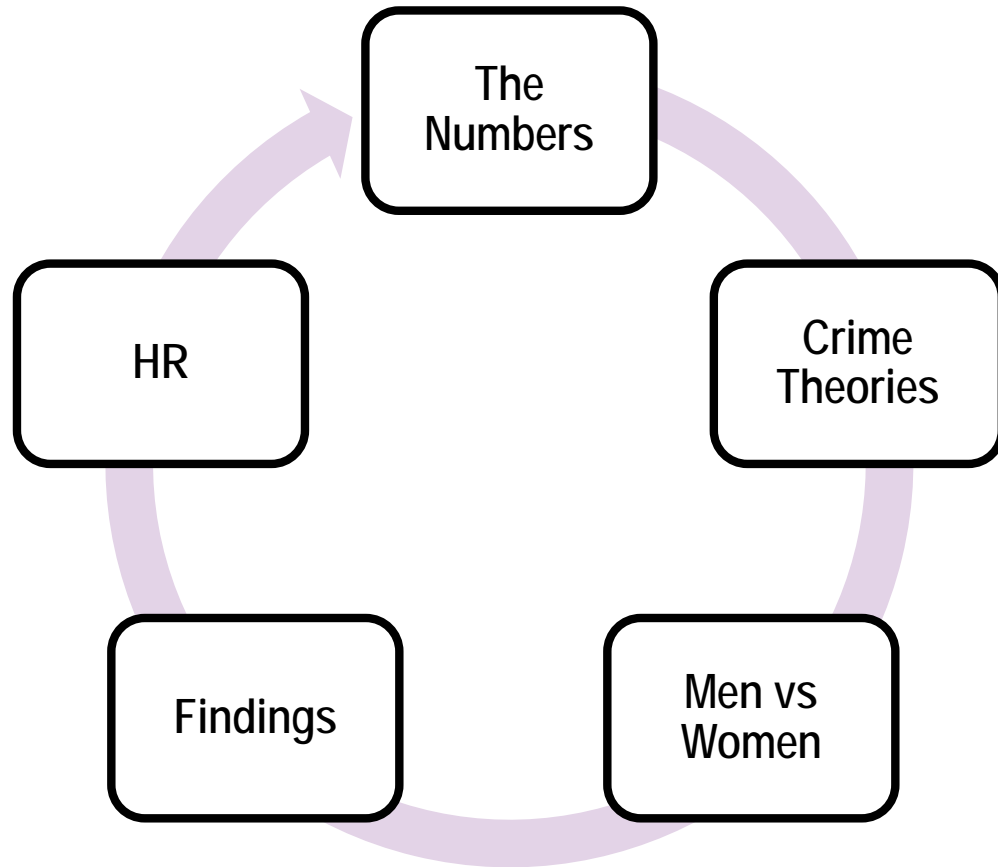
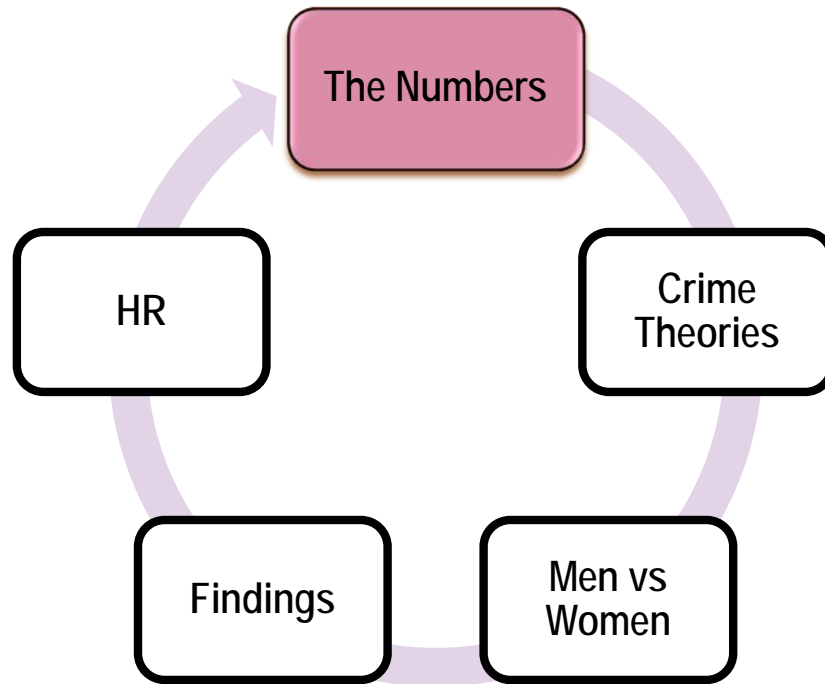


CASINO EMPLOYEE CRIME: EQUAL OPPORTUNITY THREAT?

