction. The core GSEI questions are also being built into the new GEI survey, to allow properties to have real-time snapshots of their performance.

- Please refer to the Appendix for an overview of GEI and GSEI questions & methodology

3. User Setup & Access

Because the system contains confidential information about our guests and how they play, access is limited to specific property personnel and is monitored.

3.1. Access & Levels

Users are setup in the system with one of 5 access levels that govern what they can see and do:

	Cross-Property Dashboard	Social Media Monitor	Property Dashboard	Property KPIs	Top Questions / Bottom Q	Text Analytics	Guest Comments
Corporate Management	Y	All GCC	All GCC	All GCC	All GCC	All GCC	All GCC
Property Managers	Y	Home Prop	Home Prop	Home Prop	Home Prop	Home Prop	Home Prop
Property Staff	Y	Home Prop	Home Prop	Home Prop	Home Prop	Home Prop	Home Prop
HR staff	Y	All GCC	All GCC	N/A	N/A	N/A	N/A
Corporate Marketing	Y	All GCC	All GCC	All GCC	All GCC	All GCC	All GCC
	Response History	Response Profile	GEI Survey Details	Web Survey details	Employee Survey	Reports	Admin Portal
Corporate Management	All GCC	All GCC	All GCC	All GCC	High Level	All GCC	N/A
Property Managers	Home Prop	Home Prop	Home Prop	Home Prop	Home Prop	Home Property	N/A
Property Staff	Home Prop	Home Prop	Home Prop	Home Prop	Limited	Home Property	N/A
HR staff	N/A	N/A	N/A	N/A	Detailed	HR Reports	Limited
Corporate Marketing	All GCC	All GCC	All GCC	All GCC	Detailed	All GCC	All GCC

Property staff will generally be able to see high level reports & dashboards, and detailed results at the property level only.

Note: Shared access is not allowed. All users must have their own access and password.

3.2. Requesting access

To request access please submit a request to Colin MacPhail at cmacphail@gcgaming.com. Please indicate which property and level of access you require.

The system can be accessed at <https://gcgamingsurvey.com>

3.3. Password Reset

Upon setup, you will be given a temporary password. When you log in for the first time, you will be required to update the password to one only you will know. If you forget your password, you can reset it from the login screen. The system will then send you a new password to the GCGC email address associated with your account.

3.4. Time Out

The platform is designed to time out after 20 minutes of inactivity. If this happens while typing in a response to a guest, you will lose your comments. To retrieve your comments, use the “Back” button to find your comments after logging in.

4. GEI / GSEI Survey

4.1. Key Metrics & definitions

There are 4 key metrics at the heart of the GEI / GSEI survey process: GEI, GSEI, NPS & PRS.

Guest Experience Index (GEI)

The GEI is an index of 4 customer loyalty questions:

- Likelihood to recommend casino
- Likelihood to mostly visit Casino
- Likelihood to visit casino for next gaming entertainment opportunity
- Likelihood to provide personal preferences to casino so can serve better

Unlike other key measures, which are top-2 box satisfaction scores, the GEI score is an index that ranges from 0-100 and is calculated by weighting each response across all 4 questions equally:

- | | |
|-------------------------|------------|
| ▪ Definitely Would: | 100 points |
| ▪ Probably Would: | 75 points |
| ▪ Might / Might Not: | 50 points |
| ▪ Probably Would Not: | 25 points |
| ▪ Definitely Would Not: | 0 points |

Individual Example: (the index would be averaged across all respondents)

Question	Rating	Score
Likelihood to recommend casino	Defintiely Would	100
Likelihood to mostly visit Casino	Probably Would	75
Likelihood to visit casino for next gaming entertainment opportunity	Probably Would	75
Likelihood to provide personal preferences to casino so can serve better	Might / Might Not	50
GEI Score:		75

Guest Service Experience Index (GSEI)

The Guest Service Experience Index is a top-2 box score (Excellent + Very Good) based on a single index question:

- How satisfied were you with the staff and the level of customer service provided during your last visit to <Casino>?

Example:

- How satisfied were you with the staff and the level of customer service provided during your last visit to Hard Rock Casino Vancouver?
 - Excellent 60 responses (60%)
 - Very Good 18 responses (18%)
 - Good 12 responses
 - Fair 8 responses
 - Poor 2 responses
- GSEI score = % top 2 boxes (Excellent + very Good) = 78%

Note that this measure ignores guests who rate our guest service as “good”. To Great Canadian, “Good” is not good enough ... guests must rate our service Excellent or Very Good to influence this measure!

Supporting Questions: The survey also tracks 6 questions that are highly correlated to strong GSEI scores. Each question is tracked based on top-2 box scores:

- Ensuring all of your needs were met
- Making you feel welcome
- Going above & beyond normal service
- Speed of service
- Encouraging you to visit again
- Overall staff availability

Improving scores on these 6 supporting questions should also boost overall GSEI scores.

Net Promoter Score (NPS)

The Net Promoter Score is an industry standard way of measuring customer loyalty. Based on the question “How likely are you recommend <Casino> to friends & family”, the NPS takes the top 2 box scores and subtracts the bottom 2 scores.

Example:

- How likely are you to recommend Hard Rock Casino Vancouver to friends & family?
 - Definitely Would: 60 responses (60%)
 - Probably Would: 18 responses (18%)
 - Might / Might Not: 12 responses (12%)
 - Probably Would Not: 8 responses (8%)
 - Definitely Would Not: 2 responses (2%)
- $NPS = (60\% + 18\%) - (8\% + 2\%) = 68\%$

Note: a NPS scores between 60% and 80% considered strong. Most banks & phone companies are near “0” or are negative. Companies like BCAA and VanCity are at the top end at 80%. GCGC has a strong score of about 74%.

Problem Resolution Score (PRS)

The Problem Resolution Score is based on the question “what is your satisfaction level with the <Casino’s> ability to fix your problem or issue?” and is only based on comments from guests who said they had a problem and reported it.

The PRS is a top-2 box score based on the % of respondents who rated the casino “Extremely Satisfied” or “Very Satisfied”. PRS scores are usually in the 30% to 50% range for most companies. Scores over 50% are considered very strong.

Other key metrics

There are a number of supporting metrics that are used to measure the overall satisfaction with various business units and activities:

- Casino facilities
- Staff (now combined with GSEI measures)
- Gaming
- Food & Beverage
- Lounge & Entertainment
- Show Theatre

- Hotel
- Feedback Response measures
 - # requests for follow-up
 - % responded to within 24 hours
 - Average response time

For each of these key metrics there are a number of supporting questions designed to help property staff understand their performance in each area. Each Key metric will be tracked on the property dashboards.

4.2. Survey Process

GCGC automatically sends GEI / GSEI surveys to carded slot players, assuming we have their email and are allowed to contact them. Every week, the Marketing & Business Intelligence team creates a list of all guests who played in our properties. We then remove all guests who have been sent a survey in the last 90 days. We then send the list to BCLC for cleaning, and to obtain their email address. Through this process, we can ensure that guests do not receive a survey invitation more than once in a 90 day period. Regular guests will likely receive invitations every 90 days. New guests will receive an invitation within 1-2 weeks of play.

Note: BCLC also sends out their own guest survey, which likely overlaps with our own invitations. We are working with BCLC to coordinate our efforts and eliminate overlap.

Customers who are invited to participate will receive an email with a link to the new survey portal. Guests may be offered a chance to win a prize for completing the survey. When guests click on the link, they are redirected to a survey portal located in Toronto, Canada. The portal is secure, and guest feedback is only used for feedback and research purposes.

Guests are asked to rate their satisfaction with various aspects of our products & services including the Casino, F&B, Entertainment & hotel. Depending on how many amenities they participated in, the survey can take from 5-15 minutes to complete. Once complete, the guest is sent a “thank you” notification via email, to confirm that we have received their feedback.

Guests can also give us their feedback through a printed version of the GEI survey or through a special URL accessed via kiosk or tablet. This version of the survey is streamlined to reduce the number of questions. To enter paper-based feedback, staff need to select “Manual Survey Entry” from the menu on the left side of the portal main page. Staff should select “GEI – paper Based” from the menu selection.

Please see the appendix for a full list of survey questions.

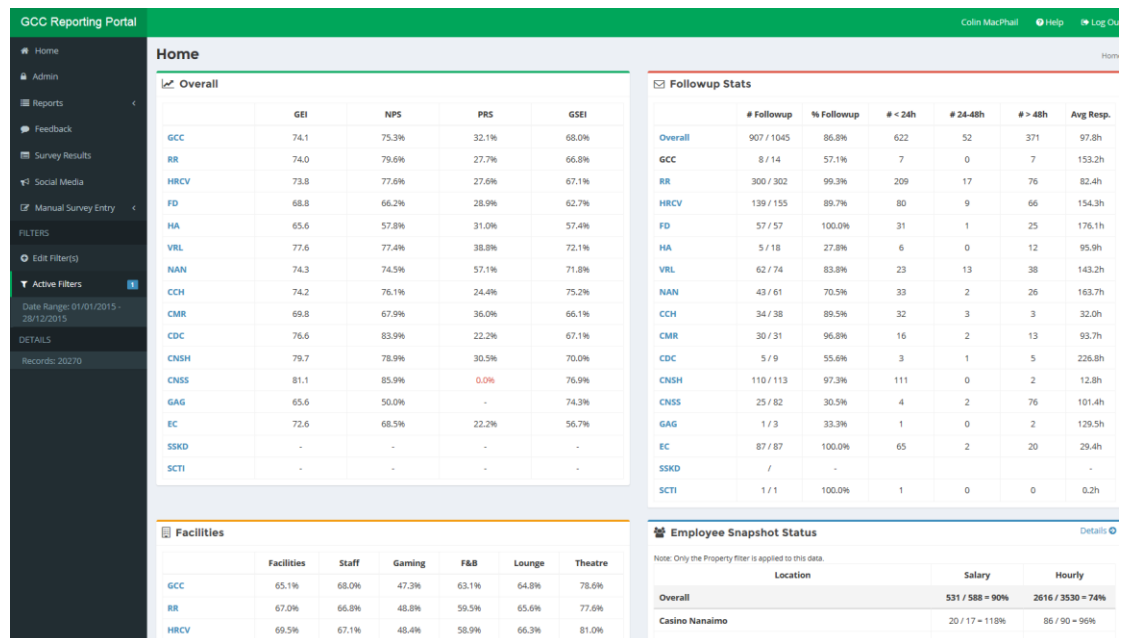
4.3. Dashboards & Reports

The reporting portal is designed to allow instant, real-time access to key indicators:

- GEI
- NPS
- PRS
- GSEI
- Response Statistics:
 - # Follow-up requests, % Follow-up requests
 - # follow up requests currently under 24 hours old
 - # follow up requests currently between 24 and 48 hours old
 - # follow up requests currently over 48 hours old
 - Average Resolution time
- Supporting Satisfaction Scores:
 - Facilities
 - Staff
 - Gaming
 - F&B
 - Lounge
 - Theatre
- Employee Snapshot Survey completion rates

Each key metric is shown for each property, as well as for GCGC overall.

Main dashboard:



The screenshot shows the GCGC Reporting Portal interface. The left sidebar contains navigation links: Home, Admin, Reports, Feedback, Survey Results, Social Media, Manual Survey Entry, Filters, Edit Filter(s), Active Filters, Date Range: 01/01/2015 - 29/12/2015, DETAILS, and Records: 20270. The main content area is divided into several sections:

- Home Overview:** A table showing key metrics (GEI, NPS, PRS, GSEI) for various properties.
- Followup Stats:** A table showing follow-up statistics for various properties.
- Facilities:** A table showing facility completion rates for various properties.
- Employee Snapshot Status:** A table showing employee snapshot status for various properties.

Home Overview Table:

	GEI	NPS	PRS	GSEI
GCC	74.1	75.3%	32.1%	68.0%
RR	74.0	79.6%	27.7%	66.8%
HRCV	73.8	77.6%	27.6%	67.1%
FD	68.8	66.2%	28.9%	62.7%
HA	65.6	57.8%	31.0%	57.4%
VRL	77.6	77.4%	38.8%	72.1%
NAN	74.3	74.5%	57.1%	71.8%
CCH	74.2	76.1%	24.4%	75.2%
CMR	69.8	67.9%	36.0%	66.1%
CDC	76.6	83.9%	22.2%	67.1%
CNSH	79.7	78.9%	30.5%	70.0%
CNSS	81.1	85.9%	0.0%	76.9%
GAG	65.6	50.0%	-	74.3%
EC	72.6	68.5%	22.2%	56.7%
SSKD	-	-	-	-
SCTI	-	-	-	-

Facilities Table:

	Facilities	Staff	Gaming	F&B	Lounge	Theatre
GCC	65.1%	68.0%	47.3%	63.1%	64.8%	78.6%
RR	67.0%	66.8%	48.8%	59.5%	65.6%	77.6%
HRCV	69.5%	67.1%	48.4%	58.9%	66.3%	81.0%

Followup Stats Table:

	# Followup	% Followup	# < 24h	# 24-48h	# > 48h	Avg Resp.
Overall	907 / 1045	86.8%	622	52	371	97.8h
GCC	8 / 14	57.1%	7	0	7	153.2h
RR	300 / 302	99.3%	209	17	76	82.4h
HRCV	139 / 155	89.7%	80	9	66	154.3h
FD	57 / 57	100.0%	31	1	25	176.1h
HA	5 / 18	27.8%	6	0	12	95.9h
VRL	62 / 74	83.8%	23	13	38	143.2h
NAN	43 / 61	70.5%	33	2	26	163.7h
CCH	34 / 38	89.5%	32	3	3	32.0h
CMR	30 / 31	96.8%	16	2	13	93.7h
CDC	5 / 9	55.6%	3	1	5	226.8h
CNSH	110 / 113	97.3%	111	0	2	12.8h
CNSS	25 / 82	30.5%	4	2	76	101.4h
GAG	1 / 3	33.3%	1	0	2	129.5h
EC	87 / 87	100.0%	65	2	20	29.4h
SSKD	/	-	-	-	-	-
SCTI	1 / 1	100.0%	1	0	0	0.2h

Employee Snapshot Status Table:

	Location	Salary	Hourly
Overall		531 / 588 = 90%	2616 / 3530 = 74%
Casino Nanaimo		20 / 17 = 118%	86 / 90 = 96%
Casino Nova Scotia Halifax		63 / 58 = 109%	225 / 251 = 90%

Note: Property staff will only be able to see information that pertains to their own site and cannot see details / property dashboards of other sites.

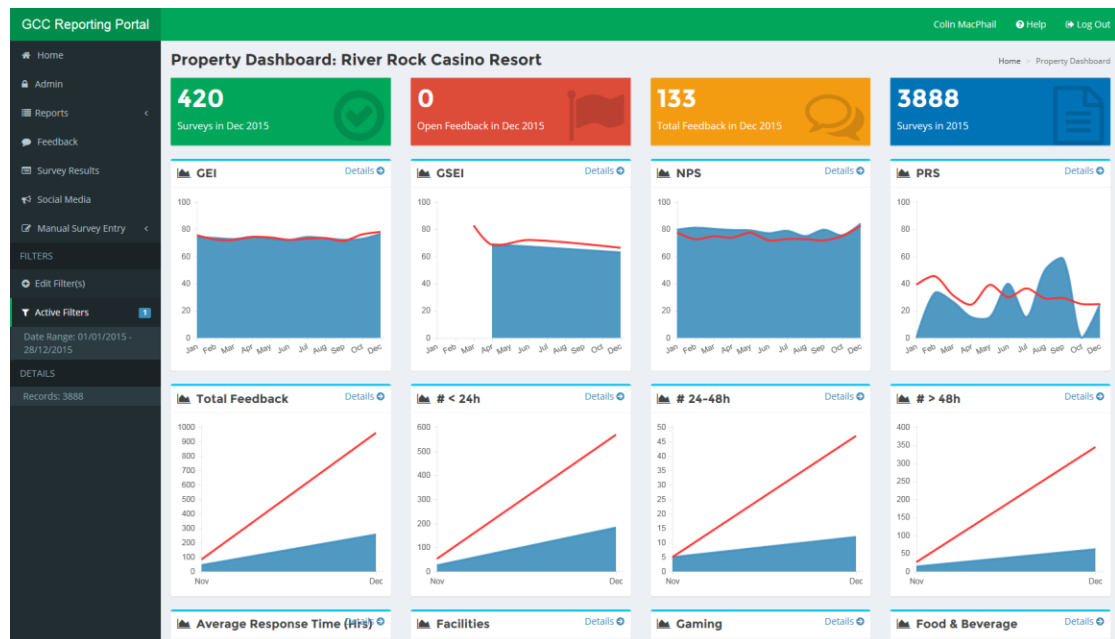
Note: When logging in, the default time frame for the dashboard is the previous 1-2 months.

For each measure, you can click on the link to “drill down” to the individual scores from the supporting questions that make up the measure. You can also click on a property to see the key indicators and supporting measures for each specific property.

At the property level view, key measures are represented by graphs that include the property measures in blue, and an overlay of GCGC-wide measures in red. Hovering your mouse over a graph will show you the specific measures per time increment. The property view also includes a dashboard at the top that tracks the # surveys completed this month and this year, Open Feedback, and Total requests for follow-up.

Note: When viewing a property dashboard, the default time frame is automatically adjusted to the last 6 months. This can be adjusted using the filters, discussed next.

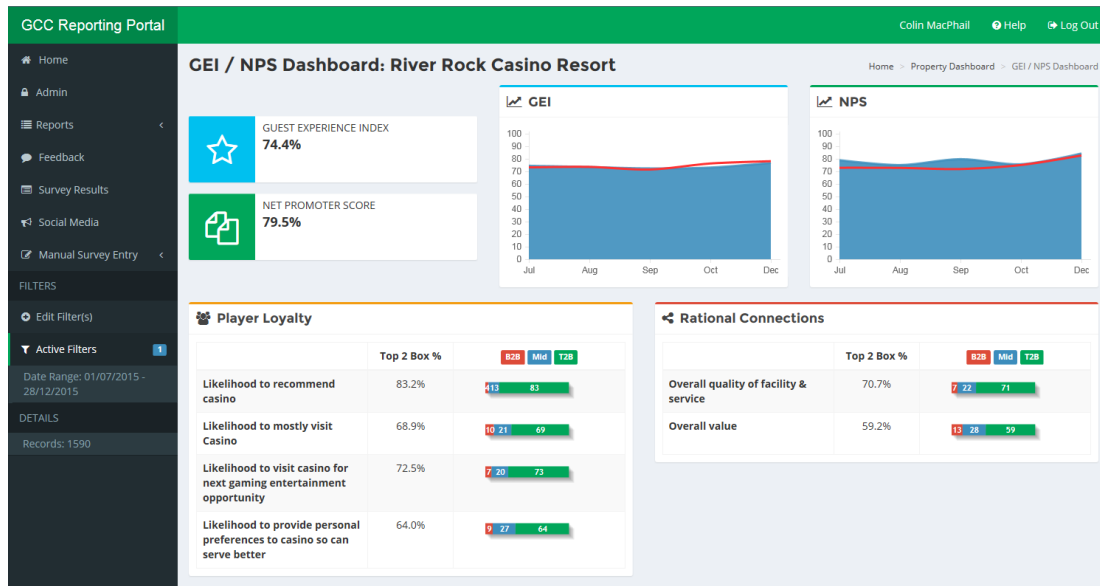
Property Dashboard:



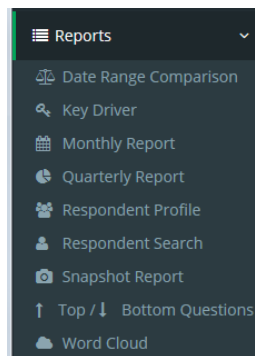
For each key metric, you can also click on the “Details” link to open up an Individual KPI dashboard that shows survey scores for the specific questions that make up the metric. This view shows the individual questions that were asked, and the proportion of responses in the bottom-2 boxes, middle and top-2 boxes.

