



General Manager Responsible Gaming

Crown Position Description

Position Number		Department	Responsible Gaming
Position Title	General Manager Responsible Gaming	Location	Melbourne
Reports To (role)	Group General Manager Responsible Gaming	Last Modified	January 2020
Number of Direct Reports	13	Number of Indirect Reports	
VCGR Licences Required	Category A Perth Licence Sydney Licence	Role Breadth	Property-wide

Position Summary

Reporting to the Group General Manager Responsible Gaming, the General Manager Responsible Gaming is responsible for the operational management of the responsible gaming function and Crown Melbourne (**Crown**), including the Responsible Gaming Centre (**RGC**) with a particular focus on:

- Influencing the culture and values of the business as to the philosophies of Responsible Gaming at Crown;
- Ensuring that the RGC reflects and promotes the principles and strategic direction of the business with regard to responsible gaming and harm minimisation;
- Assist in the delivery of the Responsible Gaming Strategy and the ongoing development thereof;
- Drive a culture of exemplary customer service and continuous improvement;
- Ensuring 24/7 staffing of the RGC, and management and development of direct reports;
- Responsible for collaborating with management and staff throughout Crown Melbourne and Crown Perth, including the collation of regular reports and alignment of procedures in Responsible Gaming; and
- Development and maintenance of external stakeholders relevant to the RGC function.

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

The strategic overview of this role is to ensure that all activities relating to the operation of responsible gaming and within the RGC are mindful of the protection of Crown and its customers.

Key Result Areas

Key Position Accountabilities	% of Role	Key Activities and Tasks	Outputs & Measures
People Management and Leadership	25%	<ul style="list-style-type: none"> • Manage and lead direct reports • Performance management of direct reports including KPOs and performance goals for direct reports • Management of rostering and leave applications of direct reports • Design departmental training and development • Ensure staff maintain an up to date knowledge of Responsible Gaming practices • Provide an environment that produces and encourages the development of 	<ul style="list-style-type: none"> • RGC monthly roster • Team KPOs • Team Professional Development • Interim reviews • Full year reviews and performance ratings • Process leave requests and monitor leave balances and act as appropriate • Monitor service delivery • Management of absenteeism of direct reports • Turnover of direct reports • Achievement of team KPOs • RGC fully staffed

		<p>knowledge, excellence and Responsible Gaming expertise</p> <ul style="list-style-type: none"> • Timely response to queries that is responsive to the business needs • Direct reports deliver services in accordance with Crown Values 	<ul style="list-style-type: none"> • Positive customer service delivered, feedback received • Training designed and delivered • RG knowledge up to date
Operational Management	25%	<ul style="list-style-type: none"> • Be available 24/7 to provide guidance and advice to Responsible Gaming Advisors (RGAs) • Manage operational meetings including VIP, Operational management and Revocation Committee • Monitor condition of RGC plant and equipment • Report to Group General Manager Responsible Gaming on team performance and any RGC issues • Review Daily Operations Reports from RGC and Security/Surveillance and Gaming reports and resolve issues appropriately • Alternate member of the Critical Incident Management Team (act in place of Group General Manager Responsible Gaming if required) • Complete RGA shifts as required • Implementation of the annual Gambling Harm Awareness Week (GHAW) • Deliver Responsible Gaming training as required 	<ul style="list-style-type: none"> • Availability to direct reports and practical advice given to RGAs • Available for contact • Meetings conducted and minuted regularly • Recommendations made to Group General Manager Responsible Gaming regarding purchase of new equipment • Information regarding staff and operations provided to Group General Manager Responsible Gaming • Participate in Critical Incident Management Team training activities and live operation (as required) • GHAW assistance provided • Business feedback • Customer feedback (customer comment forms) • Feedback from manager • Reports provided • Implementation of recommendations • RGA shift covered • GHAW successfully delivered • Training delivered
Technical and Compliance	15%	<ul style="list-style-type: none"> • Manage the RGC Programs and Services • Attend professional briefings on Responsible Gaming research and/or service product launches as available • Participate in Corporate working groups • Manage RGC access to software and/or Responsible Gaming computer storage drives • Participate in development and readiness of the Critical Incident Management Team (CIMT) • Subject Matter Expert regarding provision of advice to the business • Compile Crown Resorts Responsible Gaming Committee Board statistics and assist in the preparation of documentation • Preparation and delivery of reports to the Responsible Gaming Management Committee • Assist with the preparation and completion of the annual Responsible Gambling Code of Conduct Review • Monitor and ensure updates to RGC Policies and Procedures and review annually • Ensure the delivery of relevant RG training to the business and participate in reviews • Prepare analysis reports as required • Continuous improvement using technology to enhance service delivery 	<ul style="list-style-type: none"> • Programs and Services managed with any issues addressed/escalated as appropriate • Record updates compliant with RSG legislative requirements • Maintain safe working environment • Record of attendance at professional development sessions • Regular mock training session of CIMT set up • Successful implementation of new RSG legislative requirements • RGC statistics provided to various fora as required • CIMT ready and functional at all times • Crown Resorts is provided with advice as required and requested • Accurate statistics and reports provided • Meetings attended where required • Code Review assistance provided in a timely way • Policies and Procedures updated as required and reviewed annually • Relevant RG training delivered and review participation • Analytical reports delivered as required • Innovation development and implementation