- ◉ Patterns of Offending
- ◉ Gender Crime Theories
- ◉ HR Implications

Terry Dalton
University of California, Irvine





About the Data

- ◉ Sources

- ◉ Aggregated

IF YOU LIVE IN NEVADA

- ◉ Probability of Arrest for Theft
.004425

- ◉ Probability of Arrest for Theft Given you Work in a Casino
.00285

IF YOU WORK IN A NEVADA CASINO AND ARE ARRESTED FOR THEFT

- ◉ Probability at Games

.614

- ◉ Probability at Food & Beverage

.137

- ◉ Probability at Mgmt or Marketing

.133

- ◉ Probability at Cage

.116

AVERAGE DOLLAR LOSS

- ◉ Games

\$3563

- ◉ Food & Beverage

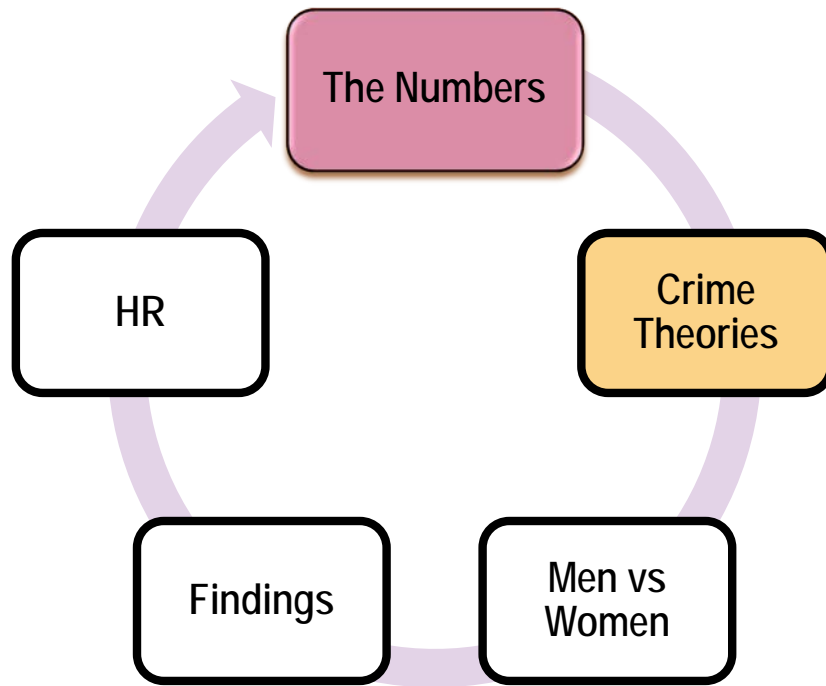
\$24,131

- ◉ Mgmt and Marketing

\$11,947

- ◉ Cage

\$9353

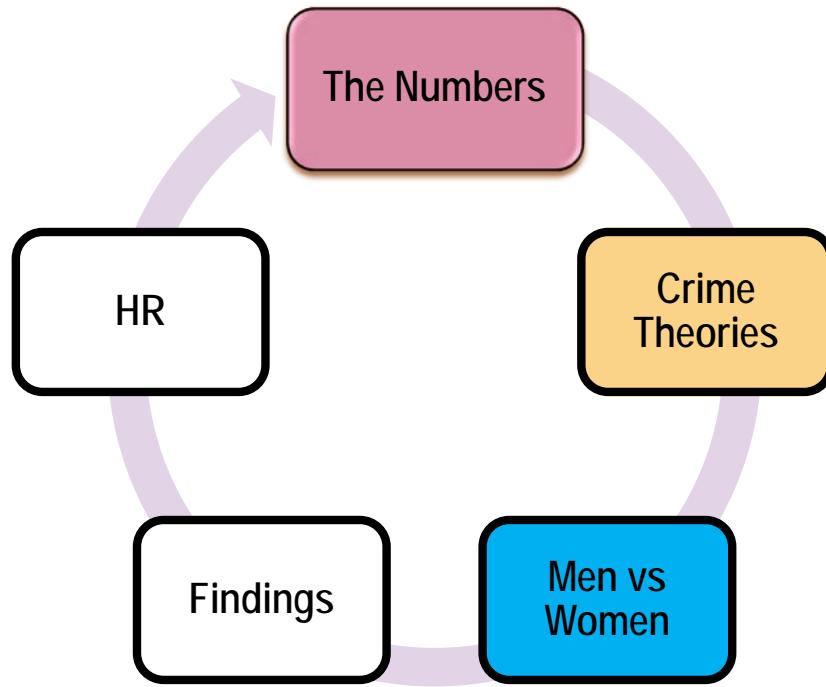


GENDER CRIME THEORIES

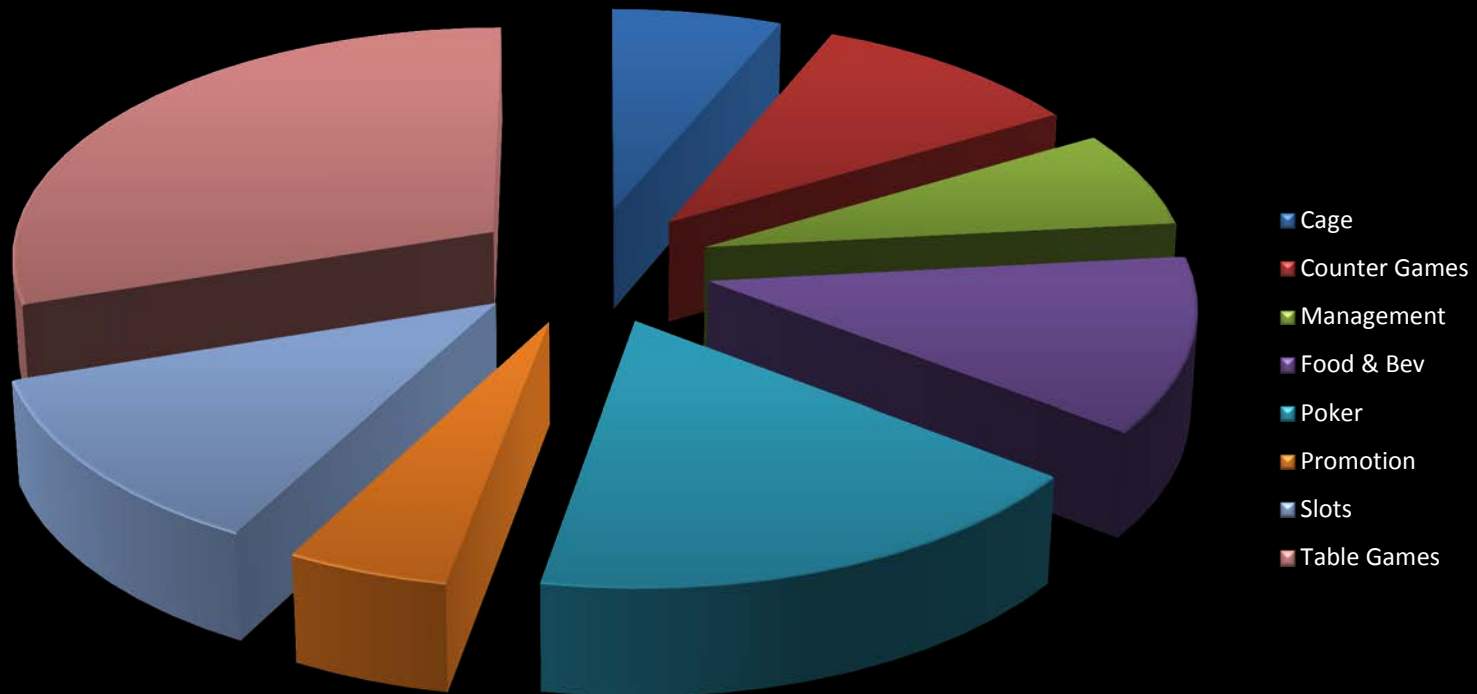
- ◉ Men offend at a much higher rate than women for all crime categories
 - Steffensmeier 1996
- ◉ One of the widely acknowledged facts in criminology is that males are overrepresented in crime statistics
 - Hickman and Piquero 2001
- ◉ The greatest predictor of crime is gender
 - Sharp et al 2005