Tip: While strong top-2 box scores are important, it is also important to monitor questions that have a lot of responses in the bottom-2 boxes. These scores are highlighted in red.

Individual KPI dashboard:



The platform also contains a number of reports to help property staff make the most of the feedback from guests:



Note: Access to reports depends on staff hierarchy. Only property managers can see all reports. Property staff may not be able to see some reports.

- Date Range Comparison
 - For all GEI questions, compares the change in scores between 2 separate date ranges specified by the user
 - Great for comparing results before & after changes to property facilities or promotions
- Key Driver analysis (the most powerful report on the portal!)

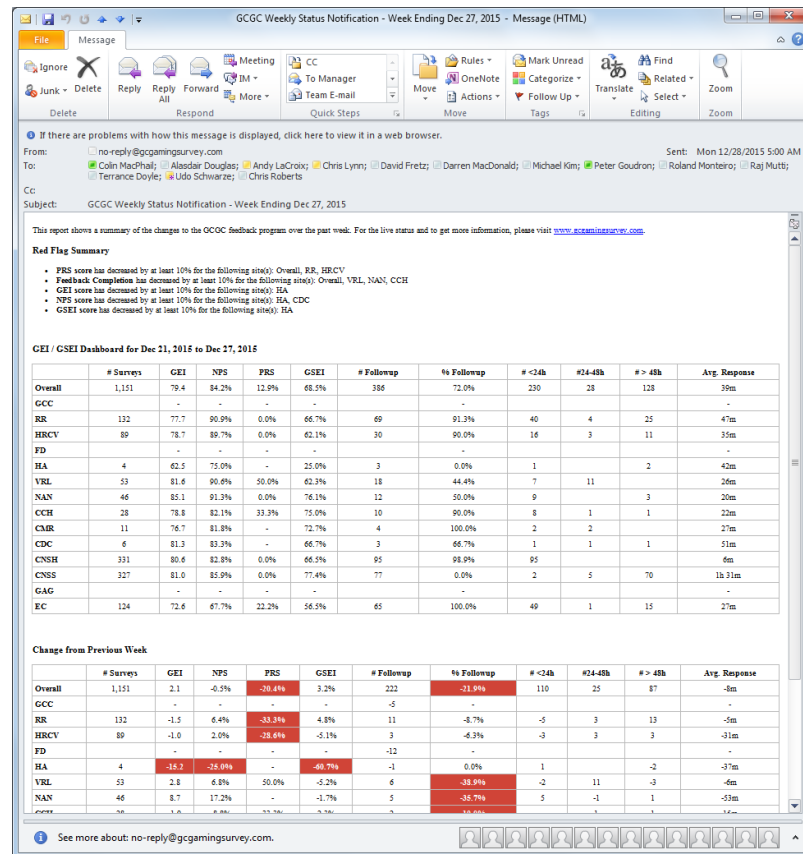
- Correlation analysis to the GEI score
- Identifies questions which are highly correlated with strong GEI scores
- Automatically calculates which areas would have the most impact on improving GEI scores
- Monthly Report
 - Scores to all questions per property
 - Comparisons to other reporting periods
 - Comparisons to overall GCGC scores
 - For property staff viewing the monthly report, they can only see their own property results, plus an overall GCGC comparison
- Quarterly report
 - Same as the monthly report, but consolidated into quarterly views
 - Includes all properties side-by-side
 - The Quarterly report also include a measure for dispersion, which shows to what extent the responses are similar vs. widely dispersed
- Respondent profile
 - Age, gender, visit & language details for guests
 - Results depend on the filters selected
- Respondent Search
 - Search for feedback based on encore number or email address
- Snapshot Report
 - Employee Snapshot Survey results (annually)
- Top-Bottom questions
 - A list of questions receiving the best or worst scores, by site
 - Allows staff to focus on those areas where they are getting low scores
- Word Cloud
 - A tool to help property staff uncover recurring themes / trends in unstructured text / guest comments
 - Clicking on key words will open up a list of feedback containing those key words (GEI and Contact Us feedback only. Snapshot survey to come)

All reports can be filtered to report results for specific guest segments (discussed next). An exception to this is the comparison report, which is based only on time ranges.

The platform will also generate a weekly email to senior staff:

- Weekly Dashboard & Red Flag report
 - Summary of weekly key metrics, and changes from the previous week
 - Weekly email that highlights areas where significant change has occurred
 - Allows property staff to quickly identify areas of potential concern
 - Any negative changes more than 10% are “red flagged”

Sample Weekly Dashboard & red flag email:



4.4. Report Filters

For each dashboard & metric, it is possible to filter results to help understand how satisfied specific customer groups are. Report filters are one of the most powerful enhancements to be made available in the new platform, and will allow GCGC to better understand the satisfaction levels of specific group of guests.

The filters that can be applied are (individually or combined):

- Date Range:
 - This month, last month, this year to date or last year
 - Custom Range
- Region:
 - BC, Washington or Nova Scotia, New Brunswick, Ontario
- Survey type:
 - GEI Survey
 - GSEI Benchmark Survey
 - Snapshot Survey
 - Hotel Survey
 - "Contact Us" web feedback
 - Donation / Support request
- Business Unit (based on what guests said they did on property):

- Slots
- Tables
- Poker
- F&B
- Live Entertainment
- Hotel
- Live Racing
- Racebook
- Bingo
- Lottery
- Source:
 - Via email invitation (GEI, GSEI)
 - Direct Access URL (deployed on printed materials)
 - Kiosk or iPad/Tablet (when available)
 - Paper based survey (Input by staff)
- Status (based on request for follow-up):
 - No response required
 - Response Required – Active
 - Response Required – Inactive
- F&B Venue
 - Select specific F&B venues per property
- Specific Player, based on either Encore # or email address
- Age Range
- Gender
- Language
- Visit range
- DM segment (BC Only)
 - Loyalty
 - Winback
 - Privé
- Players Club Tenure
- Player's club Tier
 - New
 - PromoPlayer (based on special targeted list supplied to the BI team)
 - Diamond Status (1, 2, 3 – BC Only)
- Text search
 - Find responses based on specific key words in text responses
 - Includes both GEI and "Contact Us" feedback

To apply a filter, simply click on the "Edit Filters" link and select the combination of filters that interest you. The filters you choose will be shown below the "Active Filters" register on the left side. To remove a filter, simply click the "x" next to it, or click on the "Edit Filters" link again.

Note: When applying a filter, it is important to monitor the # records shown below the filter settings. The smaller the sample size, the larger the potential margin of error in the results:

Sample Size	Margin of Error
5000	+/- 1.4%
1000	+/- 3.1%
750	+/- 3.6%
500	+/- 4.4%
400	+/- 4.9%
300	+/- 5.7%
150	+/- 8.0%
75	+/- 11.3%

This means that for a sample of 1,000 guests and a score of 75%, the “real” results (if we were able to survey everyone) would likely be anywhere between 71.9% and 78.1%.

4.5. Survey Contest & Notifying Winners

In order to maximize completion rates, the GEI survey has always offered an incentive. In the old GEI survey in BC, each property offered a chance at \$200 in free play, for a total of \$1800 each month. In the new system there is a grand prize of \$500 and ten \$100 prizes, but the pool of entrants is spread across all BC properties, reducing the overall cost to GCGC.

The selection of survey winners will also be an automated process going forward, based on a report generated in the portal. Each month, members of the BI team will run the report to determine winners, and notify the affected properties. **Each property will be responsible for supplying the prize and notifying the guest.**

Guests will have 10 days to make arrangements for pickup of their prize. Winners will be required to present valid government issued photo identification (including proof of age) and complete a winner's authorization form before prize will be released. Failure to do so will result in disqualification of the winner, and the prize will become the property of GCGC.

If a winner is unable to be contacted or does not make arrangements for pickup of their prize, GCGC staff have the right to award the prize to another respondent. The automated report will generate a list of both winners and backup winners to facilitate this process.

Winners and backup winners will also be selected for the prize at both Casino Nova Scotia locations, Ontario locations and for Great American Casino.

4.6. New questions & Historical results

The GEI survey was originally setup in 2012 and has been surveying guests ever since. With the launch of a new platform in 2015, the opportunity existed to simplify and streamline the process, and add / delete questions.

All the data from previous surveys has been imported into the new platform. Where questions have been deleted or significantly changed, no further data will be collected and trend graphs & charts will show blank results. For new questions, newer reports will show results but historical results will be blank. This will be most obvious for GSEI questions, which are new with the launch of the new platform.

New questions:

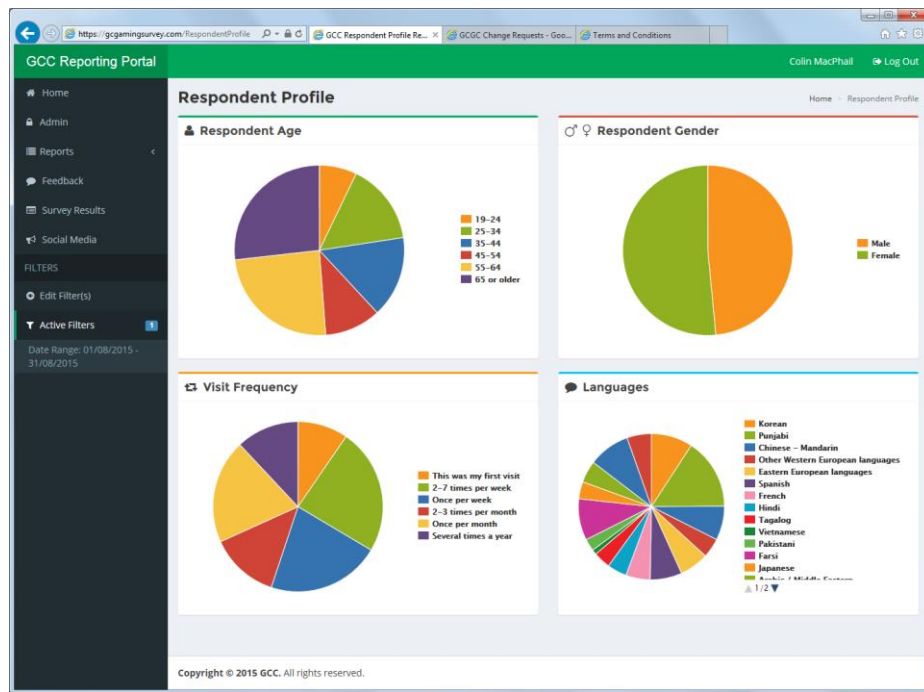
- Satisfaction with the service provided by the staff (GSEI index)
- Ensuring all of your needs were met
- Making you feel welcome
- Going above & beyond normal service
- Encouraging you to visit again
- Overall staff availability
- Encouraging you to take part in events or promotions
- Game Knowledge of Staff
- Satisfaction with:
 - Rate of earning
 - Redemption value
 - Choice of rewards
 - Slot Free Play
- Languages spoken at home (other than English)

Deleted questions:

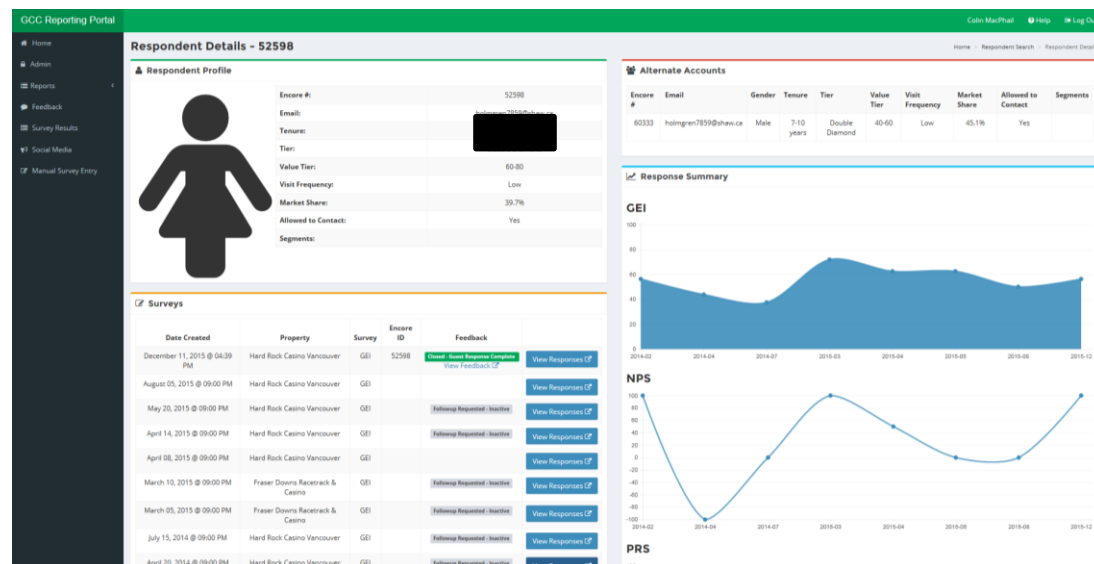
- Overall I have great experiences and memories when I visit
- I can think of many ways that <Casino Name> is better than other casinos
- I have a real connection to <Casino Name>, they make me feel special
- <Casino Name> is my favourite local casino
- Signage clear and easy to follow
- Safety of parking facilities
- Cleanliness of parking facilities
- Streamlined F&B & Entertainment satisfaction questions
- Ethnicity

4.7. Guest profiles, response history

The new platform also includes reports that show the demographic makeup of survey responders including age, gender and visit frequency. The report filters can also be applied to the respondent profile.



The platform also includes a profile for each respondent based on either their player card number or their email address. Wherever possible, the profile will consolidate feedback and survey responses based on the player card number, and will show which email addresses, if more than one, were used to give feedback. The profile includes key attributes such as gender, age range, visits and value segment, as well as links to all feedback or surveys completed by the guest over time. Where applicable, the profile will also show the guest's GEI & NPS score over time. Users can click on the links to review the specific feedback or GEI survey from the past.



Tip: When reviewing the feedback queue, or when responding to a guest, clicking on the guest's player card number or email address will bring up the player's profile & history. At this point, profile information is only included for BC guests.

4.8. T&C, Privacy protection

Before a guest can respond to a GEI survey or provide feedback through the "Contact Us" link, they will be presented with GCGC's privacy guidelines and a link to our Terms & Conditions. If responding to the GEI survey, the T&C also contain the contest Terms & Conditions for the incentive prize. Please see appendix for a copy of the T&C.

5. Contact Us Feedback

Unlike the GEI survey, which is based on an invitation sent to carded guests, the Contact Us feedback is initiated by the guest. Contact Us feedback can be broken up into 5 types:

- Questions
- Complaints
- Recommendations / Suggestions
- Commendations
- Requests for donations / sponsorship

Each property has their own Contact Us feedback link, each branded separately.

5.1. Key Metrics

As an organization dedicated to delivering outstanding customer service, responding to guest feedback is an important priority. To that end, the portal will track how fast and how well we respond to guest feedback. As an overall promise, all properties will be expected to respond to guest feedback within 24 hours of receipt. The key metrics are therefore:

- Number of unanswered feedback requests under 24 hours
- Number of unanswered feedback requests between 24 and 48 hours
- Number of unanswered feedback requests over 48 hours
- Sentiment of feedback (positive / negative)
- Average time to respond to guest (based on initial response to guest)

5.2. Collection process

Each property has a unique URL that they link to from their web site. Visitors of the corporate web site will need to select which property their feedback pertains to. Upon clicking on the link, the guest must supply their email address in order to be able to offer feedback or ask for follow-up.

The guest is then asked to categorize their feedback and provide details. They are also asked if they would like property staff to follow-up on their feedback. If so, they are asked for their contact information.

Those wanting a donation or other type of community support are asked to fill out an on-line form that is also tracked.

Once submitted, a notification is immediately sent to property staff, based on a matrix of who should be responsible for what feedback. For each type of feedback, properties are able to identify multiple staff members who can receive the feedback. Each staff member identified will then receive the notification, and any staff member can respond to the guest through the portal.

Manual Feedback Entry

Feedback can also be collected by clicking on the “Manual Survey Entry” link on the main portal page and then clicking “Feedback”. This can be used to capture in-person or feedback via telephone, and is required to support our properties in Ontario. Non-Ontario properties may also use at their discretion. Using the portal to capture feedback allows all feedback to be tracked, with the appropriate staff notified for resolution.

Manual Capture Process:

1. Access “Manual Survey Entry” from the main portal and select “feedback”
2. Complete screens 1-5 of the feedback process:

Screen 1	<ul style="list-style-type: none">• Contact type (in-person, phone)• Email address (optional but recommended)• Property ID
Screen 2	<ul style="list-style-type: none">• Type of feedback:<ul style="list-style-type: none">○ Question○ Complaint○ Recommendations○ Suggestions○ Sponsorship
Screen 3	<ul style="list-style-type: none">• Business unit that feedback relates to (property specific)<ul style="list-style-type: none">○ Slots○ Tables○ F&B○ Live Entertainment○ Racebook○ “Other”• Feedback (Free form text)• Optional Player’s Card number / Encore Rewards number• Does the guest want to be contacted about their feedback?

	<ul style="list-style-type: none">○ By email○ By telephone○ No follow-up / contact required
Screen 4	<ul style="list-style-type: none">● Contact info (if contact requested)
Screen 5	<ul style="list-style-type: none">● Confirmation (“Previous” or “Done”)<ul style="list-style-type: none">○ The feedback can be edited until the “done” button is clicked.○ Click “Previous” to edit feedback

3. Review feedback status and Tier

> Click either “Go to Feedback List” or “Go to feedback item”

- Feedback List: Review list of all recent guest feedback
- Feedback Item: Go to feedback details to:
 - Change feedback tier
 - Add comments and / or follow-up
 - Close feedback if appropriate

Please see section 7 for details on how to set the feedback tier and / or respond to guest feedback.

