

# WASHINGTON'S LOTTERY

## Responsible Gambling Plan

JUNE 2019

DEPT OF  
IMAGINATION®



## Introduction

Washington's Lottery was created in 1982 to generate revenue for state programs by selling lottery games. We continue to achieve great success in raising revenue for our state's beneficiaries and are on a solid path to achieve even more. In our quest to do great things, we must maintain a balance between pursuing economic performance and supporting the general welfare of society.

Washington's Lottery recognizes that demonstrating corporate social responsibility in all of our activities is an important component in our overall success. As we look to sustain our operations into the future, we know that our dedication to responsible gambling must be equally as strong as we strive to be a high performing Responsible Gambling Organization while maintaining public trust. This program will continue us on our journey in implementing best practices for responsible gambling and helping us achieve our mission and vision.

## Background

Washington's Lottery has been a proponent of responsible gambling (RG) for years. Our history reveals that we supported prevalence studies completed in 1993 and 1999 for adult and adolescent gambling in Washington. The Lottery previously had a Responsible Gambling Liaison on staff who supported the creation of RG PSAs that aired across the country, and helped host the National Conference on Problem Gambling in Seattle in 2001.

Our current efforts include:

- Proud supporter of Washington's Evergreen Council on Problem Gambling and state programs. In FY20, Washington's Lottery delivered over \$373,000 to support state problem gambling programs.
- Annual participation in National Problem Gambling Awareness Month and holiday "Gift Responsible" campaigns with Enterprise Series Multimedia screen messages.
- Attendance and sponsorship of various conferences and trainings in support of problem gambling awareness and treatment. Recent sponsorships include the Western Regional Conference on Problem Gambling Awareness "Focus on the Future."
- Advertising of the problem gambling hotline on our draw tickets, play slips, scratcher coins, vending machines, and website.
- Ongoing research through our vendor Research America and Local Simmons, providing data on the sentiment of Washington consumers regarding responsible gaming.

## Strategic Fit

One of the four primary goals of Washington's Lottery is to ensure public trust in lottery systems and operations. To achieve this goal, we have established a key objective to "promote responsible gambling" as measured by our participation in responsible gambling activities, such as earning responsible gambling verification.

The Lottery understands that to advance our other goals of maximizing revenue for our beneficiaries and creating the best possible gaming experience for our players, we have an equally important social responsibility duty to promote responsible gambling practices to help our players play responsibly. Our social responsibility efforts are devoted to:

- Providing information and tools that help players (and potential players) make informed choices and enjoy games in a responsible way.
- Committing to ensuring players and their families know how to access treatment for problem gambling.
- Devoting responsible gambling funding and resources where they will have the most positive impact on the promotion of responsible gambling practices and awareness of resources to address the continuum of problem gambling.
- Respecting our players' autonomy and the right to make their own decisions regarding legal forms of entertainment and gambling.

## Plan Scope

The following are the program deliverables, goals, features, or functions of the work that need to be done or achieved to deliver the project.

- Develop and implement responsible gambling training programs for lottery staff and retailers. This includes a commitment to ensuring that diversity and cultural relevance are considered.
- Provide individuals, communities, retailers, vendors, Washington's Lottery staff, and Lottery Commissioners with information and tools to help players (and potential players) make informed choices and enjoy games responsibly.
- Establish responsible gambling key performance metrics and performance goals and report them quarterly.
- Achieve the North American Association of State and Provincial Lotteries (NASPL) and National Council on Problem Gambling (NCPG) Responsible Gambling Verification at the Planning, Implementation, and Sustaining Levels.