WHY THE GENDER GAP IN CRIME

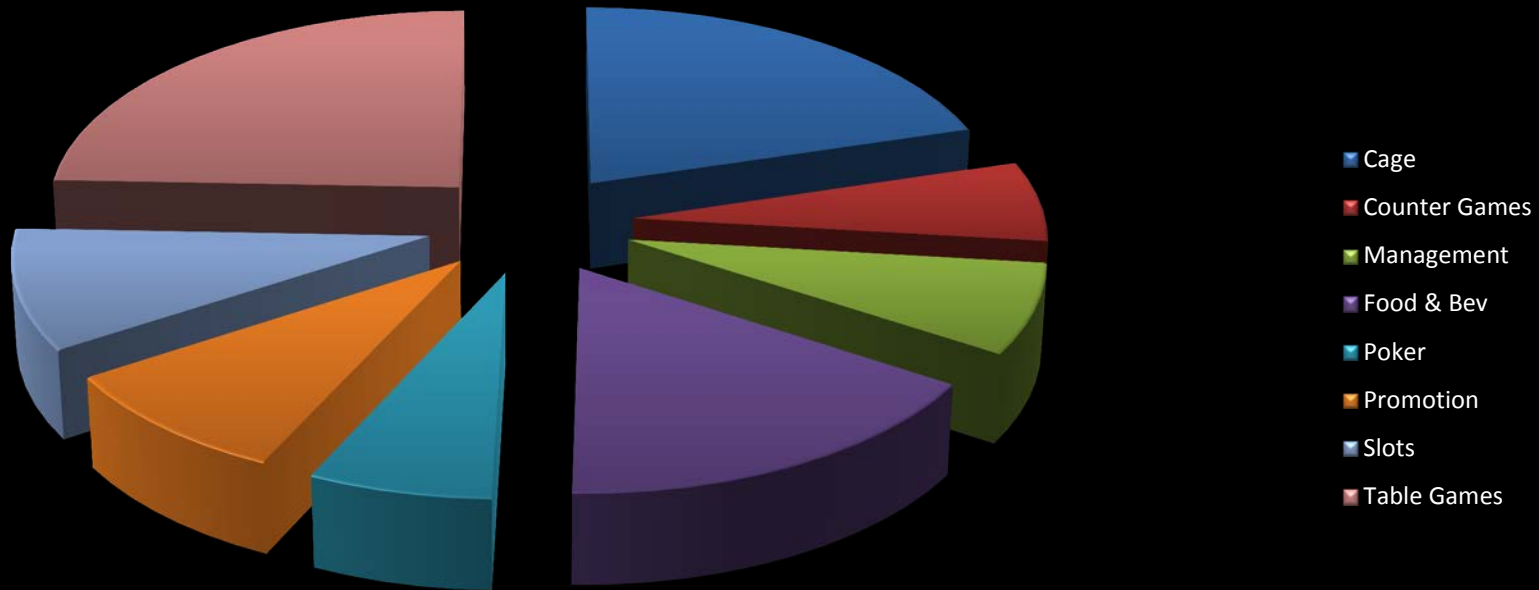
- ◉ Under Strain Theory, crime is response to strains in one's life
 - Inability to achieve goals of monetary success
 - Feelings of situational unfairness or unjustness
- ◉ It is not the strain that produces crime but the response to the strain
 - Men tend to respond to strain by getting angry and taking outward action
 - Women tend to respond to strain by getting fearful, having anxiety, guilt and taking inward action (self-destructive)