Note: While the ability to flag feedback from 1-3 was developed to support our Ontario locations, all properties can use the tiering system to flag and manage feedback based on priority.

See section 7 for details on how to respond to feedback from guests.

5.3. Dashboards & Reports

The key metrics for response time are all available on the main property dashboard.

5.4. Report Filters

Contact Us feedback can be filtered based on:

- Date Range
- Property
- Category
- Feedback status
 - Open
 - Closed – resolved
 - Closed – unable to resolve
- Tier 1-3
- Text analytics

6. Hotel Survey

The hotel survey is a separate survey sent automatically to guests who stay at the River Rock Casino Resort or River Rock Hotel. The Hotel survey asks different questions than the GEI, but has been modified to ask the new GSEI questions (see section 4 above).

The full hotel survey text can be found in the appendix.

6.1. Key Metrics

The hotel survey has 4 key metrics that are derived from the answers within the survey:

- Overall Stay:
 - A blended score of 2 questions:
 - Overall condition of the River Rock Casino Resort
 - Overall Value
- GSEI:
 - Same questions as in the GSEI survey:
 - How satisfied were you with the staff and the level of customer service provided during your last visit to the River Rock Casino Resort?
- Rooms:
 - Overall satisfaction across a number of areas:
 - Reservations / Front Desk
 - Housekeeping
 - Hotel Room
 - Fitness Centre
 - Pool / Hot Tub
 - Valet Parking
 - Concierge
 - Bell / Door Service
- F&B, Catering
 - Overall satisfaction across a number of venues:
 - Tramonto
 - Buffet
 - Curve
 - In-room dining
 - Meeting & Events

The hotel dashboard also tracks:

- The guest's likelihood to recommend the resort to others
- Problems with their stay

- Problem Resolution Score (the same as for the GEI Survey), IF reported:
 - The length of time taken to resolve your problem
 - The effort of employees in resolving your problem
 - The courteousness of employees while resolving your problem
 - The amount of communication with you from employees while resolving your problem
 - The fairness of the outcome in resolving your problem

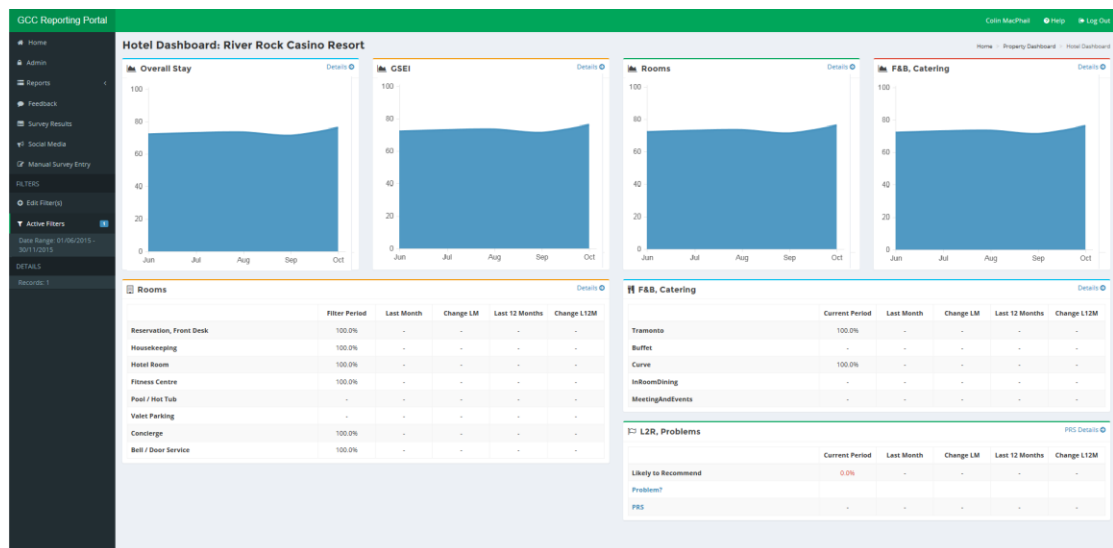
6.2. Collection process

When a guest makes a reservation on-line or when they check in, hotel staff try and capture the email address of the guest. As soon as a guest checks-in, if we have their email address we will try and send them a survey invitation within a week.

Currently, the process for sending the survey is a manual process, based on running a report in Opera. In 2016, as resources become available, the list creation will be automated and guests will receive an invitation within 24 hours. This will allow us to survey guests while many are still at the hotel, which will give is a chance to fix any issues that may have arisen.

6.3. Dashboards & Reports

The hotel survey has its own set of dashboards and reports, different from the GEI and feedback reports.



If the user clicks on any of the “Details” links next to each graph or section, they will be taken to a detailed view of the individual questions that make up the section.

6.4. Report Filters

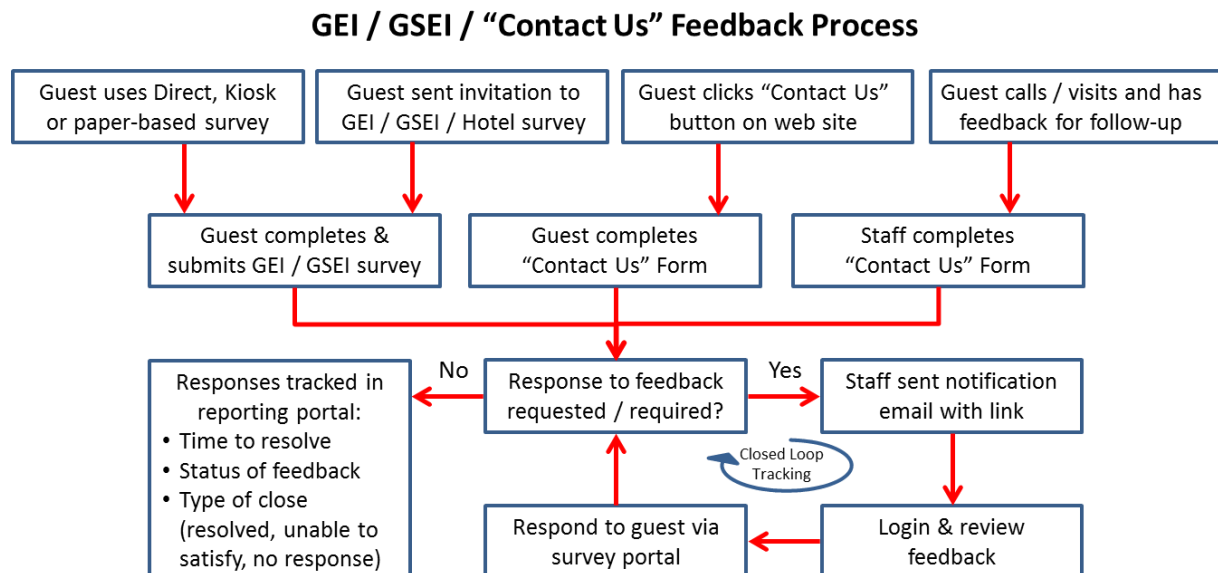
As with all reports & dashboards, the results can be filtered to further refine the view:

- Date range
- Feedback status (No response required, Active, Inactive)
- Specific guest (based on email address)
- DM segments (If also a member of the Players Card program)
- Tenure (If also a member of the Players Card program)
- Tier (If also a member of the Players Card program)
- Text search: search for feedback containing specific text

7. Managing Feedback (GEI / GSEI, Hotel & Contact Us)

The same closed-loop feedback management process is used for all sources of feedback, including the GEI/GSEI, Hotel and Contact Us collectors. All feedback and requests for follow-up are tracked by the platform, with responses to guests managed through the platform. This allows the platform to track true “closed loop” feedback, with all requests and all responses consolidated by guest and inclusive of all staff interaction. Staff members will be able to log in and review the contact/complaint history with any guest, and respond accordingly. Staff will also be able to review the guest’s response history and value to GCGC, to ensure their responses are appropriate.

The following is an overview of the feedback and response process:



Unlike the previous system, the new platform will be able to identify & report requests for follow-up that are overdue.

7.1. Response standards

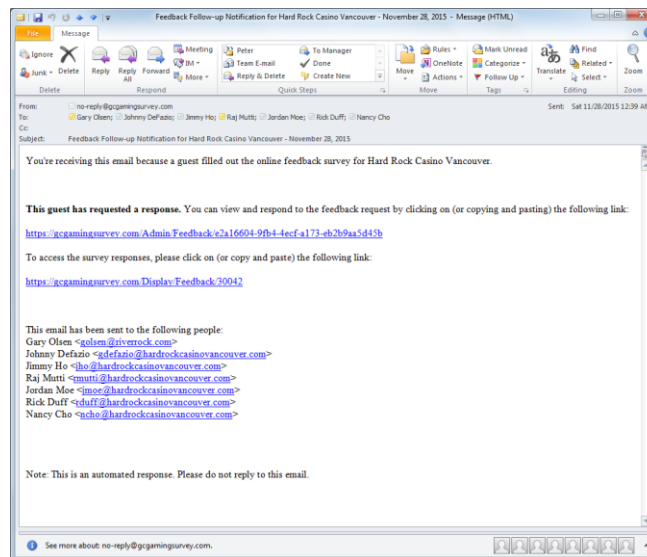
All properties are expected to respond to guest feedback (as required) within 24 hours of receipt. The platform will be tracking both the time it takes to first respond to the guest, and the time it takes to close the request (issue resolved / complete).

Note: Requests for feedback beyond 48 hours will trigger a reminder email.

7.2. Feedback Notifications

Similar to the previous feedback system, if a guest indicates that they would like someone from the property to contact them about their feedback, the system will automatically generate a notification email to staff.

If the feedback is from a GEI survey, the notification email will contain a summary of the feedback, plus links to view or respond to the guest's comments. The email also shows which property staff were sent the notification. If the feedback is from the "Contact Us" link on your web site, only a link to the feedback will be included. Staff will need to click on the links to view the feedback.



Note: Feedback notification will be generated if the guest left any text comments, not just when they ask for staff to follow-up.

Note: If the guest did not request follow-up from site staff, there will be no link to the response portion of the portal. The feedback is FYI only.

7.3. Notification list

To streamline the staff responses to feedback, the system is designed to send feedback notifications to staff based on the topic of the feedback. Properties can choose to have the same or different staff receive notifications for each Reason / Area.

The notification categories are (depending on the property):

Notification Type	Reason / Area	Notification Type	Reason / Area
GEI Survey (No Problem)	Entertainment*	"Contact Us" Feedback	Entertainment*
GEI Survey (No Problem)	Food & Beverage	"Contact Us" Feedback	Food & Beverage
GEI Survey (No Problem)	Hotel*	"Contact Us" Feedback	Group Sales / Catering / Events
GEI Survey (No Problem)	Lottery*	"Contact Us" Feedback	Guest Services
GEI Survey (No Problem)	None	"Contact Us" Feedback	Hotel*
GEI Survey (No Problem)	Racebook*	"Contact Us" Feedback	Investor Relations
GEI Survey (No Problem)	Slots*	"Contact Us" Feedback	Marketing & Promotions
GEI Survey (No Problem)	Table Games / Poker*	"Contact Us" Feedback	Media Requests & Inquiries
GEI – Problem Resolution	Arrival & Parking	"Contact Us" Feedback	Other
GEI – Problem Resolution	Bingo*	"Contact Us" Feedback	Parking
GEI – Problem Resolution	Cashiers	"Contact Us" Feedback	Racebook*
GEI – Problem Resolution	Entertainment*	"Contact Us" Feedback	Responsible Gaming
GEI – Problem Resolution	Food & Beverage	"Contact Us" Feedback	Slots*
GEI – Problem Resolution	Guest Services	"Contact Us" Feedback	Sponsorship Request
GEI – Problem Resolution	Horse Racing*	"Contact Us" Feedback	Table Games / Poker*
GEI – Problem Resolution	Hotel*	"Contact Us" Feedback	Tier 3 Alert
GEI – Problem Resolution	Manager / Supervisor		
GEI – Problem Resolution	Other	Hotel Survey	Hotel*
GEI – Problem Resolution	Security	Donation Request	Sponsorship Request
GEI – Problem Resolution	Slots*		
GEI – Problem Resolution	Tables*	* Depending on property	

Each property needs to submit their notification list to the BI team for entry into the system. If there are changes in personnel, it is the property's responsibility to notify the BI team of any changes to the notification list.

7.4. Responding to feedback

When staff receive a notification of guest feedback, they can either click on the link in the email or forward the email to others if appropriate. If they click on the link, they will be taken to the portal login page, if they have not already logged in. All staff will need to login to the portal to view or respond to feedback, and to access the reports. This allows the portal to track who has responded to the guest.

Upon login, staff will be presented with an overview of the GEI Survey or Contact Us feedback details, the response details (property, date, source, topic, etc.), Feedback Tier, Value Tier, response options and conversation / note history. The feedback page will also contain a link to the guest profile, based on either email address or player card number.

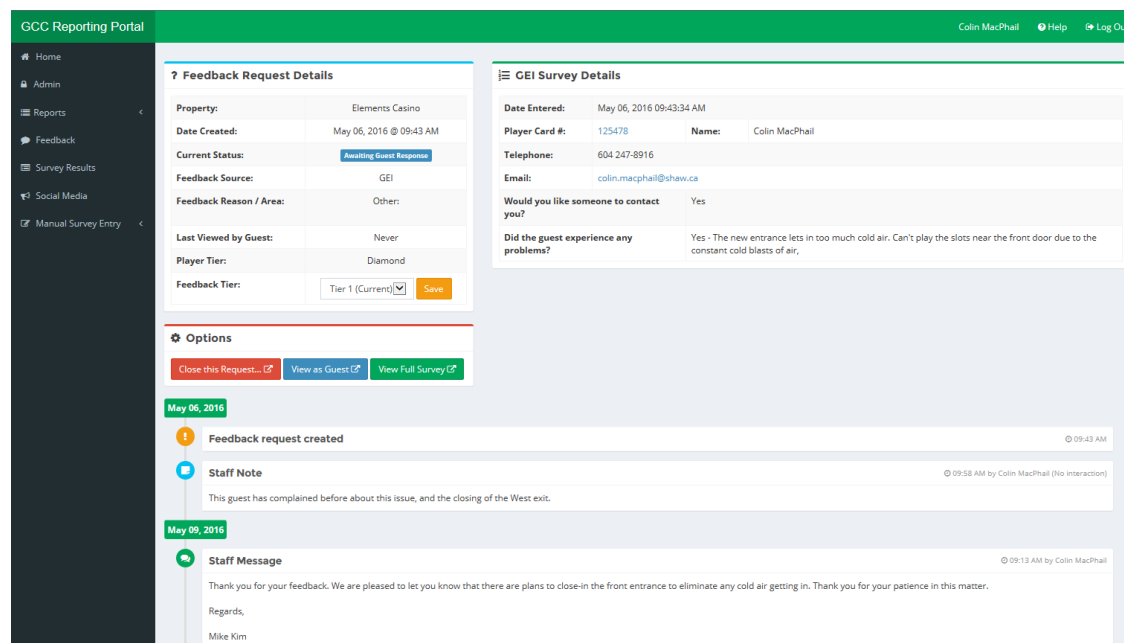
Tip: Check the profile before responding by clicking on the email address or player card number!

New: The feedback overview now includes the Player Tier (if available) and the Feedback reason / area, which triggers who will be notified of the issue for follow-up.

Responding via email:

When ready to respond, the staff member simply types a response into the “Send Reply” box. All responses to the guest will be time-stamped and captured in the conversation history. The ID of the staff member who responded will be captured. Staff are encouraged to follow response standards and best practices, which are included in the appendix.

Feedback Response Page:



The screenshot shows the 'Feedback Request Details' page in the GCGC Reporting Portal. The page is divided into several sections:

- Header:** GCGC Reporting Portal, Colin MacPhail, Help, Log Out.
- Left Sidebar:** Home, Admin, Reports, Feedback, Survey Results, Social Media, Manual Survey Entry.
- Feedback Request Details:**
 - Property: Elements Casino
 - Date Created: May 06, 2016 @ 09:43 AM
 - Current Status: [Awaiting Guest Response](#)
 - Feedback Source: GEI
 - Feedback Reason / Area: Other
 - Last Viewed by Guest: Never
 - Player Tier: Diamond
 - Feedback Tier: Tier 1 (Current) [Save](#)
- Options:**
 - [Close this Request...](#)
 - [View as Guest](#)
 - [View Full Survey](#)
- Timeline:**
 - May 06, 2016**
 - Feedback request created** @ 09:43 AM
 - Staff Note** @ 09:58 AM by Colin MacPhail (No interaction)
This guest has complained before about this issue, and the closing of the West exit.
 - May 09, 2016**
 - Staff Message** @ 09:13 AM by Colin MacPhail
Thank you for your feedback. We are pleased to let you know that there are plans to close-in the front entrance to eliminate any cold air getting in. Thank you for your patience in this matter.
Regards,
Mike Kim

Adding notes / responding via telephone:

Staff can also add notes to the feedback for future reference. All other staff will be able to see the notes, but they will not be shared with the guest if responding via email. The notes can also be used to capture what has been done to address the guest's issue, if the feedback was resolved directly with the guest in person or via telephone.

To record a note, staff need to click on the “Add Note” link above the “Send Reply” box. This will change the function of the box to collecting a note rather than send a message. Staff will also need to mark the type of interaction below the box as either:

- No interaction (staff notes only)
- In person (notes about an in-person interaction)
- Phone (notes about an interaction conducted via telephone)
- Other

When done, click on “Add note for staff” to capture the comments. To switch back to sending an email reply, simply click on the “Send Reply” link next to the “Add Note” link.

Staff can add an unlimited number of notes or messages per incident. All notes & messages will be time-stamped and added chronologically.

If staff have entered the feedback using the “Manual Survey Entry” link, they will have the option to immediately review the feedback in case they need to change the tier status.

Important: If you do not expect a reply from the guest, please close the feedback after sending your reply. If the guest still wants to respond, the feedback will be automatically re-opened and a notification to staff sent. Please see below on how to close feedback.

Note: Since the portal will show the chronological conversation history, staff should check to see if someone else has responded before sending a response.