## Plan Deliverables

- Employee Engagement and Training Plan
- Retailer Engagement/Training Plan
- Responsible Gambling Membership, Partnership, and Interaction Plan
- Product Oversight Plan
- Research, Monitoring, and Evaluation Plan
- Advertising Plan
- Vendor Relations Plan
- Funding and resources that will have the most positive impact on the promotion and awareness of responsible gambling practices and resources
- Implementation of the voluntary self-exclusion program

## Objectives and Strategies

Responsible gambling practices ensure that the Lottery's business is conducted in a way intended to minimize the potential for harm caused by gambling to individuals and communities. Responsible gambling is the result of the collective actions and shared ownership of the issues by individuals, communities, the gambling industry, and government. As such, the Lottery's responsible gambling objectives and strategies are outlined in the eight key areas:

### Strategic Alignment:

An effective responsible gambling plan is more than a collection of activities. It is a coordinated and comprehensive effort that integrates responsible gambling into all aspects of the Lottery's operations. It is guided by the Lottery's Strategic Vision and Shared Values. Additionally, we recognize that our responsible gambling efforts cannot be successful without devoting sufficient resources to it. In support of this, we will:

- Obtain the NASPL and NCPG responsible gambling verification, which will allow experts in the field of problem gambling to review our efforts toward implementing best practices.
- Identify staff resources required to implement and monitor the Lottery's Responsible Gambling Plan and incorporate those responsibilities in performance expectations and/or position descriptions.
- Develop a Responsible Gambling Policy.
- Dedicate an additional \$50,000 in direct funds, in the first year, to execute the Responsible Gambling Plan and work to understand the resources required to sustain an effective plan long term.

## Employee Engagement and Training

Ensuring that Lottery employees are engaged in the Responsible Gambling Plan is critical to our success. While we do not expect Lottery staff to become counselors, or to make diagnoses, they must know how to refer someone to the appropriate resources. Also, any employee may be asked questions about problem gambling in a social setting, and a trained employee can provide accurate information and positively portray a responsible lottery. Our initial efforts will be to:

- Work in consultation with the Evergreen Council on Problem Gambling and other state lotteries' gambling programs to develop a responsible gambling training plan. \_
- Develop customized training for certain staff such as customer service representatives (including kiosk staff), sales and marketing, and field representatives.
- Modify the Lottery's New Employee Orientation to contain an introduction to responsible gambling that will provide an overview of the Lottery's Responsible Gambling Policy.
- Incorporate NASPL training videos in the Lottery's employee training plan.
- Include funding for select employees to attend national and state responsible gambling and problem gambling conferences.

## Retailer Engagement, Training, and Physical Environment

The Lottery recognizes that retailers have the most frequent contact with Lottery players and are the most likely to recognize problematic play, especially in a regular customer. As with Lottery employees, we don't expect our retailers to become counselors or to make a diagnoses, however it is our expectation that our retailers will embrace shared responsibility for the promotion of responsible gambling practices and awareness of problem gambling resources. To support our retailers, we will:

- Create a retailer training plan that promotes a shared responsibility by utilizing industry best practices. Content of retailer training will include at a minimum:
  - Information on Lottery responsible gambling guidelines and practices
  - Signs and symptoms of high risk and problem gambling
  - Guidelines for low-risk responsible gambling
  - How to respond to customers expressing or showing signs of distress regarding lottery play
- Supply and require retailers to prominently display responsible and problem gambling resource materials including posters, pamphlets, and stickers. The Lottery will audit for compliance.
- Make use of retail trade associations and retailer forums to provide training and receive feedback on retailer training and public education efforts.

## Responsible Gambling Membership, Partnerships, and Interaction

The Lottery recognizes the importance of engaging with the widest possible range of stakeholders to be fundamental to the success of our responsible gambling plan. These engagements foster working relationships with responsible gambling/problem gambling entities and open the channels of communication to collaborate on goals and strategies relative to our responsible gambling initiative. We will:

- Engage with the state's Problem Gambling Advisory Committee as an active member.
- Participate, as appropriate, on any legislatively directed initiative or task force adopted by the Washington State Legislature regarding problem gambling.
- Maintain a visible presence with responsible gambling/problem gambling entities to encourage collaboration on goals and strategies relative to responsible gambling/problem gambling initiatives.
- Include responsible gambling and problem gambling updates at commission meetings.
- Conduct meetings with Washington legislators who sit on key legislative committees to discuss the Lottery's commitment to advance responsible gambling principles.
- Implement the Voluntary Self-Exclusion Program.

