



## Responsible Gaming Operations Manager

### Crown Melbourne Position Description

Position Number		Department	Responsible Gaming
Position Title	Responsible Gaming Operations Manager	Location	Operations, Corporate
Reports To (role)	General Manager Responsible Gaming	Last Modified	20 January 2014
Number of Direct Reports	6	Number of Indirect Reports	0
VCGLR Licences Required	Category A	Role Breadth	Property wide

#### Position Summary

Reporting to the General Manager Responsible Gaming, the Responsible Gaming Operations Manager is responsible for the operational coordination and administration of the Responsible Gaming Support Centre ('RGSC') with a particular focus on:

- Ensuring that the RGSC reflects the strategic direction of the business with regard to Responsible Gaming.
- Ensuring all staff of the RGSC promote the principles of Responsible Gaming throughout the business, through rigorous process of recruitment and training.
- Responsible for influencing and persuading all areas of the business as to the philosophies of Responsible Gaming at Crown Melbourne.
- Drive a culture of exemplary customer service while implementing difficult applications of Responsible Gaming
- Achieving congruence between Crown's commitment to excellence in customer service and implementation of Responsible Gaming through the management of customer's expectations.

The Responsible Gaming Operations Manager is additionally responsible for initiating opportunities to promote Responsible Gaming within Crown through the establishment of relationships with key operational staff and capitalising on opportunities to promote Responsible Gaming through the business.

The strategic overview of this role is to ensure that all activities within the RGSC are mindful of the protection of Crown. The Responsible Gaming Operations Manager may act in and be responsible for General Manager Responsible Gaming duties in accordance with Business requirements.

#### Key Result Areas

Key Position Accountabilities	% of Role	Key Activities and Tasks	Outputs & Measures
<b>People Management and Leadership</b>	25%	<ul style="list-style-type: none"> <li>• lead and influence direct reports</li> <li>• Performance management of direct reports</li> <li>• Management of leave applications of direct reports</li> <li>• Develop engagement through rostering</li> <li>• Ensure staff maintain an up to date knowledge of responsible gaming practice</li> <li>• Direct reports deliver services in accordance with Crown Service Values 'Exceptional Standards – Outstanding Service'</li> </ul>	<ul style="list-style-type: none"> <li>• RGSC monthly roster</li> <li>• Team KPOs</li> <li>• Team PDPs</li> <li>• Interim reviews</li> <li>• Year end reviews</li> <li>• Year end performance ratings</li> <li>• Process leave requests</li> <li>• Monitor service delivery</li> <li>• Performance ratings of direct reports</li> <li>• Absenteeism of direct reports</li> <li>• Turnover of direct reports</li> <li>• Achievement of team KPOs</li> <li>• Leave balances of direct reports</li> </ul>