Feedback Tier status

When Ontario staff collect feedback manually or review feedback from the GEI survey or Contact Us link, they will need to flag the level of urgency / severity as follows:

- | | |
|--------------------------|--|
| Tier 1: (default) | General information inquiries, including inquiries with respect to the location of the Casino, hours of operation, information about Customer Loyalty Programs, promotions and non-gaming services facilities and amenities. |
| Tier 2: | Inquiries regarding Tier-1 matters that are in depth, detailed and require the exercise of judgment and/or are sensitive in nature and may include inquiries about the odds of winning or customer complaints regarding non-gaming integrity issues such as the balance of a Customer Loyalty Program account or prize pay-out. |
| Tier 3: | <p>Inquiries regarding:</p> <ul style="list-style-type: none">(i) Self-exclusion or reinstatement;(ii) Media contact or the commencement or potential commencement of legal action against OLG or the Partnership or both;(iii) Self-harm or group harm;(iv) Compliance, including AML, applicable laws or privacy;(v) Gaming integrity matters;(vi) Gaming stakeholder relations; or(vii) Escalation to OLG |

Important: When feedback is flagged as Tier-3, an email notification is immediately sent to senior property staff to facilitate escalation to OLG. If Tier-3 feedback has been collected live from either an in-person or telephone interaction and requires immediate escalation to OLG, Shorelines staff need to follow the following steps after capturing the feedback in the portal:

1. Staff access the OLG Tier-3 reporting web form at https://secure.olg.ca/service_provider.jsp, complete as much of the form as possible and submit the form to OLG. Staff should be able to copy & paste from the feedback portal to help fill out the OLG on-line form.
2. Staff initiate a conference call between the visitor / caller and OLG Customer Care.
3. Site staff call OLG Tier-3 Customer Care at **1-800-387-0098** and press “**87**” to bypass the IVR system.
4. Site staff to explain the Tier-3 situation to an OLG Customer Care representative, referencing the submitted OLG Tier-3 reporting web form.
5. Site staff conference in the caller and introduce the caller to the OLG Customer Care representative.
6. Site staff disconnect from the call.

Important: Ontario staff need to be familiar with **OLG’s Tier-3 response protocol** to know when Tier-3 feedback requires immediate escalation or can be handled internally with OLG notification later. Please refer to appendix section **12.8: Ontario Mandatory Operating Procedures - Customer Care Communication Tracking** for details.

All feedback marked as Tier-3 will automatically generate an email notification to senior staff. If not already done by front line staff handing an in-person or telephone issue above, senior staff will be required to notify OLG using the OLG Tier-3 reporting web form at https://secure.olg.ca/service_provider.jsp. Senior Managers should be able to copy & paste from the feedback portal to help fill out the OLG on-line form, plus add information from iTrack if necessary.

If the feedback was received via mail or facsimile, senior site staff will also forward a scanned copy of the feedback via email to OLG at T3OLGContactus@olg.ca.

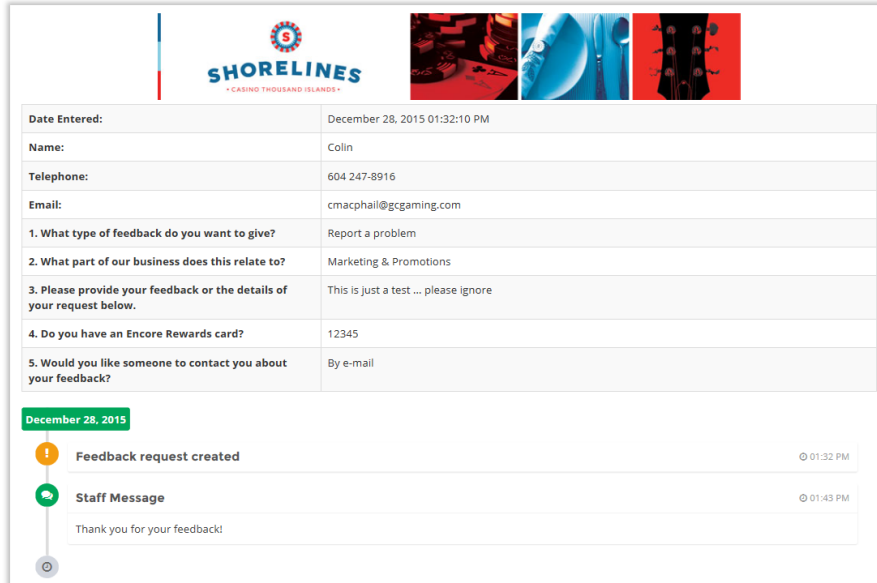
Note: While the ability to flag feedback from 1-3 was developed to support our Ontario locations, all properties can use the feedback tiering function to flag and manage feedback based on priority.

Guest Notifications:

When a staff member sends a response, the guest will be sent a notification email with a link to the portal. When the guest clicks on the notification link, they will be shown their original request, plus the staff response (see sample below). Staff notes will be hidden from the



guest. If there is more than 1 round of back & forth feedback, the entire conversation will be shown to the guest.

Sample guest view of feedback request:



SHORELINES CASINO THOUSAND ISLANDS	
Date Entered:	December 28, 2015 01:32:10 PM
Name:	Colin
Telephone:	604 247-8916
Email:	cmacphal@gcgaming.com
1. What type of feedback do you want to give?	Report a problem
2. What part of our business does this relate to?	Marketing & Promotions
3. Please provide your feedback or the details of your request below.	This is just a test ... please ignore
4. Do you have an Encore Rewards card?	12345
5. Would you like someone to contact you about your feedback?	By e-mail

December 28, 2015

-  Feedback request created @ 01:32 PM
-  Staff Message @ 01:43 PM
Thank you for your feedback!

If a staff member has sent a response, the status of the feedback request will change from “Open” to “Awaiting Guest Response”. If the guest responds again, a new notification and link to the feedback will be sent to the appropriate staff.

Closing Feedback:

Once a request for feedback has been completed, **or if not further response is expected**, staff can click on the “Close this request” button. When closing feedback, staff need to choose the appropriate closing option:

- Guest Response Complete: Information / follow-up was supplied, no further interaction is expected
- No Further Action Required: No response was needed (guest just wanted us to know), or guest did not want to be contacted
- Unable to satisfy guest: Information / follow-up was supplied, but guest not satisfied with response. Ideally staff should attempt to satisfy guest before closing feedback with this option
- No Response: Information / follow-up was supplied, further interaction was expected, but no response from guest after a reasonable period.

Note: No matter which option was chosen to close the feedback, if the guest responds again after closing, the feedback will be changed to “Open” status.

Recommended Response steps:

The following steps are recommended for any training of staff in managing feedback.

1. Manually capture feedback or click on link in notification email to view feedback on the portal
2. Review the guest feedback
3. Review feedback tier and change if necessary (Mandatory step for Ontario staff)
 - If feedback is re-classified as Tier-3, an email notification to senior staff will be created
 - Tier-3 issues will need to be captured in OLG's online web form at https://secure.olg.ca/service_provider.jsp
 - After recording the information in OLG's form, please make a note in our feedback system to document.
4. Check to see if the guest has requested a response
5. Click on the email address or Players Card / Encore Rewards number to review the guest profile and what we know about them, including play value and any previous feedback
6. Check to see if any other staff member has already responded
7. If not, respond to the guest using the "Send Reply" box
8. If the issue was resolved in-person or via telephone, staff can add notes to the file
9. If no response required, **or response is complete and no further interaction is expected**, the request can be closed using the "Close this Request" Button
10. If staff are unable to satisfy the guest with reasonable measures, after some back & forth, the request can be closed using the "Close this Request" Button

Note: No matter which option was chosen to close the feedback, if the guest responds again after closing, the feedback will be changed to "Open" status.

Important: If you take longer than 20 minutes to compose your response, or are multi-tasking and leave the response window open for more than 20 minutes, you may be forced to log-in again before you are allowed to send your response.

- When you click "Send Reply" you will be re-directed to the login screen
- After you login, you will be returned to the feedback page, but the response you typed will be gone. Don't panic!
- To retrieve your response, click on the "back" button on your browser until you find your reply comments, and then click "Send Reply" again. It may take a few clicks back to find your response, as long as you have not closed any windows. Your response should then successfully send. If it has, you will see it added to the conversation history. If it is not added to the history, it was not sent.

Keeping on top of feedback requests:

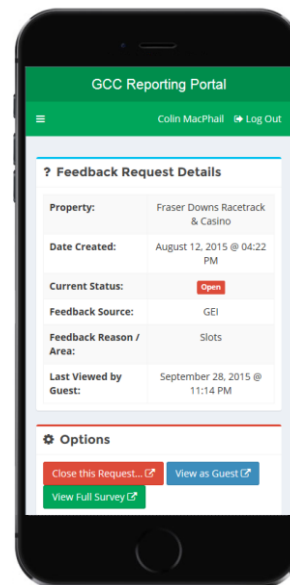
1. It is recommended that key staff review the portal daily to ensure requests for feedback are not taking too long
2. By viewing the Follow-up Dashboard page (see section 7.5), which can be reached by clicking on any of the Feedback Response graphs, on the Property Dashboard, users can see if there is any open feedback. Key staff should review the list of all open feedback to determine if any need additional attention, or should be closed
3. If a feedback request has remained open as “Awaiting Guest Response” for too long, the request can be closed using the “Close this Request” Button and choosing “no Response”

Note: No matter which option was chosen to close the feedback, if the guest responds again after closing, the feedback will be changed to “Open” status.

Responding via Mobile Device:

The new platform is designed to be fully functional on any mobile device with a web browser. The same screens that staff will see on a desktop computer will be available on the mobile device, but shifted and optimized for the smaller screen. To see the guest feedback or to respond, staff just need to scroll down. This will allow staff to review & respond to feedback from any location.

Sample Mobile Interface:

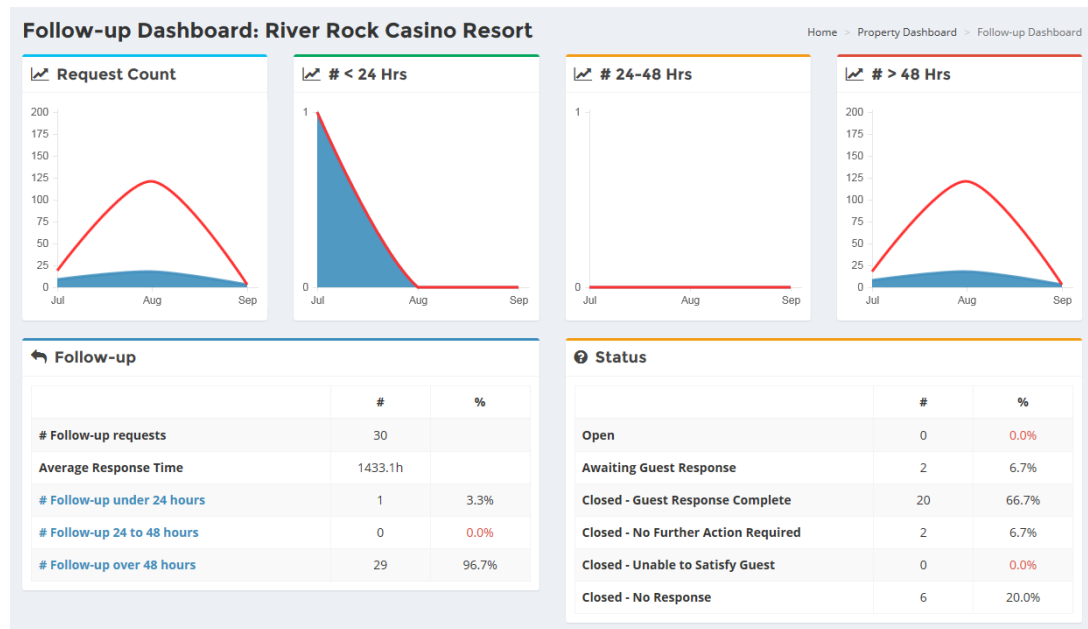


7.5. Feedback Tracking

The new feedback platform includes a Follow-up Dashboard that allows staff to easily see their follow-up stats and locate / manage overdue feedback.

To access the Follow-up Dashboard, simply click on any of the Follow-up metrics on the main property dashboard (Total feedback graph, <24 Hrs graph, 24>48 Hrs graph, >48 Hrs graph)

Follow-up Dashboard:



From the Follow-up Dashboard, staff can quickly identify:

- Open feedback requests
- Open feedback requests over 24 or 48 hours
- Average first response time
- Average response time to close
- Closed status types

To see a list of all open requests, users should click on the “Feedback” tab in the left side of the screen and sort by Status to see the open requests. Users can also apply the filters to zero in on open requests by property of department.

Note: If a guest leaves feedback bus has indicated they do NOT want to be contacted, the feedback will NOT be included in the list when clicking on the feedback tab. Instead, users can click on the Survey Results tab at the left and sort by survey type (GEI or feedback). Users can also apply filters to look at just “no response required” feedback.

7.6. Future Enhancements

Once the platform has launched & stabilized, a number of enhancements are planned:

- Report to capture all feedback to share with staff, based on filters applied.
- Change Contact Us feedback notifications to include feedback summary, like we do for GEI notifications
- Hotel survey reporting

8. Snapshot Survey Results

8.1. Overview

The snapshot survey is a survey of GCGC staff to measure their level of engagement and identify areas of strength or where development is needed. The Snapshot survey questions can be found in the appendix.

8.2. Process

Each year, GCGC conducts an anonymous survey of all employees. Those employees with a GCGC email address are sent links to the survey by HR. Other staff are encouraged to complete the survey using computers / laptops made available to them for that purpose. In 2015, the survey was conducted between September 17th and September 30th.

While the survey is anonymous at the individual level, each respondent must identify their property, department, Salary vs. Hourly and tenure with GCGC. Because this data could be used to identify groups of respondents, detailed reporting is restricted unless at least 10 respondents completed the survey per department.

Please see appendix for a list of Snapshot Survey questions.

8.3. Completion rates

While individual responses are anonymous, GCGC does track completion rates in real time. During the survey period, the Snapshot dashboard on the main portal page gives properties real-time access to completion rates by department. This will allow properties manage the completion process to ensure maximum participation.

Note: All departments must have a minimum of 10 employees to be identified as a department in the reporting.

8.4. Reports

The portal gives properties access to all Snapshot Survey reports including:

1. Summary report: overall results with previous year comparisons (if available)
2. Detailed reports with a breakout between Hourly and Salaried staff
3. Summary report by region / property / department: overall results with comparisons:
 - Consolidated: compares across properties
 - Property: compares across departments

Note: Only property managers can see the above 3 reports for their property. They also can see departmental breakdown, if there are 10 or more respondents in the group. HR designated users can also see the above reports, but can also see the raw data and text

comments. In addition, HR users can see results by department, even if less than 10 respondents completed the survey.

8.5. Report Access

To run the report, Property managers or HR users will access the Report menu and select “Snapshot Survey”. Property staff will only be able to see their property as an option. Users can then select the department of interest. Corporate users will be able to select the region, property and department for reporting.

9. Admin Access

The admin section of the portal can only be accessed by specified users. Only those with access will see it as a menu option at the left side of the portal.

9.1. User Setup & Maintenance

There are no user licensed for this platform, and GCGC staff must setup and maintain all users. It is important to setup users correctly in order to give them the right level of access:

- Property:
 - Most staff should be setup for a specific property. When set, staff can only see reports & dashboards for the property they have been set up under
 - If Property is set to “None”, staff can see results from any property. Corporate staff or staff that support multiple properties should be set to “None”
- Group:
 - Corporate Management: Highest level of access across all properties
 - Property Managers: Can see high level GCGC results (main dashboard) and details at own property. Can run Snapshot reports.
 - Property Staff: Can respond to feedback and see main dashboards, but cannot run reports
 - HR Staff: Can see property dashboards and run the Snapshot Survey report. Can see all details in the snapshot survey and export data to excel.
 - Corporate Marketing: Full access to site and can export data, set up new users and access.
- Time Zone
 - Sets the time zone for access, so that feedback can be represented based on the local time zone of the viewer

When setting up a new user:

- Check that the user does not already exist using the Search box
- If they do not exist, click “Add New” and complete all fields
- Set the initial password to the users first name (no caps) and send them an email immediately with the login information

For a list of all users in the system, click on the Export button. The export will contain setup information and login details for the staff represented on the current screen. To export all staff, click "Show All" before exporting to excel.

The export contains:

- User ID
- User name (first & last)
- Email address
- Group name
- Active status
- Property name (if selected)
- Login count
- Last login date
- Who created the user
- Who last modified the profile
- Details of most recent change

To edit a profile click the Edit button once you find them in the user list. When editing a staff member, you can also re-set their password, which will send the user an email with a new temporary password.

9.2. Notification management

When a guest requests that staff at GCGC respond to their feedback, a notification is sent to the appropriate staff. For each type of survey (GEI, Hotel or "Contact Us" feedback) and reason/area of feedback, the notification can be sent to a specific group of staff for follow-up. The reason/area categories are (depending on the property):

- GEI Survey:
 - Slots
 - Table Games / Poker
 - Racebook
 - Lottery
 - Food & Beverage
 - None (to catch any other feedback)
- "Contact us"
 - Slots
 - Table Games / Poker
 - Racebook
 - Hotel
 - Entertainment
 - Guest Services
 - Lottery
 - Parking
 - Food & Beverage

- Marketing & Promotions
- Media Requests & Inquiries
- Investor Relations
- Group Sales / Catering / Events
- Motorcoach / Bus Tours
- Responsible Gaming
- Sponsorship Request
- None (to catch any other feedback)
- Tier-3 escalations (Note: this list is used for both Contact Us and GEI feedback)
- Hotel Survey
- Dashboard
- Hotel only
- Weekly status Notification

For each topic, the same or different group of staff can be identified to receive feedback notifications. The send type of notification are To, CC and BCC.

To add a staff member to a notification list:

- Select the property
- Select the survey
- Select the reason / area
- Click “Add” and select the staff member from the user list.
- Select send type (To, CC and BCC)
- Click “add User”

To remove a user from a list, click on the  icon next to the name to be removed.

9.3. Monthly winner selection

The platform is designed to automatically select the monthly winners of the survey contest. There is one contest with 11 prizes in BC, one for GAGC and two for CNS. The platform randomly selects the winners, plus 3 backup names, for each region.

The methodology used to select winners is as follows:

- Each month, as surveys are collected, each survey is randomly assigned a decimal number between 0 and 1. There is no way to predict of influence how each random number is assigned to a survey.
- At the end of the month, when the report is created, the highest numbers for each region are used to determine winners. Since the assigned numbers do not change, it is possible to run the report for past periods and get the same results.

To run the report:

- Select “Monthly Winner Selection” from the Admin menu
- Select the month & year that the contest is for
- Click Export. The program will create an export that includes:
 - The year and month of the contest
 - Survey ID
 - Survey group (BC, GAGC, CNS, Ontario)
 - Property ID (which property the guest visited to trigger the survey)
 - Winning rank
 - Prize ID (value to be awarded) or “backup”
 - Backup winners are used if primary winners cannot be contacted
 - Name & Contact details of winners

On a monthly basis, Admin staff will run the report and circulate the names to property staff to award the prize. Properties are responsible for funding all prizes.

Please see section 12.4 to see the full Terms & Conditions of the survey contest.