## Product Oversight

Clear and effective communication about key game features is needed so players can make an informed choice about which games they play and how they play them. We recognize that information must be easily and immediately understandable at the point of purchase. We will take care and consideration to ensure all players have a good understanding of the cost, risk, and play experience of lottery games. For our products, we will:

- Apply evidence-based responsible gambling considerations to the features of lottery games, products, and gaming equipment, where applicable.
- Evaluate and improve responsible gambling messaging on all scratch tickets to include the Problem Gambling Helpline number.
- Engage with the Evergreen Council on Problem Gambling to review new draw/scratch games, or when there are significant changes to existing games, to assess risks in terms of irresponsible play, and make improvements where possible.
- Develop specific criteria for both staff and commissioners to use when evaluating new games and artwork for cultural sensitivity and age appropriateness.

## Research, Monitoring, and Evaluation

The Lottery must hold itself accountable for ensuring and communicating progress on relevant responsible gambling practices. With the adoption of the charter, the Lottery will implement a process focused on accountability, collaboration, and continuous improvement. Using a combination of internal monitoring and independent assessments, the Lottery will report on annual measures and key accomplishments specific to a given year. To enhance our current research, monitoring, and evaluation efforts, we will:

- Evaluate additional research opportunities that provide relevant information and data for continuous improvement of the responsible gambling plan.
- Perform an initial assessment with employees, retailers, players, and the public of current responsible gambling knowledge, perceptions, and awareness of available resources and programs.
- Conduct further research and analysis of existing academic, social, and gaming industry best practices on effective product design and responsible gambling communication; identify gaps where feedback is lacking.
- Develop the Lottery's Responsible Gambling Research, Evaluation, and Monitoring Plan that will guide the measurements of the plans' objectives, as well as a way to incorporate feedback and make continuous improvements.
- Incorporate a retailer survey related to responsible gambling communication.

### Advertising

Responsible gambling advertising is widely used as a tool to enable informed choice and encourage appropriate gambling behavior. Our responsible gambling advertising will be consistent with our vision and values as well as the principles of integrity. To foster our improved approach to advertising, we will:

- Collaborate with our advertising agency to develop an annual (fiscal year) advertising schedule to promote responsible gambling.
- Create an enhanced responsible gambling webpage that will provide additional information and resources to our players and the public. Ensure responsible gambling information and resources are available on all medium platforms.
- Use research findings to implement and reinforce responsible gambling messages in marketing materials and at the point of sale.
- Evaluate whether additional advertising guidelines are needed for specific staff and vendors who support us in our advertising campaigns.
- Work with our advertising agency to develop agency responsible gambling brand guidelines.

### Vendor Relations

The Lottery recognizes that a responsible gambling approach should be incorporated across all lines of business activities to safeguard the interest of the players and at the community in general. We believe a shared responsibility with our vendors supporting problem gambling awareness is essential to our success.

- Brief all relevant vendors on the Lottery's priorities and initiatives related to responsible gambling.
- Request vendors to identify areas or initiatives where they can specifically contribute in support of advancing the Lottery's Responsible Gambling Initiative.
- Collaborate with contracted vendors on responsible gambling trends and best practices.
- Include expectations about vendor responsibilities in new contracts.

## Anticipated Outcomes

The Lottery's Responsible Gambling Plan intends to achieve the following outcomes:

- Achieve independent industry assessments and certifications for the Responsible Gambling Program.
- Apply evidence-based best practices to new and emerging technologies and responsible gambling practices.
- Provide individuals, communities, retailers, vendors, Washington's Lottery staff, and Lottery Commissioners with information and tools to help players (and potential players) make informed choices and enjoy games in a responsible way.
- Give Lottery players and their families knowledge on how to access treatment for problem gambling.
- Establish Responsible Gambling Program key performance metrics and performance goals and report them annually.