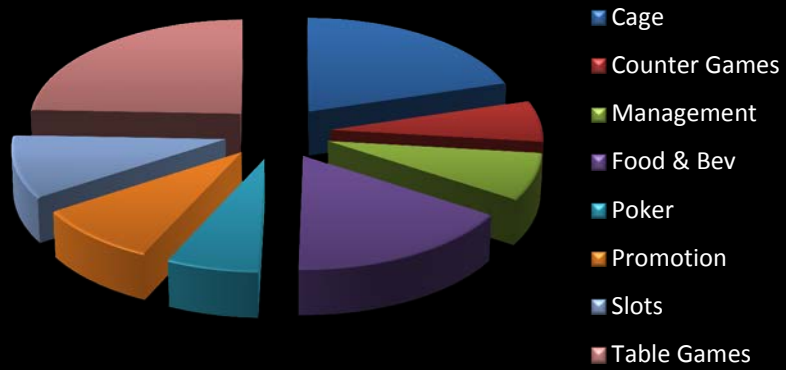
MEN



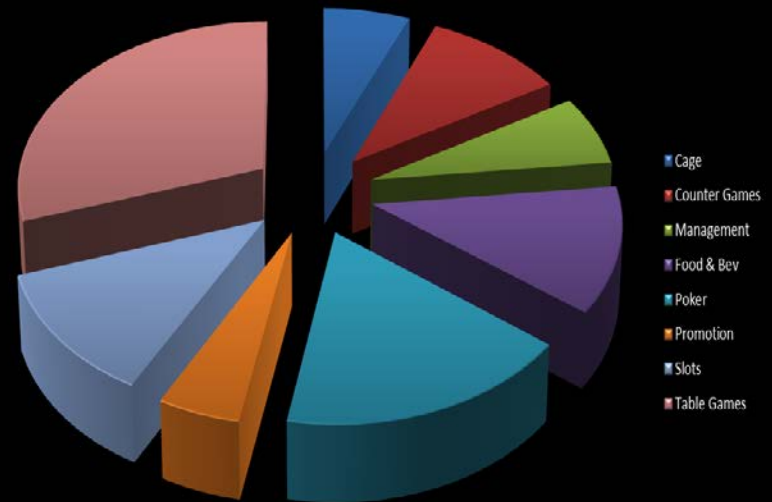
WOMEN



WOMEN



MEN



MEN VERSUS WOMEN - ALL CASINOS

THEFT ARRESTS

⦿ GAMES*:	Men .44	Women .18
⦿ FOOD and BEVERAGE:	Men .08	Women .06
⦿ CAGE:	Men .04	Women .08
⦿ MGMT and MARKETING:	Men .07	Women .06

*significant <.01

WOMEN VERSUS MEN AVERAGE DOLLAR LOSS

- ◉ Games

\$3290 (W) \$3673 (M)

- ◉ Food & Beverage

\$2277 (W) \$41,614 (M)

- ◉ Mgmt

\$5550 (W) \$32,251 (M)

