



## Group General Manager Responsible Gaming

### Position Description

|                              |  |                            |                     |
|------------------------------|--|----------------------------|---------------------|
| Position Number              |  | Department                 | Responsible Gaming  |
| Position Title               | Group General Manager Responsible Gaming | Location                   | Melbourne and Perth |
| Reports To (role)            | Chief Legal Officer – Australian Resorts | Last Modified              | June 2019           |
| Number of Direct Reports     | 6  | Number of Indirect Reports | 25                  |
| VCGLR/DRGL Licences Required | Category A/Key Employee                  | Role Breadth               | Australian Resorts  |

### Position Summary

Reporting to the Chief Legal Officer – Australian Resorts, the Group General Manager Responsible Gaming is responsible for:

- The planning, development and implementation of strategies and initiatives of the operational suite of Responsible Gaming services in order to meet the specific key business objectives, legislative requirements and to ensure that Crown Australian Resorts provide for a safe and responsible gaming environment that supports the premise of harm minimisation.
- Championing the Crown brand through promoting Crown as a responsible corporate citizen, promoting responsible gaming awareness and harm minimisation, building key relationships with internal stakeholders and key external bodies and stakeholders, and managing customer relations with respect to responsible gaming programs.
- The management and leadership of the Responsible Gaming teams in Melbourne and Perth and oversight of all Responsible Gaming Department matters including; budget, resource and operational requirements.
- Providing support to Crown's other assets as and when required, including the development of a Responsible Gaming framework in Crown Sydney.

### Key Result Areas

| Key Position Accountabilities              | % of Role | Key Activities and Tasks   | Outputs & Measures   |
|--|-----------|--|--|
| <b>Customer Service and Operations</b>     | 15%       | Lead the delivery of an accountable and customer focused culture and work climate in Responsible Gaming.<br><br>Identify, develop and implement relevant new service strategies with a view to delivering appropriate services and programs based on experience and evidence based research. | Responsible Gaming staff deliver services in accordance with Crown Service Values and the Responsible Gambling Code of Conduct/Practice'. The Responsible Gaming Centres are appropriately resourced delivering responsible gaming programs, services and innovation; programs delivered and reviewed as required, innovations developed and implemented; positive customer, employee and service provider feedback. |
| <b>Employee Management and Development</b> | 15%       | Manage, coach and develop direct reports to ensure performance and succession requirements are met.<br><br>Create an environment of involvement, openness and respect with visible leadership to ensure a cohesive team.   | Ensure ongoing staff development, PMS completion and continued succession planning; PMS delivered and on time, regular discussion with direct and indirect reports<br><br>Visible leadership demonstrated, high levels of  |

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|  |     | Ensure the effective implementation of the Performance Management System (PMS), and employees receive appropriate feedback in an honest and timely manner.   | engagement achieved, regular formal and informal contact with entire team.  |
| <b>Communication and Influence</b>     | 20% | <p>Ensure appropriate interpersonal style and communication methods are used to gain support for key initiatives and programs and their successful implementation.</p> <p>Ensure that all relevant parties are informed of initiatives and that information is communicated and delivered in a manner consistent with established objectives and expectations.</p> <p>Maintain relationships with all relevant business units with the view of identifying, developing and implementing activities which enhance Responsible Gaming objectives.</p> <p>Manage and oversee external stakeholder relationships including Government bodies; Peak bodies and relevant Welfare organisations. To ensure positive business outcomes and Crown profile.</p> <p>Participation in Crown Resorts Limited matters relating to Responsible Gaming.</p>                                      | <p>Regular interaction with employees from various levels in relevant departments including face to face, employee briefings, management meetings, presentations; evaluation meetings and survey feedback.</p> <p>Using existing communication channels, employee and management meetings, driving objectives via the Responsible Gaming Team; employee and management feedback verbal, and via surveys.</p> <p>Chairing Responsible Gaming Management Committee meetings, input in relevant management meetings; enhanced responsible gaming awareness for relevant Crown employees, feedback and surveys.</p> <p>Regular contact and attendance at relevant committee and working group meetings, briefings to relevant management and Responsible Gaming Team; awareness of current and emerging issues and recommendations for response internally and externally.</p> <p>Prepare information and report to the Crown Resorts Limited Responsible Gaming Committee; present responsible gaming information to various groups; provide information and feedback.</p> |
| <b>Strategic and Business Planning</b> | 20% | <p>Identify, develop and implement strategic plans based on an understanding of government, community and industry trends.</p> <p>Ensure targets are achieved through development of capital and operating budgets, policies and procedures, and action plans.</p> <p>Ongoing management and oversight of the Responsible Gaming Department budget to ensure accurate monthly forecasting and expenditure reporting.</p> <p>Thought leadership and the ongoing identification, trial and implementation of responsible gaming practice to ensure Crown maintains its status as a world leader in responsible gaming.</p> <p>Ensure that Crown Melbourne and Crown Perth are aligned in responsible gaming practice where possible; any differences explored and if maintained, explained.</p> <p>Development of an appropriate plan for the Responsible Gaming team in Crown</p> | <p>Prepare summaries and recommendation papers and implement strategies as approved; effective implementation, feedback obtained by relevant parties, external acknowledgement.</p> <p>Budget developed to ensure delivery of services and innovations; within budget and unforeseeable expenses accounted for.</p> <p>Maintenance of responsible gaming initiative information and Board reports. Practice identified, trialed and implemented where applicable.</p> <p>Identification of non-alignment and development of strategy and submission of practical solutions.</p>   |