9.4. Email PIN / Batch Management

The new platform has the ability to create unique survey links for each guest which includes their email and Encore Rewards (players card) number. This will allow the platform to better track feedback, even if the guest decides to respond with a different email or Encore Rewards number.

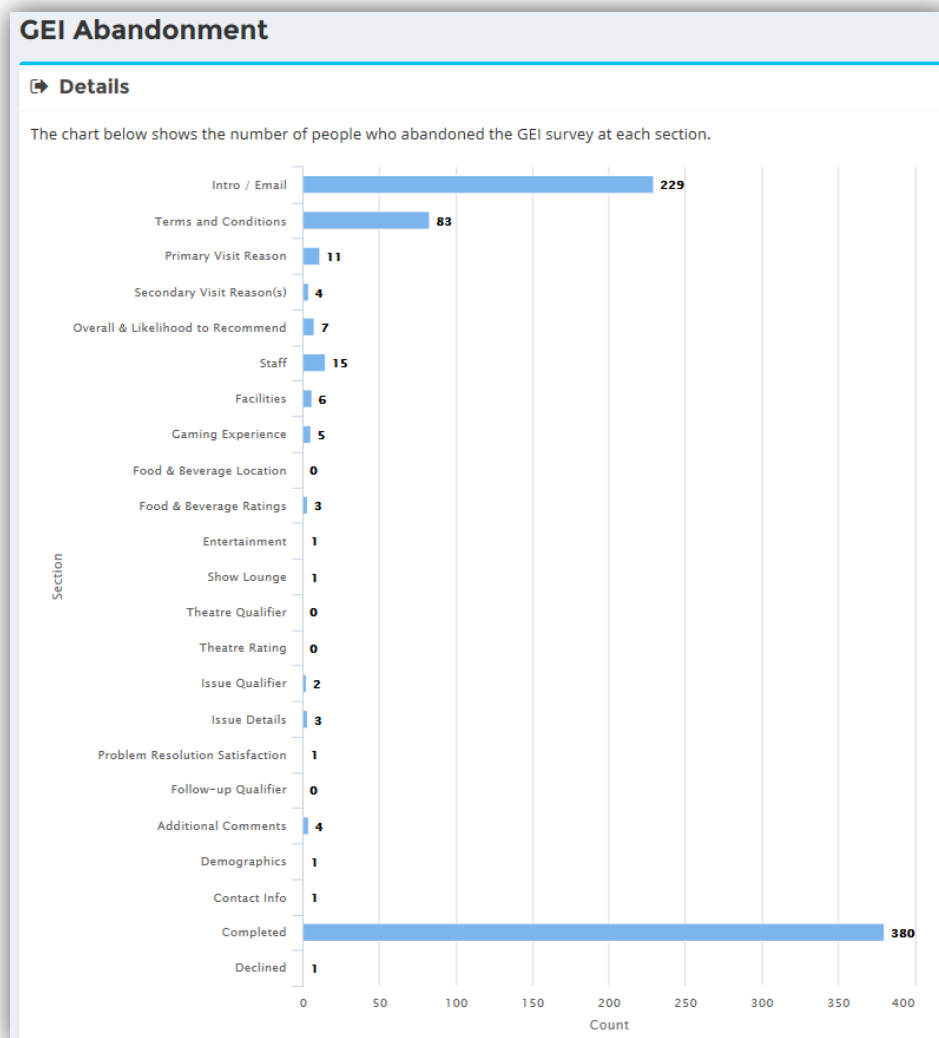
To use this feature:

- Select Email PIN / Batch Management from the Admin menu
- Type in the name of the batch of PINs you want to create. Use a descriptive name that allows you to differentiate between multiple requests. Select “Create Batch”
- From the PIN generator screen, add any comments or notes that will allow future users of the platform to understand what the request is for.
- Upload the list of guests to be surveyed. The file must contain the following 3 fields:
 - **Email:** The email addresses to generate PINs for
 - **Location:** The short code of the location for this address. This is used to brand the survey appropriately. Valid values are: RR, HRCV, FD, HA, VRL, NAN, CCH, CMR, CDC, CNSH, CNSS, GAG, EC, SCKW, SCTI, CNB
 - **Encore:** The player card number associated with the email address. Only numbers and blanks will be accepted in this column
- Click “Upload & Validate File”. This will check to ensure the email address and other information are suitable for emailing an invitation.
 - Note: the same file can contain the same email address for more than 1 property or Encore Rewards number.

- If successful, the platform will show you the number of records available and allow you to download the PIN file. The PIN file can then be used with your email platform to merge and customize the survey links per guest.

9.5. Abandonment Report

This report shows where guests stop completing the survey. The report will help determine if the survey is too long, and guests are stopping the process before the survey is complete.



9.6. Cross-tab Report

- Comparison of how guests rated any 2 questions in the GEI survey
- For example, the Likelihood to recommend the casino, compared to those who said they interacted with a slot attendant:

Cross-Tab Report

Filters

This page allows you to run cross tabs between questions on the GEI survey. Select the filters below and the click "Calculate" to generate the data.

Date Range

Export?

Header Question
Q6A - Recommend <Casino Name> to a friend, family member or business associate who is looking for gaming entertainment.

Row Question
Q9C - Slot Attendants

Results

		How likely are you to... Recommend to a friend, family member or business associate who is looking for gaming entertainment.				
	Base	Definitely Would Not	Probably Would Not	Might or Might Not	Probably Would	Definitely Would
Base	14675	165 1.1%	614 4.2%	2,233 15.2%	6,044 41.2%	5,619 38.3%
Specifically, how would you rate each of these staff members that you encountered? Please rate your satisfaction with the staff you interacted with: Slot Attendants						
N/A	2,995 20.4%	57 0.4%	195 1.3%	667 4.5%	1,320 9.0%	756 5.2%
Poor	190 1.3%	21 0.1%	31 0.2%	48 0.3%	65 0.4%	25 0.2%
Fair	735 5.0%	26 0.2%	86 0.6%	225 1.5%	323 2.2%	75 0.5%
Good	2,843 19.4%	36 0.2%	177 1.2%	668 4.6%	1,468 10.0%	494 3.4%
Very Good	4,047 27.6%	15 0.1%	87 0.6%	445 3.0%	1,918 13.1%	1,582 10.8%
Excellent	3,865 26.3%	10 0.1%	38 0.3%	180 1.2%	950 6.5%	2,687 18.3%

9.7. Data export

Admin users can export to Excel all survey data with the following filters:

- Date range
- Survey type (GEI, Hotel, "Contact Us", Donation requests, Snapshot Survey)
- Property

10. Tips for using the new feedback platform

To make the most of the new platform and ensure your property is benefiting from the feedback being provided by guests, here are a few recommendations:

1. Senior staff should log into the system at least once a day to review the property dashboard and identify if any feedback is beyond the 24 hour response target
2. Ensure key staff know how to use filters to investigate trends & understand

3. Staff need clear guidelines with respect to responding to guest feedback:
 - Response standards
 - Customizing feedback to the guest
 - Review the guests profile and response history prior to responding, where possible
 - Holiday / shift coverage
 - When to escalate feedback
 - Make recommend response text / best practice responses available to users
4. Monitor GSEI scores weekly, identify areas of concern that can be improved
5. Review GEI / GSEI scores with senior staff monthly
 - Review the monthly report & identify areas where results are down
 - Run the top / bottom questions report to see where you are doing well / having challenges
6. Review GSEI / GSEI scores with senior staff quarterly, comparing with other GCGC properties
 - Run the Key Driver report to determine which areas, if improved, will have the strongest impact on guest satisfaction
 - Set goals and action plans to improve specific measures
7. Ensure you have a process for capturing feedback from guests directly:
 - Paper-based survey (entered through platform)
 - Tablets / Kiosks (Special URL)
 - Print the survey invitation URL on receipts and other collateral (special URL)
8. Ontario staff:
 - Ensure you are aware of the “Ontario Mandatory Operating Procedures - Customer Care Communication Tracking” document and how the feedback portal is leveraged to meet the requirements
 - Be familiar with the Tier-3 categories and when immediate escalation to OLG is required
 - Know how and when to access OLG’s Tier-3 reporting web form at https://secure.olg.ca/service_provider.jsp
 - Know when to send supporting documents for OLG Tier-3 follow-up using the T3OLGContactus@olg.ca email address.

11. Platform Support / Questions

The reference manual can be accessed by clicking on the Help button at the top right corner of the portal. This manual will be updated as enhancements are added.

If you are unable to find the answer to your question in this reference manual, please contact Colin MacPhail (cmacpahil@gcggaming.com).

12. Appendix:

12.1. GEI Survey Questions

GEI Survey Questions		Nov-14
	Answer key:	Short Verion
	Excellent / Very Good / Good / Fair / Poor :	E / VG / G / F / P
	Definitely Would / Probably would / Might or might not / Probably Not / Definitely Not :	DW / PW / M / PWN / DWN
	Extremely Satisfied / Very Satisfied / Satisfied / Dissatisfied / Very Dissatisfied :	ES / VS / S / D / VD
Question	Text	Answer Choices
Q1	Primary reason to visit property (List depends on property)	Slots
Q2	Secondary reason to visit property (List depends on property - Multiple select)	Tables Poker F&B Watch Live Entertainment Stay at Hotel Racebook Lottery / Pull tabs
Q3	Location (Everett, Lakewood, Tukwila)	For Great American Gaming questionnaire only
Q4	Players Club? (Encore Rewards #)	Number
Q5A	Overall, how would you rate the quality of our facility and service on your most recent visit to <Casino Name>?	E / VG / G / F / P
Q5B	Taking into account your most recent experience (all the activities and services) at <Casino Name> and your money, time, and effort spent, how would you rate the overall value you received?	E / VG / G / F / P
Q6A	Recommend <Casino Name> to a friend, family member or business associate who is looking for gaming entertainment.	DW / PW / M / PWN / DWN
Q6B	Visit mostly <Casino Name> for your gaming entertainment.	DW / PW / M / PWN / DWN
Q6C	Visit <Casino Name> for your next gaming entertainment opportunity.	DW / PW / M / PWN / DWN
Q6D	Provide contact information and personal preferences to <Casino Name> so that the casino can serve you better.	DW / PW / M / PWN / DWN
Q7A	Ensuring all of your needs were met	E / VG / G / F / P
Q7B	Making you feel welcome	E / VG / G / F / P
Q7C	Going above & beyond normal service	E / VG / G / F / P
Q7D	Speed of service	E / VG / G / F / P
Q7E	Encouraging you to visit again	E / VG / G / F / P
Q7F	Overall staff availability	E / VG / G / F / P
Q8	Overall, how satisfied were you with the service provided by the staff? (GSEI Survey Index question)	ES / VS / S / D / VD
Q9A	Coffee Servers	E / VG / G / F / P
Q9B	Cashiers	E / VG / G / F / P
Q9C	Guest Services	E / VG / G / F / P
Q9D	Slot Attendants	E / VG / G / F / P
Q9E	Dealers	E / VG / G / F / P
Q9F	Restaurant Servers	E / VG / G / F / P
Q9G	Cocktail Servers	E / VG / G / F / P
Q9H	Security	E / VG / G / F / P
Q9I	Managers/Supervisors	E / VG / G / F / P
Q9J	Hotel Staff	E / VG / G / F / P
Q10A	Encouraging you to take part in events or promotions	E / VG / G / F / P
Q10B	Answering questions you had about the property or promotions	E / VG / G / F / P
Q10C	Being friendly and welcoming	E / VG / G / F / P
Q11	Add comment	Text
Q12	How would you rate your satisfaction level with <Casino Name>'s facilities overall?	ES / VS / S / D / VD
Q13A	Ambiance, mood, atmosphere of the environment	E / VG / G / F / P
Q13B	Cleanliness of general areas	E / VG / G / F / P
Q13C	Clear signage	E / VG / G / F / P
Q13D	Washroom cleanliness	E / VG / G / F / P
Q13E	Adequate lighting - it is bright enough	E / VG / G / F / P
Q13F	Safe environment	E / VG / G / F / P
Q13G	Parking availability	E / VG / G / F / P
Q14	How would you rate your satisfaction with your primary gaming experience overall	ES / VS / S / D / VD
Q15A	Variety of games available	E / VG / G / F / P
Q15B	Waiting time to play	E / VG / G / F / P
Q15C	Availability of specific game at your desired denomination	E / VG / G / F / P
Q15D	Contests & monthly promotions	E / VG / G / F / P
Q15E	Courtesy & respectfulness of staff	E / VG / G / F / P
Q15F	Game Knowledge of Staff	E / VG / G / F / P
Q16A	Rate of earning	E / VG / G / F / P
Q16B	Redemption value	E / VG / G / F / P
Q16C	Choice of rewards	E / VG / G / F / P
Q16D	Slot Free Play [only if answered "slot Play to Q1 or 2 above]	E / VG / G / F / P
Q17	Purchase F&B	Y/N
Q18	Gaming Floor / Coffee Cart Curve Tramonto Restaurant Lulu's Lounge The Buffet Sea Harbour Seafood Restaurant Java Jacks Café International Food Court Poker Room Salon Privé Dogwood Room Jade Room Phoenix Room	(List depends on property)

Q19	How would you rate your overall satisfaction level with the food & beverage services? (repeated for each F&B Venue selected)	ES / VS / S / D / VD
Q20A	Variety of food choices	E / VG / G / F / P
Q20B	Cleanliness of outlet	E / VG / G / F / P
Q20C	Courtesy of staff	E / VG / G / F / P
Q20D	Timely delivery of order	E / VG / G / F / P
Q20E	Value for the money	E / VG / G / F / P
Q20F	Pleasant atmosphere	E / VG / G / F / P
Q20G	Quality of food	E / VG / G / F / P
Q21	Did you visit <Show Lounge> during your most recent visit for entertainment?	Y/N
Q22	How would you rate your overall satisfaction level with your entertainment experience at <Show Lounge>?	ES / VS / S / D / VD
Q23A	Sound/ quality	E / VG / G / F / P
Q23B	Seating availability	E / VG / G / F / P
Q23C	Dance floor	E / VG / G / F / P
Q23D	Fun and enjoyable atmosphere	E / VG / G / F / P
Q24	Did you attend a show at the <Casino Name> Show Theatre during this visit or in the last 30 days?	Y/N - Pick date
Q25	How would you rate your overall satisfaction level with your entertainment experience at <Casino Name> Show Theatre?	ES / VS / S / D / VD
Q26A	The quality of the show	E / VG / G / F / P
Q26B	The value of the show	E / VG / G / F / P
Q26C	Seating choices	E / VG / G / F / P
Q26D	Sound quality	E / VG / G / F / P
Q26E	Overall customer service of Theatre staff	E / VG / G / F / P
Q27	Did you experience a problem or issue during your most recent visit?	Y/N
Q27A	Where or with whom did the problem occur? (Check one or more)	Arrival and parking
		Guest Services
		Cashiers
		Manager/Supervisor
		Security
		Slots
		Tables
		Food & Beverage
		Hotel
Q27B	Describe Problem	Other (text)
Q28	Has this problem been resolved?	Text
Q29	Did you report the problem?	Y/N
Q30	Satisfaction level with the <Casino Name>'s ability to fix your problem or issue	Y/N
Q31A	The length of time taken to resolve your problem	ES / VS / S / D / VD
Q31B	The effort of employees in resolving your problem	E / VG / G / F / P
Q31C	The courteousness of employees while resolving your problem	E / VG / G / F / P
Q31D	The amount of communication with you from employees while resolving your problem	E / VG / G / F / P
Q31E	The fairness of the outcome in resolving your problem	E / VG / G / F / P
Q32	Please provide any additional comments	Text
Q33	Would you like someone from <Casino Name> to follow up with you	Y/N
Q34	Additional Comments? Please add text that is either positive or negative in tone per instructions	Text
Q35	Specific Employee that was memorable	Text
Q36	What is your gender?	M/F
Q37	What is your age group?	(Age ranges)
Q38	how often do you come	(Visit ranges)
Q39	Language regularly spoken at home	(List of languages)
Q40	Would you like someone from <Casino Name> to follow up with you	Y/N
FirstName	First Name	Text
LastName	Last Name	Text
Telephone#	Telephone #	Text

12.2. GSEI Survey Questions

GSEI Survey Questions (also integrated into the GEI Survey)		Nov-14
		Answer key: Short Verion
		Excellent / Very Good / Good / Fair / Poor : E / VG / G / F / P
		Extremely Satisfied / Very Satisfied / Satisfied / Dissatisfied / Very Dissatisfied : ES / VS / S / D / VD
Question	Text	Answer Choices
Q1	Primary reason to visit porperty(List depends on porperty)	Slots
Q2	Secondary reason to visit property (List depends on property - Multiple select)	Tables
		Poker
		F&B
		Watch Live Entertainment
		Stay at Hotel
		Racebook
		Lottery / Pull tabs
Q7A	Ensuring all of your needs were met	E / VG / G / F / P
Q7B	Making you feel welcome	E / VG / G / F / P
Q7C	Going above & beyond normal service	E / VG / G / F / P
Q7D	Speed of service	E / VG / G / F / P
Q7E	Encouraging you to visit again	E / VG / G / F / P
Q7F	Overall staff availability	E / VG / G / F / P
Q8	Overall, how satisfied were you with the service provided by the staff? (GSEI Survey Index question)	ES / VS / S / D / VD

12.3. Hotel Survey questions

River Rock Hotel Survey

Thank you for your recent visit to River Rock Casino Resort & Hotel!

Your enjoyment is important to us, and we would be delighted if you would share your thoughts and experiences with us by completing this survey.

All of our surveys are conducted confidentially. Should you wish for us to respond to you regarding your comments, please indicate so and provide your contact information at the end of this survey.

To start, please confirm your email address and click “next” below.

Email address: <Guest must enter in their email address at this point>

Personal Information and Privacy policy

Your personal information is collected and used by Great Canadian Gaming Corporation (GCGC) on behalf of the British Columbia Lottery Corporation in accordance with British Columbia’s Freedom of Information and Protection of Privacy Act. It will be used for GCGC’s research purposes only. Your information will not be sold, shared with third parties, or used for soliciting purposes. If you have any questions about this, please write to GCGC’s Privacy Officer at 95 Schooner Street, Coquitlam, BC V3K 7A8.

For terms of use and full terms and conditions, please see below. Please click "Next" to continue.

- 1) **By clicking on “I agree” and providing your email address, you accept the Personal Information and Privacy policy. The survey should take approximately 5 minutes to complete depending on your comments.**

☐ I agree and want to proceed with the survey

☐ I decline to complete the survey.

[If “decline”.]

We acknowledge that you have chosen not to participate in the survey. Thank you for your recent visit and we look forward to seeing you again soon!

[If “agree”.]