		<ul style="list-style-type: none"> <li>• <i>Provide an environment that produces and encourages the development of knowledge, excellence and Responsible Gaming expertise</i></li> <li>• <i>Timely response to queries that is responsive to the business needs</i></li> </ul>	<ul style="list-style-type: none"> <li>• RGSC fully staffed</li> <li>• Positive customer service delivered, feedback received</li> </ul>
<b>Operational management</b>	25%	<ul style="list-style-type: none"> <li>• Conduct and/or participate in Responsible Gaming departmental briefings</li> <li>• Be on call 24/7 to provide guidance and advice to Responsible Gaming Liaison Officers ('RGLOs')</li> <li>• Manage VIP meetings</li> <li>• Monitor condition of RGSC plant and equipment</li> <li>• Report to General Manager Responsible Gaming on team performance</li> <li>• Report to General Manager Responsible Gaming on RGSC issues</li> <li>• Review Daily Operations Reports from RGSC and Security and resolve issues appropriately</li> <li>• Alternate member of the Emergency/Crisis Management Team (act in place of General Manager Responsible Gaming if required)</li> <li>• Complete RGLO shifts as required</li> <li>• Security Information Unit Recommendations and support</li> <li>• Deliver Responsible Gaming Training as required</li> </ul>	<ul style="list-style-type: none"> <li>• RGSC briefings</li> <li>• Practical advice given to RGLOs</li> <li>• Available for contact</li> <li>• VIP meetings conducted regularly</li> <li>• Recommendations made to General Manager Responsible Gaming regarding purchase of new equipment</li> <li>• Information regarding staff and operations provided to General Manager Responsible Gaming</li> <li>• Participate in Emergency/Crisis Management Team training activities and live operation (if required)</li> <li>• Participate in Emergency Management Team training activities and live operation (if required)</li> <li>• Shifts completed</li> <li>• RGAW assistance provided</li> <li>• Availability to direct reports</li> <li>• Business feedback</li> <li>• Customer feedback (customer comment forms)</li> <li>• Feedback from manager</li> <li>• Reports provided</li> <li>• Implementation of recommendations</li> <li>• RGLO shift covered</li> <li>• Responsible Gambling Awareness Week successfully implemented</li> <li>• Training delivered</li> </ul>
<b>Technical and Compliance</b>	20%	<ul style="list-style-type: none"> <li>• Manage the Self Exclusion process</li> <li>• Manage Self Exclusion Revocation process and Chair meetings</li> <li>• Attend professional briefings on Responsible Gaming research and/or service product launches as available</li> <li>• Participate in RG Corporate working groups</li> <li>• Manage RGSC access to software and/or Responsible Gaming computer storage drives</li> <li>• Participate in development and readiness of the Corporate Crisis Centre ('CECC')</li> <li>• Knowledge expert regarding provision of advice to the business</li> <li>• Compile Crown Resorts Responsible Gaming Committee Board statistics and assist in the preparation of documentation</li> <li>• Assists in the preparation and delivery of reports to the Responsible Gaming Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Self-Exclusion report</li> <li>• Maintain safe working environment</li> <li>• Record of attendance at professional development sessions</li> <li>• Record updates compliant with RSG legislative requirements</li> <li>• Completion of online access forms as required</li> <li>• Regular mock training session of CECC set up</li> <li>• Self-exclusion process in line with requirements</li> <li>• RGSC statistics</li> <li>• Successful implementation of new RSG legislative requirements</li> <li>• Number of employee and/or customer injuries</li> <li>• All employees have required PC access</li> <li>• CECC ready and functional at all times</li> <li>• Crown Melbourne is provided with advice as required and requested</li> <li>• Accurate statistics and reports provided</li> <li>• Accurate reports provided and meetings attended</li> </ul>

<b>Strategic Planning</b>	10%	<ul style="list-style-type: none"> <li>Assist the General Manager Responsible Gaming with projects as required (e.g. creation of new RSG collateral, creation of position papers, reports on RSG initiatives etc.)</li> <li>Monitor new research and offer recommendations for adaptation to RGSC, Responsible Gaming Department and/or Crown Melbourne / Crown Resorts as a whole</li> <li>Develop, discuss and collaborate ideas that improve responsible gaming services and programs and monitor and evaluate outcomes</li> <li>Assist the GM – Responsible Gaming with the implementation and review of Responsible Gaming Awareness Week</li> <li>Assist the GM – Responsible Gaming with the annual review of the Responsible Gambling Code of Conduct, including surveys and reporting to the VCGLR</li> </ul>	<ul style="list-style-type: none"> <li>Policy and procedure recommendations made as appropriate</li> <li>Business proposals submitted to General Manager Responsible Gaming</li> <li>Employee awareness of current policies and procedures</li> <li>Implementation and evaluation of proposals</li> </ul>
<b>Relationship Building</b>	10%	<ul style="list-style-type: none"> <li>Develop and maintain effective relationships with relevant Crown Stakeholders</li> <li>Foster mutually beneficial relationships with external service providers</li> <li>Attend RSG professional development sessions and/or industry conferences as required</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of Professional Development sessions for other service providers</li> <li>Summaries of information presented at conferences</li> <li>Report findings to GM Responsible Gaming</li> <li>Adaptation of other services for use in Responsible Gaming and/or the RGSC</li> <li>Adaptation of findings from industry conferences</li> </ul>
<b>Financial</b>	5%	<ul style="list-style-type: none"> <li>Monitor RGSC expenditure and explore opportunities to minimize costs</li> <li>Participate in Responsible Gaming department business planning</li> </ul>	<ul style="list-style-type: none"> <li>Provide General Manager Responsible Gaming with recommendations regarding departmental expenditure</li> <li>Responsible Gaming department expenditure</li> <li>Business Planning recommendations and participation</li> </ul>
<b>Health and Safety</b>	5%	<ul style="list-style-type: none"> <li>Adhere to CrownSAFE policy, procedures and systems relating to health and safety</li> <li>Take reasonable care for own and others health and safety;</li> <li>Cooperate with Crown in relation to actions taken to comply with Occupational Health &amp; Safety Legislation</li> <li>Not wilfully or recklessly interfere with or misuse anything provided in the interest of health, safety and welfare</li> <li>To inform the appropriate manager of any health &amp; safety problem or defect which may give rise to danger and reporting promptly any incident which may occur</li> </ul>	<ul style="list-style-type: none"> <li>Hazards/Incidents reported immediately</li> <li>Performance management</li> <li>Participation in safety committees, workplace inspections, risk assessments etc.</li> <li>Training records</li> </ul>