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|                                    |     | Sydney.<br><br>Planning the Responsible Gaming framework for Crown Sydney.   |   |
| <b>Crown Procedural Compliance</b> | 15% | Ensure that the Responsible Gaming Departments meet their regulatory obligations through adhering to relevant policies and procedures, expectations and regulatory and legal requirements<br><br>Oversee the development and implementation of policies and procedures that ensure regulatory and legal requirements are met and adhered to.<br><br>Ensure that own behaviour complies with legislative and Crown requirements through following all relevant Crown policies and procedures. | Establishment and ongoing maintenance of relevant policies and procedures and audit and review programs; policies and procedures reviewed and audit and review programs with positive outcomes meeting regulatory needs, no sanctions by regulator. |
| <b>Project Management</b>          | 10% | Manage or oversee key projects ensuring they are managed effectively and completed within agreed timeframes and budgets.<br><br>Seek information from a variety of sources to facilitate effective planning, decision making and problem solving.  | Projects are delivered according to scope and budget in designated time frames; evaluation and ongoing review.<br><br>Regular contact with relevant sources internally and externally.  |
| <b>Health and Safety</b>           | 5%  | Ensure a healthy and safe environment for employees through communicating health and safety standards to team members, ensuring compliance, and encouraging others to proactively contribute to identifying and minimisation of workplace hazards.   | Relevant policies and processes followed, promotion of opportunities to raise issues and contribute to solutions.   |

#### Qualifications and Experience

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| Qualifications | <ul style="list-style-type: none"> <li>Tertiary qualification highly desirable</li> </ul>  |
| Experience     | <ul style="list-style-type: none"> <li>Five years' experience in a senior management/Leadership role, preferably in a Casino or Hospitality environment</li> <li>Management and leadership of diverse groups</li> <li>Demonstrated ability to work with Government and Community Groups</li> </ul> |

#### Skills and Knowledge

| Skill or Knowledge Area   | Proficiency Required | Why is this required   |
|---|----------------------|--|
| External stakeholder management including government, regulatory and community groups | Advanced             | To ensure Crown's engagement contributes to leadership status in relation to responsible gaming.   |
| Networking and relationship building skills   | Advanced             | To ensure open channels of communication with relevant stakeholders to effectively communicate Crown's commitment to responsible gaming. |

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| Understanding of gaming and casino operations                   | Intermediate | To deliver responsible gaming programs, services and develop recommendations that complement Crown operations   |
| Knowledge of Responsible Gaming practice and information        | Advanced     | To provide information and assistance to relevant internal stakeholders, develop recommendations and strategy and ensure emerging issues are identified                   |
| Strong customer service focus with an emphasis on customer care | Advanced     | To ensure responsible gaming program and service delivery is of the highest standard of customer care   |
| Sound understanding of Compliance and Regulatory processes      | Advanced     | To ensure applicable regulatory requirements are met and relevant audits conducted in line with relevant Acts, Regulations, Ministerial Directions, VCGLR/DRGL Guidelines |
| Presentation skills   | Advanced     | Internal and external responsible gaming presentations able to be delivered ranging from Minister/Board level to employee level with a wide range of audience size        |

#### Key Relationships/Interactions

| Role   | Internal/External | Frequency             | Purpose/Nature of Contact   |
|--|-------------------|-----------------------|---|
| Chief Legal Officer<br>Australian Resorts and other  | Internal          | Weekly/Daily          | Direct Manager<br>High level operational issues<br>Responsible Gaming Strategy<br>Reporting on working group and committee matters                          |
| Executive level Gaming Management  | Internal          | Bi-Monthly            | Responsible Gaming Management Committee<br>Code of Conduct matters<br>High level operational matters  |
| Group General Manager<br>Regulatory and Compliance   | Internal          | Weekly/Daily          | Compliance matters<br>Code of Conduct matters   |
| Responsible Gaming Team  | Internal          | Daily                 | Operational matters<br>Responsible Gaming emerging issues<br>Provide management coaching<br>Leadership, strategic issues<br>Code of Conduct matters         |
| Chaplain   | Internal          | Weekly/Daily          | Contract controller for Chaplaincy Support Service  |
| Crown management and employees   | Internal          | Monthly               | Responsible Gaming meetings and matters<br>Emerging issues<br>Feedback in relation to Responsible Gaming Department and programs<br>Code of Conduct matters |
| Responsible Gambling Ministerial Advisory Council meetings and working groups and committees | External          | Bi-Monthly            | Working group/Committee meetings<br>Represent Crown contribution  |
| Victorian Responsible Gambling Foundation  | External          | Monthly               | Meetings<br>Steering Committees<br>Represent Crown contribution   |
| VCGLR/DRGL/GWC   | External          | Monthly/<br>Quarterly | Code of Conduct and other matters as they arise   |
| Gambler's Help, and other community groups and support services                              | External          | Monthly               | Meetings<br>Emerging issues<br>Conferences  |

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|             |          |                       | Code of Conduct matters                        |
| Peak Bodies | External | Monthly/<br>Quarterly | Meetings<br>Research advice<br>Emerging issues |

#### Decision Making and Advice

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|---|--|
| Decisions this role makes alone           | Financial decisions up to and including \$10,000<br>Operational policies and procedures<br>Employee management   |
| Decisions this role makes under guidance  | Implementation of Strategy<br>High level correspondence with government  |
| Advice/Recommendations this role provides | Responsible Gaming Strategy recommendations<br>Information and advice to operational working groups in relation to responsible gaming policies, procedures and standards |
| Decisions this role escalates             | Operational issues that have the real potential to have a legal or reputation impact   |

#### Financial Impact and Accountability

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|---|--------------------------------------|
| Direct Financial Accountability         | Responsible Gaming Department Budget |
| Indirect Financial Influence (optional) |                                      |

#### Other Information

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**Organisational Chart**