- 2) How satisfied were you with the **staff and the level of customer service** provided during your last visit to River Rock Casino Resort? Please rate on the following scale:

Rating scale matrix

	Excellent	Very Good	Good	Fair	Poor
Ensuring all of your needs were met					
Making you feel welcome					
Going above & beyond normal service					
Speed of service					
Encouraging you to visit again					
Overall staff availability					

- 3) Overall, how satisfied were you with the **service provided by the staff** at River Rock Casino Resort?

Horizontal rating scale:

Extremely Satisfied Very Satisfied Satisfied Dissatisfied Very Dissatisfied

- 4) Please rate your satisfaction with our **Reservation, Check-In & Check-Out** services using the scale below.

Rating scale matrix

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Friendliness of Reservation Agent					
Helpfulness of Reservation Agent					
Accuracy of reservation information upon check-in					
Employee knowledge of the River Rock Casino Resort & Facilities					
Efficiency of check-in					
Friendliness of Front Desk staff					
Helpfulness of Front Desk staff					
Employees' 'can-do' attitude					
Efficiency of check-out					
Accuracy of bill at check-out					

5) Please rate your satisfaction with our **Housekeeping** services using the scale below.

	Extremely satisfied	Very Satisfied	Satisfie d	Dissatisfie d	Very Dissatisfied
Friendliness of Housekeeping staff					
Room cleanliness					
Bathroom cleanliness					

5) Please rate your satisfaction with your **Hotel Room** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfi ed	Dissatisf ied	Very Dissatisfied
Towels & Linens					
Proper functioning of lights, TV, etc.					
Overall condition of the room					
Adequate amenities (Soap, Shampoo, Conditioner, Hair Dryer, etc.)					

Please specify if there are any amenities you would like to see in you hotel room: (Open-ended fill-in-the-blank)

6) Please select “yes” or “no” to the following questions. (Yes or no questions; if user answers “yes”, survey will open up relevant survey sections pertaining to experiences)

Dining Experience

Did you visit Tramonto Restaurant during your stay? > “Yes” section 7 is added to the survey sequence

Did you visit The Buffet during your stay? > “Yes” section 8 is added to the survey sequence

Did you visit Curve during your stay? > “Yes” section 9 is added to the survey sequence

Did you use In-Room Dining during your stay? > “Yes” section 10” is added to the survey sequence

Facilities & Amenities

Did you visit the Fitness Center during your stay? > “Yes” section 11” is added to the survey sequence

Did you use the Pool and/or Hot Tub? > “Yes” section 12” is added to the survey sequence

Did you attend a meeting or event during your stay? > “Yes” section 13” is added to the survey sequence

Did you use our Valet Parking during your stay? > “Yes” section 14” is added to the survey sequence

Did you use our Concierge during your stay? > “Yes” section 15” is added to the survey sequence

Did you use our Bell/Door Service during your stay? > “Yes” section 16” is added to the survey sequence

7) Please rate your satisfaction with **Tramonto Restaurant** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Greeting upon arrival					
Timeliness of seating					
Attentiveness of server					
Server’s knowledge of menu selections					
Timeliness of meal delivery					
Quality and taste of food					
Presentation of food					
Quality of beverage					
Accuracy of bill					

8) Please rate your satisfaction with **The Buffet** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Greeting upon arrival					
Attentiveness of server					
Server’s knowledge of menu selections					
Quality and taste of food					
Quality of beverage					
Accuracy of bill					

9) Please rate your satisfaction with **Curve** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Greeting upon arrival					
Timeliness of seating					
Attentiveness of server					
Server’s knowledge of menu selections					
Timeliness of meal delivery					
Quality and taste of food					
Presentation of food					
Quality of beverage					
Accuracy of bill					

10) Please rate your satisfaction with **In-Room Dining** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Phone answered promptly					
Friendliness of order taker					
Friendliness of server					
Order delivered within time period advised					
Accuracy of order					
Presentation of food					
Quality of in-room dining food					
Delivery staff offered pick-up of empty tray					

11) Please rate your satisfaction with the **Fitness Centre** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Cleanliness of Fitness Center					
Quality/ condition of fitness equipment					
Availability of Fitness Center equipment					
Variety of equipment					

12) Please rate your satisfaction with **the Pool and/or Hot Tub** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Cleanliness of pool area					
Temperature of pool					
Cleanliness of hot tub area					
Temperature of hot tub					
Cleanliness of changing rooms					

13 a) What meeting or event were you attending at River Rock Casino Resort? (**open-ended fill-in-the-blank**)

b) Please rate your satisfaction with our **Meeting and Event services** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Condition and cleanliness of meeting/event room					
Proper meeting/event room temperature					
Quality of meeting/event food and beverage					
Friendliness and efficiency of meeting/event staff					
Quality/condition/support of technical equipment					

Meeting/event facilities (size, design, amenities)
Accuracy of meeting/ event signage

14) Please rate your satisfaction with our **Valet Parking services** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Greeting upon arrival					
Car returned in timely manner					
Original mirror position					
Original radio station					
Original seat position					
Valet driver drove care in respectful manner					
Pleasant departure greeting					

15) Please rate your satisfaction with our **Concierge services** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Availability of Concierge					
Friendliness of Concierge					
Employee knowledge of the River Rock Casino Resort & Facilities					
Staff member went out of way to provide excellent service					
Pleasant departure greeting					

16) Please rate your satisfaction with our **Bell/Door Service** using the scale below.

	Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Greeting upon arrival					
Acknowledgement throughout stay					
Friendliness of bell/ door staff					
Employee knowledge of the River Rock Casino Resort & Facilities					
Staff member went out of way to provide excellent service					
Pleasant departure greeting					

17) Please rate your satisfaction with **how we made you feel during your stay** using the scale below.

Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Welcome				
Comfortable				
Important				

18) Please rate your satisfaction with **your overall stay at River Rock Casino Resort** using the scale below.

Extremely satisfied	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Overall condition of the River Rock Casino Resort				
Value for price				

19) If you return to this area, how likely is it that you will return to this resort? (**Horizontal rating scale:** Very likely, possibly, not likely)

20) How likely is it that you will recommend this resort to others? (**Horizontal rating scale:** Very likely, possibly, not likely)

21) During your stay, did the staff provide exceptional service which exceeded your expectations? (**Yes or no**)

If yes, please provide the name & department of the staff member who provided exceptional service: (**open-ended, fill in the blank**)

22) When selecting a hotel, how important are eco-friendly or “green” initiatives? (**Horizontal rating scale:** Very important, somewhat important, not important)

23) Did you experience a problem during your stay with us? (**Yes or no; if “yes” open up section 24a, 24b, 24c**)

24a) Please categorize the nature of your problem during your stay: (**Checkbox**)

- Arrival
- Staff
- Guest Room
- Food & Beverage
- Facilities & Service
- Billing/Departure
- Meetings & Events
- Other, please specify (**Open ended, fill-in-the blank**)

Please briefly describe your problem: (**open ended**)

b) Did you report the problem?

c) Thinking of this problem, what is your satisfaction level with River Rock Hotel's ability to fix your problem or issue?

- ☐ Extremely Satisfied
- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Dissatisfied
- ☐ Very Dissatisfied

d) More specifically, how would you rate your satisfaction level with River Rock Hotel's response to your problem in terms of...?

	Excellent	Very Good	Good	Fair	Poor
• The length of time taken to resolve your problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The effort of employees in resolving your problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The courteousness of employees while resolving your problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The amount of communication with you from employees while resolving your problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The fairness of the outcome in resolving your problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25) Please select your primary reason for choosing River Rock Casino Resort. (Checkbox, select one)

- Special package/rate
- Facilities/Amenities
- Website
- Business meeting/Conference venue
- Articles/Advertisements
- Previous visit
- Personal recommendation
- Location
- Travel Agent
- Other, please specify (Open ended, fill-in-the blank)

26) What was the primary purpose of your visit? (Checkbox)

- Business
- Pleasure
- Meeting/Event
- Other, please specify (Open ended, fill-in-the blank)

27) Have you visited River Rock Casino Resort before? (Yes or no)

28) Do you have any other comments or suggestions for the management and staff of River Rock Casino Resort?
(Open-ended paragraph box)

12.4. Terms & Conditions

The following are sample T&C form the River Rock GEI:

River Rock Casino Resort Guest Feedback Program

Terms of Use

- To enter and be eligible to win, the entrant must answer all mandatory questions on the Guest Experience Survey.
- No purchase necessary.
- Selected entrant must have complied with all Contest Conditions and correctly answer a mathematical skill testing question to win a prize.
- All non-winning, disqualified and/or winning entry forms and associated information will become the property of Great Canadian Gaming Corporation (GCGC).
- GCGC reserves the right to cancel or suspend this contest should viruses, bugs, or other causes beyond their control corrupt the administration, security, or proper play of this contest.
- If for any reason the Contest is not capable of running as planned or if the administration, security, fairness, integrity, or proper conduct of this Contest is corrupted or adversely affected by reason infection of computer virus, bugs, tampering, unauthorized intervention, fraud, technical failure, or any other cause beyond its control, GCGC reserves the right to cancel, terminate, modify or suspend the electronic portion of the Contest, including cancelling any method of entry.
- GCGC may at its sole discretion amend the Contest Conditions at any time. Decisions of GCGC are final.
- GCGC is not responsible for lost, misdirected, misplaced, incomplete, illegible or damaged entries, garbled or delayed computer transmissions, or entries submitted after the contest deadline.
- GCGC is not responsible for telephone, technical, network, online, electronic, computer hardware or software failures, or congestion on the corporate website, of any kind.

- In making the prize available to a Winning Entrant, GCGC makes no representations or warranties whatsoever either expressed or implied, oral or written, in respect of the prize.
- GCGC reserves the right to substitute the prize or portion thereof with one of equal or greater value.
- GCGC shall not be liable to the Winning Entrant nor to any other person for loss or damage to person, property, or computer resulting from or connected with participation in this contest, downloading any materials relating to this contest, or acts or omissions of GCGC and/or the prize supplier.
- GCGC has the right to publish the name and location of the winner without remuneration.

River Rock Casino Resort Guest Experience Survey Contest Conditions

For the month of November, 2015

Qualified Entry and Entrant

- A qualified entrant (Entrant) is someone who is 19 years of age or older and a Canadian resident. Employees of Great Canadian Gaming Corporation, its subsidiaries and affiliates, collectively referred to as "GCGC" and British Columbia Lottery Corporation (BCLC), as well as family and household members of same who reside at the same address are not eligible.
- Employees of Forum Research, its subsidiaries and affiliates, as well as family and household members of the same who reside at the same address are not eligible.
- Voluntary Self-excluded and Barred persons are not eligible to participate and will not be awarded a prize.
- Entrant and Entry must meet all Contest Conditions as outlined below. Entry and/or Entrant not meeting Contest Conditions will be disqualified and prize will be forfeited.

Contest Period

The Contest Period runs from when the Guest Experience Survey's link is released to the public until the end of the same month, or on such other date and time as posted by GCGC. Each calendar month will be considered a different promotional period with its own pool of entrants and prizing. Entrants are assumed to have completed the survey and entered the contest in the same month it was released to the public. Entrants who complete the survey

after the end of the month in which the survey was released will be automatically entered into the survey pool for the month in which they actually completed the survey.

Prize Draw

- To enter and be eligible to win, the entrant must answer all mandatory questions on the River Rock Casino Resort Guest Experience Survey.
- Entries must be made directly on the Survey site provided via a link in an email sent from GCGC. Photocopies, faxes, emails or phone calls are not considered eligible entries.
- Entrants must provide a valid e-mail address. First and last name of all online entrants establishes the identity of the entrant.
- The name and email address of all entrants will be used to conduct the draw.
- An Entrant may only enter the contest once during the promotional period. Duplicate entries will be deleted.
- The use of software or other hardware for purposes of making multiple entries is prohibited and will result in disqualification.
- All entries from across all GCGC properties in BC will be pooled together each month for the purposes of conducting the contest.
- Eleven (11) winners will be selected randomly from the pool of entrants on the 1st day of the month after the entry was received, at 1:00pm or as soon as practical thereafter. The draw process is as follows:
- All entries will be collected during the Contest Period.
- Upon submission, each entry will be assigned a randomly generated, fractional number between 0 and 1. For example, 0.212874.
- At the end of the month, the entries with the eleven (11) largest randomly generated numbers will be selected to determine the prize winners.
- Numbers are arbitrary, and are generated by a random seed number.
- Random number generation is in no way influenced by any employee of GCGC.
- Information collected online will be stored in a secure database only accessible by GCGC Marketing and Forum Research. This information will not be sold to or copied for any other 3rd party.

- Odds of winning will depend on the number of eligible entries received before the contest deadline.
- Winning Entrants will be contacted as soon as possible after the draw by GCGC through email.
- Winning Entrants will have ten (10) days to claim prize, after which prize is forfeited and becomes the property of GCGC.
- The grand prize winning Entrant will receive one (1) gift card valued at \$500 and valid for redemption at any Great Canadian Casino
- The remaining 10 prize winning Entrants will each receive one (1) gift card valued at \$100 and valid for redemption at any Great Canadian Casino
- There is no cash equivalent to any prize. All prizes must be accepted as awarded.
- Winner must claim prize at the Guest Services desk of the Great Canadian casino of their choosing.
- Winner is responsible for collection of his/her own prize.
- Winner will be required to present valid government issued photo identification (including proof of age) and complete a winner's authorization form before prize will be released. Failure to do so will result in disqualification of the winner, and prize will become the property of GCGC.
- Any intent by the Entrant to misrepresent themselves through the use of aliases and e-mail addresses will be disqualified. In the event of a dispute regarding the identity of the person submitting an electronic entry, the entry will be deemed submitted by the person whose name appears in the database.
- If an Entrant is found to be ineligible, an alternate winner will be selected from the pool of all eligible entries received. Information collected by GCGC will be stored in a secure database only accessible by GCGC Head Office staff.

Personal Information and Privacy policy

Your personal information is collected and used by GCGC on behalf of BCLC in accordance with British Columbia's Freedom of Information and Protection of Privacy Act. It will be used for GCGC's research purposes and to administer this contest. Your information will not be sold, shared with third parties, or used for soliciting purposes. If you have any questions

about this, please write to GCGC's Privacy Officer at 95 Schooner Street, Coquitlam, BC V3K 7A8.

12.5. “Contact Us” questions

The “contact Us” form on each property website asks the following questions:

1. Email address (for validation)
2. Property (this is skipped if accessing from a property web site instead of corporate)
3. Type of feedback:
 - As a question
 - Report a problem
 - Offer a compliment
 - Suggest an improvement
 - Ask for donation / support
4. Business unit / subject: (list depends on property)
 - Slots
 - Table Games / Poker
 - Food & Beverage
 - Entertainment
 - Motorcoach / Bus Tours
 - Hotel
 - Guest Services
 - Marketing & Promotions
 - Group Sales / Catering / Events
 - Sponsorship Request
 - Responsible gaming
 - Investor Relations
 - Media Enquiries
 - Other
5. Details of request / feedback (text box)
6. Do you have an (Players Card) number? Please provide:
7. Would you like someone to contact you about your feedback?
 - By email
 - By phone
 - Do not wish to be contacted
8. Contact Details (asked only if contact wanted)
 - Name
 - Tel #
 - Contact email (validated against answer at beginning)

12.6. Snapshot Survey Questions

Question Text / Details	Scale
I know what is expected of me at work.	1 = Lowest / Negative, 6 = Highest / Positive
I have the materials and equipment to do my job right.	1 = Lowest / Negative, 6 = Highest / Positive
In the last 7 days, I have received recognition or praise for doing good work.	1 = Lowest / Negative, 6 = Highest / Positive
My supervisor or someone at work seems to care about me as a person.	1 = Lowest / Negative, 6 = Highest / Positive
Someone at work encourages my development.	1 = Lowest / Negative, 6 = Highest / Positive
At work, my opinions seem to count.	1 = Lowest / Negative, 6 = Highest / Positive
Our Vision and Mission makes me feel that my job is important.	1 = Lowest / Negative, 6 = Highest / Positive
My co-workers are committed to doing quality work.	1 = Lowest / Negative, 6 = Highest / Positive
I have a trusted [best] friend at work.	1 = Lowest / Negative, 6 = Highest / Positive
In the last 12 months, I have received a written Performance Review.	1 = Lowest / Negative, 6 = Highest / Positive
This last year, I had opportunities at work to learn and grow.	1 = Lowest / Negative, 6 = Highest / Positive
My direct supervisor keeps me informed about matters that affect me.	1 = Lowest / Negative, 6 = Highest / Positive
I know who to speak with to have my questions answered.	1 = Lowest / Negative, 6 = Highest / Positive
My requests for information or assistance are addressed promptly.	1 = Lowest / Negative, 6 = Highest / Positive
I am happy to be working here at my Great Canadian location.	1 = Lowest / Negative, 6 = Highest / Positive
I would, without hesitation, recommend my workplace to a friend seeking employment.	1 = Lowest / Negative, 6 = Highest / Positive
Given the opportunity, I tell others great things about working here.	1 = Lowest / Negative, 6 = Highest / Positive
It would take a lot to get me to leave my job.	1 = Lowest / Negative, 6 = Highest / Positive
I rarely think about leaving my workplace to work somewhere else.	1 = Lowest / Negative, 6 = Highest / Positive
My workplace inspires me to do my best work every day.	1 = Lowest / Negative, 6 = Highest / Positive
My workplace motivates me to contribute more than is normally required to complete my work.	1 = Lowest / Negative, 6 = Highest / Positive
My management has acted on results from previous surveys.	1 = Lowest / Negative, 6 = Highest / Positive
I received the training I need to do my job well.	1 = Lowest / Negative, 6 = Highest / Positive
Our GEM Recognition Program acknowledges me and my colleagues in a positive way.	1 = Lowest / Negative, 6 = Highest / Positive
I believe in the Company's Values and practice them daily at work.	1 = Lowest / Negative, 6 = Highest / Positive
I appreciate the opportunity to have one-on-one discussions with my manager.	1 = Lowest / Negative, 6 = Highest / Positive
My manager is effective in providing performance feedback and coaching.	1 = Lowest / Negative, 6 = Highest / Positive
We have a respectful workplace that is open, values diversity, and accepts individual differences (e.g. gender, race, ethnicity, sexual orientation, religion, age).	1 = Lowest / Negative, 6 = Highest / Positive
In our organization, we are:	1 = Lowest / Negative, 6 = Highest / Positive
Hiring the people we need to be successful today and in the future.	1 = Lowest / Negative, 6 = Highest / Positive
Keeping the people we need to be successful today and in the future.	1 = Lowest / Negative, 6 = Highest / Positive
Promoting the people who are best equipped to help us be successful today and in the future.	1 = Lowest / Negative, 6 = Highest / Positive
I know what Great Canadian / American stands for and what makes our company different and better than the rest.	1 = Lowest / Negative, 6 = Highest / Positive
I am:	Hourly, Salary
My length of service is:	0-1 year, 1-3 years, 3-5 years, 5-9 years, 10 years+
In your own words... please take this opportunity to tell us a bit more about your experience at work and provide your comments (either positive or not so positive) that will help to improve your experience at work.	Open-ended text field.
To help us group similar comments together, please select the topic area(s) that best fit the comments you made: (Please select all that apply)	
Your Work Environment	check box
The People You Work With	check box
Your Manager	check box
Leadership	check box
Work Processes/Resources	check box
Corporate Social Responsibility	check box
Managing Performance	check box
Benefits	check box
Work/Life Balance	check box
Career and Development Opportunities	check box
Pay/Recognition	check box
Your Employer in General	check box

12.7. Best Practice Responses to guest feedback

The following best practices were collected from team members across multiple properties. Feed free to copy from these best practices, but be sure to customize the response so that it is personal and fully addresses the guest's issue.