## Funding / Resources

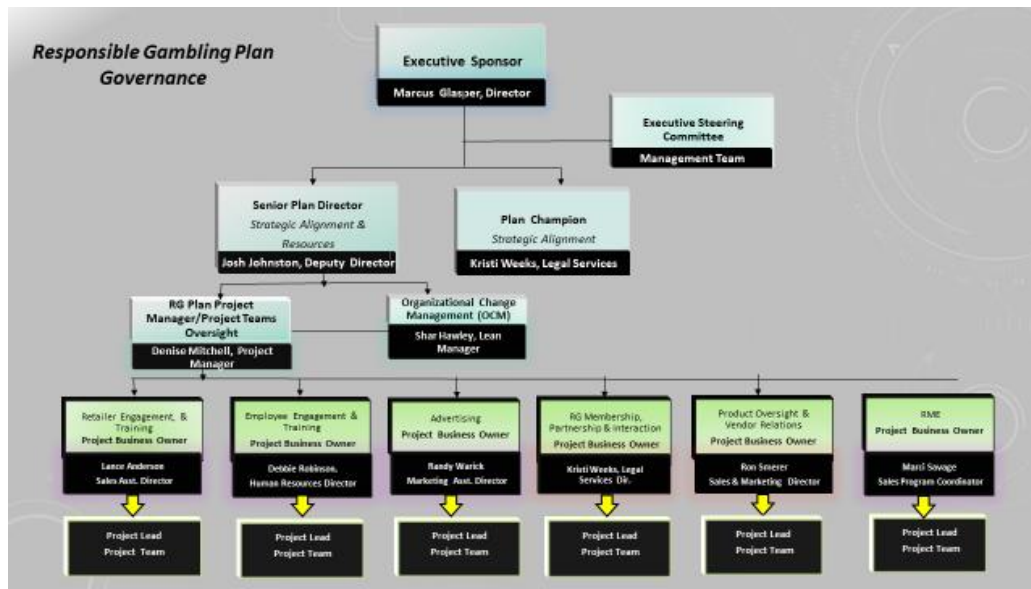
Washington's Lottery is legislatively mandated to provide 13/100 of 1% of net receipts to the state's problem gambling account, which is administered by the Washington State Health Care Authority.

Additional funds will be allocated to the Lottery's Problem Gambling Program, as appropriate, during the implementation of its strategies and as we gain a better understanding of the costs associated with various initiatives. The Senior Program Director, as noted in the chart below, has authority over the program's budget.

---



## Program Governance



## Organizational Change Management

The role of responsible gambling organizational change management (OCM) within the Responsible Gambling Plan Project/Initiative is to help manage the people side of the project. OCM will focus on identifying and managing communications with a wide array of internal and external stakeholders, employees, and customers that will be impacted by the project. Project business owners will incorporate OCM recommendations, as outlined in the RGP OCM Plan, into their communication activities where applicable.

The primary objective of these efforts will be to ensure:

- Stakeholders feel informed, prepared, trained, and ready to participate in a successful implementation.
- Employees adopt new skills and develop new capabilities.
- Customers value and appreciate the features that the program offers.

Washington's Lottery will use the Prosci's ADKAR method for change management with recommended communications outlined for each stage of the method.

- ❖ **Awareness** of the need to change
- ❖ **Desire** to participate and support the change
- ❖ **Knowledge** about how to change
- ❖ **Ability** to implement new skills and behaviors
- ❖ **Reinforcement** to keep the change in place

## From the Director's desk...

*Washington's Lottery recognizes that demonstrating social responsibility in all of our activities is an important component in our overall success. This is why we have identified promoting responsible gaming as a key objective in our 2018-2020 and 2020-2022 Strategic Business Plans in support of operational excellence. We know that instituting responsible gambling best practices into our operations will only strengthen our goals and help us successfully achieve our vision.*

*We have continued to achieve great success in raising revenue for our state's beneficiaries and we're on a solid path to achieve even more. I strongly believe that in our quest to do even more great things, we must maintain a balance between pursuing economic performance and supporting the general welfare of society. It is no secret that we are in the gambling industry so it is incumbent upon each of us to be cognizant of the potential impacts on those we serve. It's the right thing to do!*

*I am honored that we have received "Verified Status" in the NASPL/NCPG Responsible Gambling Verification Program at the Planning Level, which affords us the opportunity to learn from others and incorporate responsible gambling best practices in the work we do.*

*I am proud of the team that has worked so hard to put this plan together. It will take us to the next level and I am excited about the opportunity to advance our efforts in promoting responsible game play so that our players can be lifelong financially healthy consumers of lottery games.*

Marcus J. Glasper  
Director