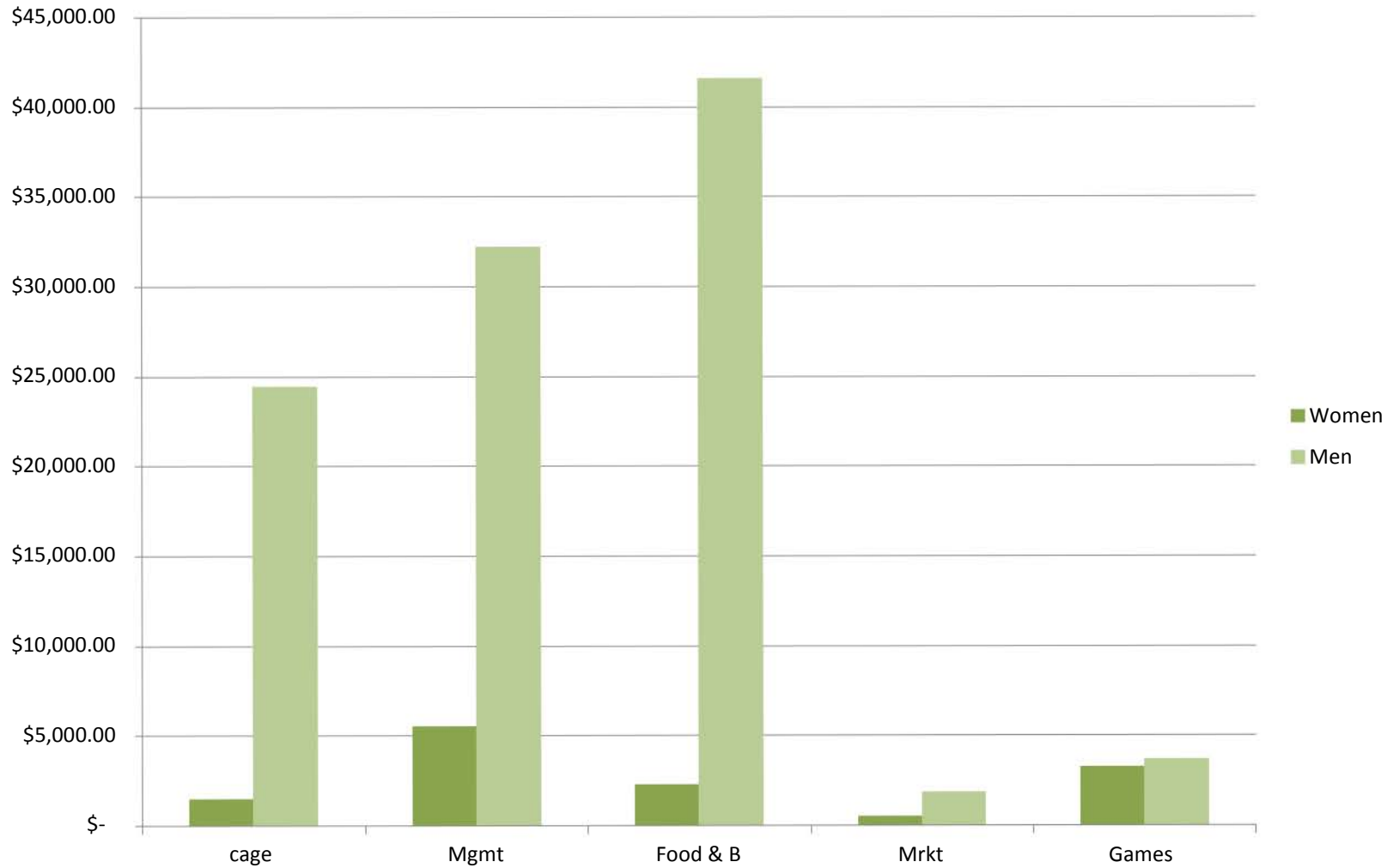
- ◉ Marketing

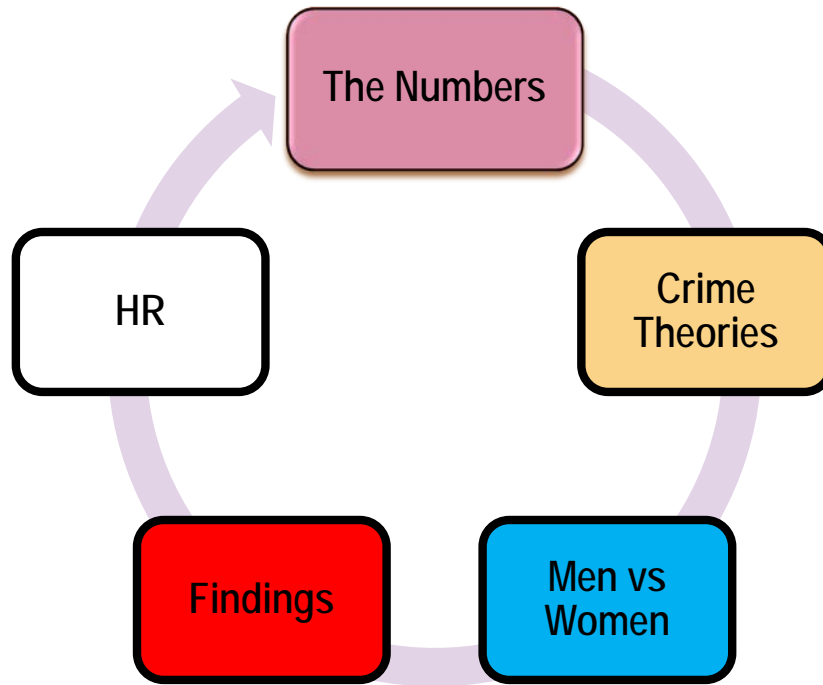
\$514 (W) \$1856 (M)

- ◉ Cage

\$1495 (W) \$24,463 (M)

WOMEN VERSUS MEN AVERAGE DOLLAR LOSS





CASINO ENVIRONMENT AND EMPLOYEE CRIME

- Employees are watched closely (without surveillance needing probable cause) yet many are unaware until caught
- Employees are surrounded by lots of money and money being spent on non-necessities, *frivolous* expenditures
- Many make low hourly wages and must interact with customer that make large sums
- Economic inequalities are in their face everyday