Handling Complaints

Guest Experience & Feedback Program should be one of the key tasks of any good business. Customers are the lifeblood of our business, and “ineffective to listening” to their concerns can cause even the best company to lose customers, and thereby, profit. While managing guest feedback management is of the upmost importance to keep customers coming back, with the proper procedures it is not less difficult to manage a feedback. In a casino market where we all have the same slot machines and table games the biggest differentiator that will build respect & loyalty customers is guest service. How we treat, act towards, and respond to our customers affects our ability to grow our business; enhance our facilities; and perhaps most important to our employees compensate them to the best of our ability. It is well known in Customer Research that the biggest advocates and promoters of a business are often the people who have had a small or big problem with issues that have been fixed or remedied to their satisfaction or even more so above their expectations. Problem resolution scores are one of the leading indicators of a business that will see improving profitability and employee satisfaction.

The best tips for a guest feedback are:

- 1) Thank them for their feedback and bringing to our attention.
- 2) Communicate that you are paying attention, acknowledge their concerns and don't make excuses or be defensive.
- 3) Ensure you understand their issue and if not, request clarification. Mention some specific steps that have been or will be taken to address the concern. If it's a common but unjustified concern let them know that this is not a foolish question and/or a normal misconception (i.e.: a lot of our customers believe machines in some casinos are tighter than others)
- 4) When we are not at fault be empathetic but not apologetic
- 5) If it's a real issue that is based on an unaccepted delivery of service or product quality don't say sorry. Refund or at least provide a “token of our regret”. If it was major provide a major indication of our regret.
- 6) Always thank them again at the end for taking the time to tell us their concerns.

Guests are not a standard breed; each guest is different and brings different expectations. People come to our facilities for a variety of reasons, to enjoy the company of family and friends, because they are looking for excitement, to get away from the everyday or to have a chance at winning. Understanding what the guest is looking for which can be done via simple

prompts and questions, try to be sure you know exactly what that guest is looking for and if we know this information, we can usually serve the guest better.

A guest may be happy to be visiting our property but if he sees just one bored or angry staff member, the entire visit may be ruined for him. Emotions play a huge part in guest experience but often they do not receive much attention. Every staff member should be friendly and polite and attempt to provide. If guest needs were not completed quickly and kindly, the guest may feel unwelcome or frustrated.

While the staff should be trained to get a manager if a difficult decision has to be made, this should seldom be necessary. If a guest is asking a staff member several questions and he or she has to get a manager to answer each one, this can cause long pauses in the conversation leading to a poor customer relationship. Staff should be properly educated on all the services and policies for effective customer relationship management.

We need to encourage guest feedback; this allows us to look at our service through the customers' eyes. Feedback will tell us if an employee was curt, if services were not up to par, or if anything else went wrong. By understanding the problems, we can efficiently find solutions.

Parking Issues

Disabled Parking

Thank you for your feedback on disabled parking space at [Casino name]. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. There are reserved parking spaces for vehicles displaying a disabled sign at XXX (put in location such as ..."at both ends of our surface parking lot and also on the ground floor of our Parkade.") However, please visit Guest Services the next time you have parking challenges and they will be happy to assist you. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Thank you for providing us with your feedback on disabled parking space at [Casino name]. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. We regret that you were unable to find a disabled parking space at our facility. We have [xxx] spots available and fully comply with the recommended guidelines set for by the Provincial Government. However, please advise us if this issue continues so we can better evaluate our supply of disabled spaces and adjust accordingly. Also, if there is an instance in which you arrive on site and there are no disabled parking spots available, please don't hesitate to visit the Valet Attendant or Guest Services for assistance. Once again thanks for bringing your parking concerns to our attention. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Difficulty Parking:

Thank you for your feedback on parking at [Casino name]. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. Sorry you had difficulty finding parking when you visited our Casino. We have over [xxx] parking spots available for our customer's use. (or include details of where parking is located, i.e. spread throughout our surface lot and in our covered Parkade.) Please note the parking areas are also patrolled by Security staff and we're happy to provide escorts for guests upon request. If you have further questions, please email me or visit Guest Services upon your arrival. Once again thanks for bringing your parking concerns to our attention. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Thank you for your comments regarding the lack of parking at Casino Nanaimo. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. I am pleased to inform you that there is additional free parking provided in the Vancouver Island Conference Centre parking garage. Also, with our recent exterior renovations coming to completion, there will be extra parking conveniently located next to the entrance of Casino Nanaimo. If you have further questions, you are welcome to email me and or visit our Guest Services Desk located at the [main/south] entrance. Once again thank you for bringing your parking concern to our attention. We appreciate your patience and look forward to seeing you again soon.

Reserved Parking

Thank you for your email regarding reserved parking at [Casino name] and the fact that you cannot find alternate parking when reserved parking is full. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. We understand that unfortunately there may be times in which the general reserved parking needs outweigh availability. While it is true that we recognize guests who frequent our establishment and spend significantly more with certain privileges including reserved parking, that doesn't mean your ability to park is less important. A VIP parking decal is required to park in reserved stalls, however note that there is typically parking available [describe best chance for a parking spot]. Once again thanks for bringing your parking concern to our attention. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Poor Lighting:

Thank you for your feedback on lighting issues in our parking area. We appreciate you taking the time and want you to know we take our guest comments seriously. We will make sure our Maintenance Staff are informed of your concern and look for solutions. In the meantime we will be more than happy to provide you with an escort back to your vehicle whenever you

are ready to leave. Once again thanks for taking the time to forward your concerns and we hope to see you at [Casino name] again soon.

Thank you for your feedback on lighting issues in our parking area. We appreciate you taking the time and want you to know we take our guest comments seriously. In fact, at [casino name] the safety and well-being of our guests is paramount. Please advise our staff of any lighting concerns you may have and we will do our best to address them. If you ever feel unsafe, report to a staff member immediately. Our staff are trained to assess and respond appropriately. Also, we will be more than happy to provide you with an escort to your vehicle whenever you are ready to leave. Once again thanks for taking the time to forward your concerns and we hope to see you at [Casino name] again soon.

Feel Unsafe:

Thank you for expressing your concerns regarding safety at [casino name]. We appreciate you taking the time and want you to know we take our guest comments seriously. In fact, the safety and well-being of our guests is paramount. If you ever feel unsafe, report to a staff member immediately. Our staff are trained to assess and respond appropriately. Also, we will be more than happy to provide you with an escort to your vehicle whenever you are ready to leave. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Signage

Thank you for your email expressing concerns about a lack of signage in our parkade. We truly appreciate guests who take the time to let us know about their experience and clearly yours was frustrating. We will review this issue with our management team and in the meantime, if there is an area in particular where you would like to see more signage please let us know. Once again thanks for taking the time to forward your concerns and we hope to see you at [Casino name] again soon.

Feedback on Staff Behavior:

Rude or Inappropriate Actions by a Staff Member:

Thank you for your comments concerning your experience with one of our staff members. On behalf of [casino name], please accept our sincere apologies. We are very proud of our team and the high guest service ratings we normally receive, however, clearly this was not the case with your recent experience. We will make sure this is addressed with the staff member in question and that they receive additional coaching and guidance to ensure it doesn't happen again. To demonstrate how sorry we are, we would like to offer you a complimentary [\$10-\$100] Free Play Voucher. Some "lucky money" to make amends and thank you for bringing this to our attention. To receive your free slot play, simply present this letter at Guest

Services. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Thank you for your comments concerning your experience with one of our staff members at [Casino name]. Please accept our sincere apologies, not only are we deeply sorry and embarrassed, we are taking this very seriously. The incident is being investigated and appropriate actions will be taken to ensure it doesn't happen again. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you again soon.

Thank you for your comments concerning your experience with one of our staff members. On behalf of [casino name], please accept our sincere apologies. We are very proud of our team and the high guest service ratings we normally receive, however, clearly not in your case. This is a troubling incident and we are looking into it. Please be assured appropriate actions will be taken to correct this inappropriate behaviour. While I am unable to change the course of events, I ask that you give us another chance to impress you. Once again thanks for taking the time to bring this to our attention and we hope to see you at [Casino name] again soon.

Compliment:

Thank you very much for your glowing comments about your experience at [insert casino] - we're thrilled you were pleased with the service you received. We are also very proud of our team and guest service training programs and clearly its working! We will absolutely pass on your comments to [insert staff name] and ensure [he/she] is recognized. We truly appreciate and value your feedback and look forward to seeing you at [Casino name] again soon.

Thank you for your email describing the exceptional service that [name of staff member] showed you [last night]. Guest service is a top priority at [insert casino]. Our team is trained and encouraged to exceed guest expectations and we have recognition programs to ensure excellence is rewarded. I have forwarded your email to the appropriate manager suggesting they nominate [name of staff member] for the monthly award. Thanks again for your great comments and we look forward to seeing you again soon.

Gaming Experience

Slots Machine Pay Backs / Tight Machines

Thank you for your comments regarding the payout of slot machines. We truly appreciate guests who take the time to let us know about their gaming experience. Please note that all slot machines in the province are maintained by the British Columbia Lottery Corporation (BCLC) at their Operation Centre in Kamloops where they maintain a policy to ensure casinos in BC have the same payout levels. BC's payouts are actually higher than any market in the USA that discloses figures. The state of Washington does not disclose payout percentages however BCLC's average payout levels are on average 25% better than the minimum required

in WA State. All gaming information and odds of winning can be found in the Game Sense Outlet located on our gaming floor or accessed at www.bclc.com. The BCLC Gaming Advisor on duty can also provide you with more detailed information. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Thank you for your email. I appreciate the opportunity to answer your concerns regarding the amount of payouts that machines are capable of on the gaming floor. Please note the British Columbia Lottery Corporation's (BCLC's) average payout levels are on average 25% better than the minimum required payout in Washington State. It is important to understand that the machines pay out randomly and there is no control by any casino staff. As the service provider, we work in close partnership with BCLC who actually own and maintain all the machines in the province. If you would like more information regarding slot machines within the province, please contact the BCLC help line at 1.866.815.0222. Once again thanks for taking the time to forward your concerns and we hope to see you at [Casino name] again soon.

Game Mix

Thank you for your comments regarding the game mix here at [casino name]. We truly appreciate guests who take the time to let us know about their gaming experience. It's unfortunate we do not have more of the game you were looking for. Due to a limited amount of space, we constantly monitor and change our game mix depending on popularity. If there is a certain Slot or Table Game you wish to see here, please pass on the name and I will certainly take it under consideration. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Reserve Sign Disputes

Thank you for your comments. We truly appreciate guests who take the time to let us know about their gaming experience and clearly yours was frustrating. We apologize for the incident involving a reserved machine. Yes, we do offer reserve signs on machines as a courtesy to our players who may want to take a break. Should you find yourself in a similar situation in the future, please ask for the assistance of our slot staff to help resolve the issue. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

ID Procedures

Thank you for your feedback on your recent visit to [insert casino]. We understand your frustration with the recent changes to the ID procedures which are now currently in affect when entering a casino. Please note this policy is not specific of our casino but actually a requirement at all casinos throughout the province. The objective is to ensure we comply with the applicable laws and prevent the admission of underage guests. As dictated by law in BC, two pieces of ID are required and we are regulated and monitored in this requirement.

We are looking at ways to make this requirement less burdensome to our guests. In the interim, we request that you come prepared to comply with the BC Laws. We feel it is important to understand that these policies are a result of changes as laid out by BCLC and the Provincial Liquor Act. If you have any other questions or concerns don't hesitate to contact us.

Washrooms

Thank you for your feedback on the appearance of our washrooms when you last visited [insert casino]. We truly appreciate guests who take the time to let us know about their experience and clearly yours was unpleasant. We take pride in the cleanliness of our restroom facilities and require them to be checked every hour. We have spoken to the management responsible for monitoring this procedure. We are also re-evaluating our policies especially during peak times to determine if the frequency needs to be increased. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Too Cold/Too Hot on the Gaming Floor

Thank you for your feedback on the temperature of our facility during your last visit. We truly appreciate guests who take the time to let us know about their experience and it sounds like yours was unpleasant. Providing a comfortable environment for our guests is extremely important to us, however with a facility as large as this, I'm sure you can appreciate that maintaining a comfortable inside temperature with the temperature outside constantly changing has its challenges. But we love a challenge and will continue to make every effort to monitor the temperature and adjust accordingly. Note that it does take certain areas longer to feel the effects of the system change because of the layout of the floor. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Thank you for your comments regarding the temperature levels at [insert casino]. Providing a comfortable environment for our guests is extremely important to us and we apologize that you found the temperature unpleasant during your last visit. Our facility is constantly monitored by our maintenance staff so we encourage you to notify a member of our staff during your next visit so we can attempt to address your concerns. Once again thanks for bringing your concerns to our attention and we hope to see you at [Casino name] again soon.

Noise Level

Thank you for your comments on noise levels at [insert casino]. We're sorry you found it uncomfortable; however as with all casinos there is certain level of noise to expect from machines and guests as well as the music we provide. We do randomly monitor noise levels to make sure they do not exceed the recommended decibel level, including our entertainment facilities throughout the Casino. Having said that, we understand your noise

concerns and would like to suggest areas within the casino away from machines and entertainment that might be quieter. We encourage you to ask Guest Services to help find a more acceptable area. Once again thanks for taking the time to voice your concerns and we hope to see you at [Casino name] again soon.

Party Pit

Thank you for your comments on the "Party Pit" at [insert casino]. We truly appreciate guests who take the time to let us know about their experience and clearly yours was disappointing. We offer a variety of entertainment options to appeal to a variety of customers. We are evaluating the appeal of "Party Pits" and appreciate your feedback. We offer many other entertainment options including [outlet] and [outlet] and encourage you to explore these options to find an area that is a better fit for you to enjoy your time with us. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Coupons / Direct Mail

Thank you for your recent inquiry about slot play coupons. We will certainly look into why you did not receive coupons this month. If you could kindly provide your Encore Rewards card number, we will investigate and follow up with you as soon as we have more information. Thanks for taking the time to forward your concern to our attention and we hope to see you at [Casino name] again soon.

Thank you for your recent inquiry about slot play coupons and your membership in the Encore Rewards program. We welcome your feedback and the opportunity to look at recommendations for improving our operations and customer service. In developing promotions and rewards for our guests and Encore Rewards members, our objective is to offer a variety of promotions throughout the year so that we are able to offer something for everyone to enjoy. These may include casino related offers such as slot play coupons, opportunities to earn additional Encore Rewards points, contests, restaurant offers, exclusive pre-sale ticket offers for our Show Theatres, birthday gift with slot play, or other special offers. In determining who receives offers by mail, the offers that we send from [insert casino] as well as offers sent to Encore Rewards members by the BC Lottery Corporation, each have different criteria. In the case of slot play coupons, the criteria considers visitation and levels of play. However regardless of play level, every Encore Rewards member who has used their card in the past six months and has said yes to mail will receive a promotional offer at some point during the year. We encourage you to ensure you insert your Encore Rewards card every time you play as that is a key criteria in receiving offers from us. Once again thanks for taking the time to bring your concerns to our attention and we hope to see you at [Casino name] again soon.

Thank you for your recent inquiry regarding direct mail offers from [Casino name]. I appreciate the opportunity to clarify how our direct mail program works. We send out offers to our guests to encourage them to visit [Casino name] more often and our Encore Rewards points program is designed to reward loyalty. The more you visit us, the more you earn. The amount and number of offers we send is determined by a formula based on how often you visit us and how much you spend each time you visit. I hope that answers your question and most of all, look forward to seeing you at [Casino name] again soon.

Why does my friend/spouse receive an offer that I don't

Thank you for your recent inquiry regarding direct mail offers from [Casino name]. I appreciate the opportunity to clarify how it works. Different offers are sent to Encore Rewards members who meet particular conditions such as the number of visits that qualify them for a campaign. Each offer is based on different criteria and every Encore Rewards member who has used their card in the past six months and has said yes to mail will receive an offer at least once per year. I hope that answers your question and most of all, look forward to seeing you at [Casino name] again soon.

How do you select who gets DM offers

Thank you for your recent inquiry regarding direct mail offers. I appreciate the opportunity to clarify how it works. Every campaign has different criteria in selecting which players are mailed. Some offers are funded by [insert casino] and some are funded by the British Columbia Lottery Corporation (BCLC). However every Encore Rewards who has used their card in the past 6 months and has said yes to mail, will receive a promotional offer during the year from either [insert casino] or BCLC. I hope that answers your question and most of all, look forward to seeing you at [Casino name] again soon.

Food & Beverage

Service

Thank you for sharing your experience at [insert casino] with us. We pride ourselves in striving to exceed service expectations, but clearly we let you down. We sincerely apologize for the disappointing service you received and acknowledge that it is not acceptable to [serve cold food/or provide inadequate service etc.]. While I cannot undo your evening, I can invite you back as our guest so we can make it up to you. Simply present this letter at our Guest Services desk to receive a complimentary [\$5 - \$100 depending on severity] food and beverage voucher. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

We appreciate you taking the time to share your experience at [insert casino] with us. We pride ourselves in striving to exceed service expectations but we're not perfect and always looking to improve. Feedback like yours is important and we take it very seriously. We hope

your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Long Line Ups

Thank you for bringing your concerns to our attention. We pride ourselves in striving to exceed service expectations, but clearly we let you down and sincerely apologize for the wait you incurred for your food. We will examine our staffing levels so that this is less likely to occur in the future. As a token gesture we would like to offer you \$5 in Free Play. Some "lucky money" to make amends and thank you for bringing this to our attention. To receive your free slot play, simply present this letter at Guest Services. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Poor Quality

Thank you for voicing your concerns regarding the quality of food you received last evening at [insert casino]. We pride ourselves in striving to exceed expectations, but clearly we let you down and sincerely apologize. I have brought this to the attention of the chef who was on duty. We have procedures in place that in the event a guest is dissatisfied with a meal, it should be replaced or refunded immediately. Given this did not occur we would like to offer you a food & beverage voucher for [\$5 - \$100 depending on issue] to have you back as our guest so we can make it up to you. Simply present this letter at our Guest Services desk. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Pricing

Thank you for your comments regarding pricing at [insert restaurant name] at [Casino name]. We are sorry that you did not find the value you expected. We work hard to ensure our pricing and quality provides good value and is comparable in the market place. We also consistently review our service standards to ensure we're providing the best all-around dining experience possible. We hope you'll give us another chance and sincerely appreciate you taking the time to voice your concerns.