#### Qualifications and Experience

Qualifications	<ul style="list-style-type: none"> <li>• Tertiary qualification highly desirable</li> <li>• Training qualification highly desirable</li> <li>• Leadership qualification highly desirable</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Management experience</li> <li>• Experience in a Responsible Gaming role</li> <li>• Gaming experience preferred</li> <li>• Experience working in a highly regulated environment (preferably gaming related)</li> <li>• Strong Customer service background</li> </ul>

### Skills and Knowledge

Skill or Knowledge Area	Proficiency Required	Why is this required
Gaming	Advanced	Understanding of customer involvement and environment
Responsible Gaming	Advanced	Investigating and implementing world's best practice in Responsible Gaming
Communication	Advanced	Regular interaction with customers, staff and others from diverse cultural backgrounds
Customer Service	Advanced	Monitor RGSC service delivery
Problem Solving	Advanced	Regular interpretation of existing rules and procedures
Compliance	Advanced	Adherence to legislative requirements
Training	Train Small Groups	Regular facilitation of training and professional briefing sessions
Microsoft Office Suite	Intermediate	Creation and maintenance of databases, rosters etc.

### Key Relationships/Interactions

Role	Internal/External	Frequency	Purpose/Nature of Contact
General Manager Responsible Gaming	Internal	Daily	Receive guidance and feedback. Provide information and recommendations
Responsible Gaming Psychologists	Internal	Daily	Receive advice regarding Responsible Gaming issues
Chaplain	Internal	Daily	Receive information regarding Responsible Gaming issues
Responsible Gaming Liaison Officer	Internal	Daily	Provide guidance, feedback and support
Responsible Gaming Office Coordinator	Internal	Daily	Provide guidance, feedback and support
Managers for Table Games, Gaming Machines, Security Services, Surveillance, Cage & Count, Customer Relations, Compliance, Internal Audit, Legal & Regulatory, Human Resources	Internal	Fortnightly	Regular meetings and coordination of Responsible Gaming matters
Crown management and staff	Internal	As needs	Regular meetings and coordination of Responsible Gaming matters
Legal Managers	Internal	Weekly	seeking advice and interpretation
Gambler's Help	External	Monthly	Discuss Responsible Gaming initiatives and build professional relationships
External gaming providers and regulators	External	Monthly	Discuss Responsible Gaming initiatives and build professional relationships
Victorian Commission for Gambling and Liquor Regulation	External	Monthly	Delivery of Self-Exclusion statements, act as contact point for Responsible Gaming queries, other discussion as required
Crisis Management Team	Internal	Bi-annually	Participate in training activities and live situations as appropriate
Emergency Management Team	Internal	Bi-annually	Participate in training activities and live situations as appropriate

### Decision Making and Advice

Decisions this role makes alone	<ul style="list-style-type: none"> <li>• RGSC Operational decisions</li> <li>• RGSC leave approvals</li> <li>• Recommendation for Issuance of Exclusion Orders</li> </ul>
Decisions this role makes under guidance	<ul style="list-style-type: none"> <li>• KPO/KPI for direct reports</li> <li>• Budgetary</li> <li>• RGSC briefing content</li> </ul>
Advice/Recommendations this role provides	<ul style="list-style-type: none"> <li>• Recommendation of Withdrawal of Licence / Exclusion orders / Alert Notices</li> <li>• Policy and/or procedural changes</li> <li>• Departmental training requirements</li> <li>• Other recommendations as requested by General Manager Responsible Gaming</li> </ul>
Decisions this role escalates	<ul style="list-style-type: none"> <li>• Exclusion/WOL involving high profile customers</li> <li>• Approval of Capital Expenditure</li> </ul>

### Financial Impact and Accountability

Direct Financial Accountability	<ul style="list-style-type: none"> <li>• Non-Gaming Complimentary budget</li> <li>• RGSC Expenditure (incl. Food and Beverage)</li> </ul>
Indirect Financial Influence (optional)	<ul style="list-style-type: none"> <li>• Responsible Gaming department budget</li> <li>• Capital Expenditure</li> </ul>

### Other Information

The Responsible Gaming Operations Manager regularly interacts with customers and staff experiencing various levels of distress. It is imperative that strict levels of confidentiality are maintained at all times.

The Responsible Gaming Operations Manager regularly interacts with external stakeholders and maintains appropriate discretion and confidentiality.

**Organisational Chart**