GENDER GAP IN NUMBER OF GAMES THEFT

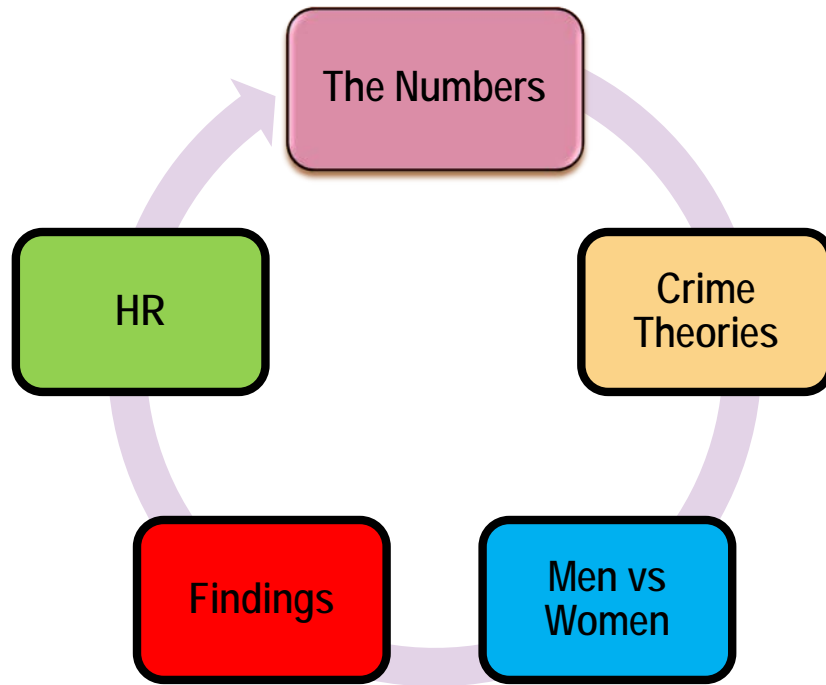
- ◉ This type of theft tends to be more easily observable
- ◉ Higher risk associated, higher payoff
- ◉ Men greater risk takers and anger reduces inhibitions, women are risk adverse and inequality anger doesn't propel them into action
- ◉ Despite a similar gender employment, games (particularly poker) draw more men

WHY NO GENDER GAP IN NUMBER OF OTHER CASINO THEFT

- ◉ Food and Beverage
 - Little theft (free drink) leads to culture of theft, less constant watching, Most occurs in retail outlets where cash is exchanged and record keeping policies weak
- ◉ Cage
 - Surrounded by money and see total winnings of some customers, injustices may tip women into risk taking
- ◉ Management and Marketing
 - Access to information about high betting customers, injustices may tip women into risk taking, anger lowering inhibitions

CASINO ENVIRONMENT AND EMPLOYEE CRIME - SURVEILLANCE MANAGEMENT THEORIES

- ◉ Everyone is capable of theft and would steal if you don't keep an eye in them
- ◉ Casinos invite customers in with their opulence and surroundings into a world that can't be afforded by most - employees are not immune to this pressure
- ◉ Men steal for the thrill and women often do it to take care of children at home
- ◉ Employees in casinos are drawn to this underbelly of society, theft is a natural part



OVERALL THEFT RATE IN CASINOS VERSUS IN STATE

.23%

.44%

- ◉ All individuals (some unemployed) in Casino, all employed
- ◉ Eye in the sky would likely produce much larger numbers in the state

GENDER CRIME THEORIES

- ◉ Men offend at a much higher rate than women for all crime categories
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GENDER CONSIDERATION

- ◉ Women in Marketing the least costly - \$514
- ◉ Men in Food & Beverages the most costly - \$41,614
- ◉ Women consistently steal less on average, total loss is less
- ◉ Some of pressure for women come from children
- ◉ Men steal close to the same amounts as women when they are watched

HR IMPLICATIONS

- ⦿ Tighten record keeping policies where cash is exchanged
- ⦿ Better training to reveal surveillance capabilities
- ⦿ Recognize the inequities and communicate understanding of challenges
- ⦿ Recognize employees doing the 'right' thing, find ways to develop a culture of virtue in a sea of vice

THANK YOU

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