Lounge Entertainment

Band

Thank you for your comments on the band that played in the [insert venue name] at [Casino name]. We truly appreciate guests that take the time to let us know about their experience, and clearly yours was disappointing. We have contacted our entertainment department with your feedback. We also welcome any band recommendations you may have. Once again, thanks for taking the time to voice your concerns and we hope to see you at [Casino name] again soon.

Service

Thank you for sharing your experience at [insert casino] with us. We pride ourselves in striving to exceed service expectations, but clearly we let you down. We sincerely apologize for the disappointing service you received and acknowledge that it is not acceptable to [serve cold food/or provide inadequate service etc.]. While I cannot undo your evening I can offer to have you back as our guest so we can make it up to you. Simply present this letter at our Guest Services desk to receive a complimentary [\$5 -\$100 depending on severity] food and beverage voucher. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

Noise Level

Thank you for your comments on noise levels at [insert casino]. We're sorry you found it uncomfortable, however as with all casinos there is certain level of noise to expect from machines and guests as well as the music we provide. We do randomly monitor noise levels to make sure they do not exceed the recommended decibel level, including our entertainment facilities throughout the Casino. Having said that, we understand your noise concerns and would like to suggest areas within the casino away from machines and entertainment that might be quieter, and we encourage you to ask Guest Services to help find a more acceptable area. Once again thanks for taking the time to voice your concerns and we hope to see you at [Casino name] again soon.

Poor Show Quality

Thank you for your comments. We are sorry to hear that you found the show in our theatre did not meet your expectations. Our theatre was designed with state-of-the-art seating, lighting and sound systems and receives many accolades from repeat guests. However, your feedback is important to us and we will forward it to our Entertainment Department. To thank you for taking the time to voice your concerns, we would like to offer you a complimentary [insert denomination amount] Slot Play Voucher. To receive your free slot play, simply present this letter at Guest Services. We hope your next experience better reflects our commitment to guest satisfaction and look forward to seeing you at [Casino name] again soon.

12.8. Ontario Mandatory Operating Procedures - Customer Care Communication Tracking

The following is a copy of the approved mandatory operating procedure approved by OLG:

Customer Care Communication Tracking and Reporting System

The Partnership will provide to site staff a closed-loop customer care communication and reporting system that captures feedback from guests via email, from “Contact Us” online forms and from guest surveys. Although the Partnership will not have a dedicated call centre, a customized web tool will be available for site staff to transcribe verbal communications, either received via phone (live or through voicemail) or in person, into the reporting system.

The information captured will include:

- The site to which the feedback pertains;
- The type of feedback:
 - Question
 - Report of a problem
 - Compliment
 - Suggestion for improvement
 - Request for donation or community support
- Area of business the feedback relates to:
 - Slots
 - Tables
 - Food & Beverage
 - Entertainment
 - Guest Services
 - Marketing & promotions
 - Responsible Gaming
 - Investor Relations
 - Media Requests & Inquiries
 - Other
- Feedback details (free-form text);
- Player card number (optional);
- How the guest wants to be contacted:
 - Email
 - Phone / in person
 - Guest does not want to be contacted
- Guest name (if response requested);
- Contact email or phone number (if response requested).

On capture, feedback from guests will automatically generate an email to site management for resolution. Site management will then respond to feedback via the method preferred by the guest (email or phone/in person) and capture the resolution in the system. If appropriate, the issue will be closed and marked with the appropriate resolution type:

Guest Response Complete:	Information / follow-up was supplied; no further interaction is expected.
No Further Action Required:	No response was needed (the guest just wanted us to know), or the guest did not want to be contacted.
Unable to satisfy guest:	Information / follow-up was supplied, but the guest was not satisfied with the response. Staff should attempt to satisfy the guest before closing feedback with this option.
No Response:	Information / follow-up was supplied and further interaction was expected, but no response was received from the guest after a reasonable period. Should the guest respond at a later date, the feedback will automatically be re-opened.

At any point in the capture or resolution process, the feedback can be ranked as one of the following three tiers:

Tier 1: (default)	General information inquiries, including inquiries with respect to the location of the Casino, hours of operation, information about Customer Loyalty Programs, promotions and non-gaming services facilities and amenities.
Tier 2:	Inquiries regarding Tier-1 matters that are in depth, detailed and require the exercise of judgment and/or are sensitive in nature and may include inquiries about the odds of winning or customer complaints regarding non-gaming integrity issues such as the balance of a Customer Loyalty Program account or prize pay-out.
Tier 3:	<p>Inquiries regarding:</p> <ul style="list-style-type: none">(i) Self-exclusion or reinstatement;(ii) Media contact or the commencement or potential commencement of legal action against OLG or the Partnership or both;(iii) Self-harm or group harm;(iv) Compliance, including AML, applicable laws or privacy;

- (v) Gaming integrity matters;
- (vi) Gaming stakeholder relations; or
- (vii) Escalation to OLG.

If at any point in the resolution process the feedback is marked as Tier 3, an email will immediately be created and sent to senior site management. The email will contain all information collected and any history of interaction with the guest with respect to the topic. If available, information about the guest will also be provided. Senior site staff will then be required to forward the feedback to OLG using the OLG Tier-3 web form, following the OLG Tier-3 response protocol (detailed below).

In support of the customer care communication tracking and reporting process, the Partnership will create and maintain standard customer-care scripts for escalation protocols to be used by site staff for Tier-1 and Tier-2 customer-care telephone or in-person contacts and will provide copies to OLG on request. The Partnership will keep the scripts up to date and will provide any updated copies to OLG – also on request.

The Partnership will also provide to staff standard customer-care scripts for Tier-3 customer-care escalation protocols provided by OLG. The Partnership will immediately update all Tier-3 customer-care scripts as updates are received from OLG.

The Partnership will ensure that all site staff who capture or manage guest feedback are trained in the use of the customer care communication and reporting system and in the correct application of standard customer-care escalation protocols scripts.

The customer care communication and reporting system will collect and track interactions with guests and will be able to report:

- Feedback volumes by site and by Tier;
- Average time to initially respond to guest inquiry / complaint;
- Average time to resolve or close the guest inquiry / complaint;
- Resolution type statistics;
- Guest inquiry / complaint details, history and resolution time.

The Partnership will make the above reporting available to OLG on request. Site staff will be required to follow up all guest inquiry / complaints within 24 hours or receipt.

Customer Care Communication Process:

The communication process that follows is divided into 2 sections: 1) Collection of guest feedback and 2) Responding to feedback / OLG notification.

1) Collection of guest feedback:

Guest feedback will be collected through five channels: Via live conversation (in person or by telephone); by voicemail; by fax or mail; by a “Contact Us” form on line; or through a guest-satisfaction survey. The process associated with each of these is described below.

Live conversation, in person or by telephone:

- Tier 1: Guest-service staff will attempt to satisfy guest inquiries internally. The capture of live feedback in the customer care communication and reporting system for Tier-1 only is optional and will depend on the availability of resources.
- Tier 2: Guest-service staff will attempt to satisfy guest inquiries internally and will capture the guest inquiry / complaint in the customer care communication and reporting system and flag it as Tier 2.
- Tier 3: Guest-service staff will use the approved Tier-3 Call Transfer scripts to interact with the guest as per OLG Tier-3 response protocol (detailed later) and will capture the guest inquiry / complaint in the customer care communication and reporting system and flag it as Tier 3. Most Tier-3 response scenarios require staff to try to resolve the issue internally and then immediately notify OLG. If immediate notification is required by the OLG Tier 3 response protocol, site staff will attempt to immediately connect the guest with OLG Customer Care, using the following steps:
7. Staff access the OLG Tier-3 reporting web form at https://secure.olg.ca/service_provider.jsp, complete as much of the form as possible and submit the form to OLG.
 8. Staff initiate a conference call between the visitor / caller and OLG Customer Care.
 9. Site staff call OLG Tier-3 Customer Care at **1-800-387-0098** and press “**87**” to bypass the IVR system.
 10. Site staff to explain the Tier-3 situation to an OLG Customer Care representative, referencing the submitted OLG Tier-3 reporting web form.
 11. Site staff conference in the caller and introduce the caller to the OLG Customer Care representative.
 12. Site staff disconnect from the call.

Note: Site staff will remain on the line with the caller until an OLG Customer Care Representative is reached.

Site staff will add appropriate comments in the customer care communication and reporting system and indicate that the OLG Tier-3 reporting web form has already been submitted.

These steps are presented in more detail in OLG's Tier-3 Call Transfer Scripting.

Via voice mail message:

Guest service staff will transcribe the message into the customer care communication and reporting system for follow-up.

Via facsimile or mail:

Tier 1: Guest-service staff will attempt to satisfy guest inquiries internally. The capture of feedback into the customer care communication and reporting system is optional and will depend on the availability of resources.

Tier 2: Guest-service staff will attempt to satisfy guest inquiries internally and will capture the guest inquiry / complaint in the customer care communication and reporting system and flag it as Tier 2.

Tier 3: Guest service staff will scan the facsimile or mail message and send it to senior staff. Staff will also capture the guest inquiry / complaint in the customer care communication and reporting system and flag it as Tier 3.

Via "Contact Us" online form:

Guests will complete the form and submit it to the Partnership, generating an immediate notification to site staff to follow-up.

Via Guest-Service Satisfaction Survey:

As part of completing the Guest Service Satisfaction Survey, the guest can request that staff respond to their comments. This will generate a notification to site staff.

2) Responding to guest feedback / Notifying OLG

All feedback and requests for follow up will be sent to site staff via email. The email will contain a link to the feedback details in the customer care communication and reporting system. Staff will need to click on the link and log into the system to review and respond to feedback.

Site staff will review the feedback and the feedback tier. If necessary, the tier will be adjusted. Site staff will then respond to the guest using the appropriate customer-care scripts, using the guest's preferred method of contact (phone/in person or by email).

If they have selected email, the guest will be sent a notification with a link into the customer care communication and reporting system. When the guest clicks on the link, they will be able to review their inquiry / complaint and review any new correspondence from staff regarding their

issue. All correspondence with the guest will be captured in chronological order and the system will track which staff member responded to the guest.

If conducted via phone, in person or via mail / facsimile, site staff will capture notes about any action or resolution in the system.

If the feedback is flagged as a Tier-3 guest inquiry / complaint, an email will immediately be created and sent to senior site management. The email will contain all information collected and any history of interaction with the guest with respect to the topic. Senior site staff will then be required to forward the feedback to OLG using the OLG Tier 3 web form (https://secure.olg.ca/service_provider.jsp), following the OLG Tier-3 response protocol (detailed below).

Note that if the Tier-3 issue is received in person or via telephone, and the Tier-3 response protocol requires immediate escalation to OLG, the issue will be escalated to OLG and the OLG Tier 3 web form completed before senior staff are notified via the customer care communication and reporting system. Since most Tier-3 response protocol scenarios require site staff to handle internally, senior staff will usually be notified of a Tier-3 issue via the customer care communication and reporting system prior to notifying OLG using the OLG Tier 3 web form.

If the Tier-3 issue is related to self-exclusion or reinstatement in VSE, reference information about the exclusion will be accessed via ITrack and added to the Tier-3 web form before submitting to OLG.

If the feedback was received via mail or facsimile, senior site staff will also forward a scanned copy of the feedback via email to OLG at T3OLGContactus@olg.ca.

Issue resolution:

As appropriate, site staff will close the guest inquiry / complaint using one of the following resolution codes:

- Guest response complete;
- No further action required;
- Unable to satisfy guest;
- No response.

At a later date, should a guest respond to a follow-up notification for a closed item, the guest inquiry / complaint will be automatically re-opened and a notification sent to staff.

In the event staff are unable to satisfy the guest, they may redirect the guest to the olg.ca Contact Us webpage, or access that page on their behalf and supply them with contact information for the OLG Support Centre for follow-up.

Management and Reporting:

Site staff will review the following monthly or more frequently as appropriate:

- Guest inquiry / complaint volumes by tier;
- Average time to first response;
- Average time to issue resolution;
- Resolution type statistics.

Site staff will make the above reporting available to OLG on request

OLG Tier 3 response protocol

If feedback has been collected and deemed to be Tier 3, and the guest has not already been transferred to OLG Customer Care, senior staff will assess the feedback and respond appropriately based on the following protocol:

Customer Interaction	Examples	Response Level
<i>Self-exclusion or reinstatement in VSE</i>	The customer requests entry or re-entry into the self-exclusion program.	Handle internally and notify OLG within a reasonable time period, including reference information from ITrack.
<i>Responsible Gambling</i>	The customer indicates that the Service Provider is not adhering to OLG's Responsible Gaming Code of Conduct.	Handle internally and notify OLG immediately.
<i>Media contact or the commencement or potential commencement of legal action against OLG or the Service Provider or both</i>	The customer threatens to take their issue regarding the Service Provider or OLG to media, legal counsel or a government official.	Handle internally and notify OLG immediately.
<i>Self-harm or group harm</i>	The customer threatens to harm themselves, others, representatives of OLG, the gaming site, or Partnership personnel	Handle internally and notify OLG immediately.

<i>Compliance, including AML, applicable laws or privacy</i>	The customer identifies a compliance issue at a gaming site that may impact the customer and the integrity of OLG.	Handle internally and notify OLG immediately.
<i>FLS issues, Breach of Privacy and AODA</i>	The customer identifies a compliance issue with protection legislation, such as the French Language Services Act, Provincial or Federal privacy legislation (i.e. FIPPA, MFIPPA, CASL) or Accessibility for Ontarians with Disabilities Act	Handle internally and notify OLG immediately.
<i>Gaming integrity matters</i>	The customer reports gaming a integrity issue at a gaming site that impacts the integrity of gaming in Ontario.	Handle internally and notify OLG immediately.
<i>Gaming stakeholder relations</i>	The customer threatens to take an issue to the government; or a government official contacts Service Provider on behalf of the customer.	Handle internally and notify OLG immediately.
<i>Contact from Ombudsman's office</i>	The customer threatens to take an issue to the Ombudsman's office; or Ombudsman's office contacts Service Provider on behalf of the customer.	Handle internally and notify OLG immediately.
<i>Requests to speak with CEO/Chair</i>	The customer threatens to escalate the issue to the CEO or chairman of the board of the Service Provider.	Handle internally and notify OLG immediately.

<i>Threat to contact Better Business Bureau (BBB)</i>	The customer threatens to take an issue to the BBB; or a BBB representative contacts Service Provider on behalf of the customer.	Handle internally and notify OLG immediately.
<i>Escalation to OLG</i>	The customer requests escalation of their issue to OLG (including a request for an OLG executive interaction); or a Winner's Circle customer requests access/visibility outside of Partnership access.	Transfer to OLG to manage

Tier 3 OLG Reporting Web Form: (https://secure.olg.ca/service_provider.jsp)

The following web form will be completed by site staff when dealing with a Tier-3 issue:

Customer Information

All fields are to be filled in whenever the information is available.
Please note that required fields are denoted with an asterisk: *

First Name *

Last Name *

Street Address

Apt./Unit

City

Province/State

Country

Postal/Zip Code

Daytime Phone

() - Ext.

Alternate Phone

() - Ext.

E-mail Address

Confirm E-mail

Date and Time Email Received/
Interaction Occurred *

dd

mm

yyyy

hh

mm

Site Name *

Submitted by - First Name *

Submitted by - Last Name *

Please copy and paste customer's e-mail or details of the interaction with the customer into the space below

600

This information is collected under the authority of section 3 of the *Ontario Lottery and Gaming Corporation Act* for the primary purpose of receiving your inquiry. You may direct questions regarding the collection of your personal information to the OLG Support Centre at 1-800-387-0098.

Next

Cancel

12.9. OLG Call Transfer Scripting to Tier 3

Prior to transferring the call, the Tier 1/2 Representative is responsible for providing the following:

1. Customer's name (how they wished to be addressed)
2. Applicable reference number
3. Summary of the situation
4. Anything specific information that would assist Tier 3 in resolving the issue

What	How	Sounds like...
1. Explain why you are engaging a Case Manager	N/A	Option 1: <ul style="list-style-type: none"> – <i>It sounds like you feel strongly about (topic); I would recommend you speak with one of our Case Managers who can provide further information about (topic). May I conference in a Case Manager?</i>
Yes - Customer agrees to speak with Tier 3:		
2. Transfer caller to Tier 3 Case Manager	<ol style="list-style-type: none"> a. Ask permission to place the caller on hold and wait for reply b. Place caller on hold c. Call Tier 3 d. Brief Tier 3 on call topic and provide caller's information (as listed above) e. Introduce caller to Tier 3 Representative f. Disconnect the call 	Ask permission: <ul style="list-style-type: none"> – <i>May I place you on hold while I contact a Case Manager, it may take a minute or two?</i> Introduction: <ul style="list-style-type: none"> – <i>Thank you (customer name) for holding, I have (Tier 3 rep name) on the line, I have explained to (Tier 3 rep name) your concerns on (topic) and they would like to help you from here. (Tier 3 rep name), please go ahead</i>
Customer refuses transfer but agrees to call back from Case Manager:		
3. Collect customer information and call back time	<ol style="list-style-type: none"> a. Confirm customer's information and requested call back time b. Thank customer for calling and end call c. Tier 3 will contact customer for resolution 	Confirm contact information: <ul style="list-style-type: none"> – <i>Would you mind providing your contact information so I can have a Case Manager call you at a convenient time?</i>

		<p>Ending the call:</p> <ul style="list-style-type: none"> – <i>Thank you for taking the time to call XXX, a Case Manager will call you within (SLA or requested time).</i>
Customer refuses both a transfer and a call back from a Case Manager		
4. Continue call/ end call as required	<ul style="list-style-type: none"> a. Ensure you have provided all required information to the customer b. End call 	<p>Already provided all the information on the topic:</p> <p><i>I have shared everything I know about (topic). If you change your mind about wanting to speak with Case Manager, please feel free to contact us again quoting (customer ID number). Close</i></p> <p>Did not already provide all the information on the topic:</p> <p><i>Allow me to provide you with the information I have available on (topic).</i></p> <p><i>I hope the information I have provided has been helpful. If you change your mind about wanting to speak with Case Manager, please feel free to contact us again quoting (customer ID number). Close</i></p> <p>Tier 3 only call:</p> <p><i>In order to address your concerns regarding (topic), you will need to speak to one of our Case Managers. If you change your mind, please contact us again and select (IVR leg). Close</i></p>