		by RGAs and Responsible Gaming framework goals	
Strategic Planning	10%	<ul style="list-style-type: none"> Contribute to and deliver the RG Strategic Plan Deliver Responsible Gaming projects as required (e.g. creation of new RG collateral, creation of position papers, reports on RG initiatives etc.) Monitor new research and offer recommendations for adaptation to RGC, Responsible Gaming Department and/or Crown / Crown Resorts as a whole Develop, discuss and collaborate ideas that improve responsible gaming services and programs and monitor and evaluate outcomes 	<ul style="list-style-type: none"> RG Strategic Plan contribution and delivery, including evaluation projects Policy and procedure recommendations made as appropriate Business proposals submitted to Group General Manager Responsible Gaming Employee awareness of current policies and procedures Implementation and evaluation of proposals
Relationship Building	10%	<ul style="list-style-type: none"> Develop and maintain effective relationships with relevant internal and external Crown Stakeholders Foster mutually beneficial relationships with external service providers Attend RG professional development sessions and/or industry conferences as required Deliver training and presentations as required 	<ul style="list-style-type: none"> Facilitation of Professional Development sessions for other service providers Summaries of information presented at conferences Report findings to Group General Manager Responsible Gaming Adaptation of other services for use in Responsible Gaming and/or the RGC Adaptation of findings from industry conferences Training and presentations delivered
Financial	5%	<ul style="list-style-type: none"> Monitor RGC expenditure and explore opportunities to minimize costs Participate in Responsible Gaming department business planning 	<ul style="list-style-type: none"> Provide Group General Manager Responsible Gaming with recommendations regarding departmental expenditure Responsible Gaming department expenditure Business Planning recommendations and participation
Compliance	5%	<ul style="list-style-type: none"> Ensure compliance with and adherence to all relevant legislation and policies and procedures in relation to Responsible Service of Gaming (including training), and the Responsible Gambling Code of Conduct. Compliance at all times to legislative requirements, company policies and company Code of Conduct. 	<ul style="list-style-type: none"> Compliance training completed and up to date. Compliance matters actioned and followed up as required. CURA surveys completed in a timely manner
Health & Safety	5%	<ul style="list-style-type: none"> Adhere to all Crown Health and Safety responsibilities and requirements as detailed in the CrownSAFE Health and Safety Responsibilities (Leadership) 	<ul style="list-style-type: none"> Outputs/measures as detailed in the CrownSAFE Health and Safety Responsibilities (Leadership)

Qualifications and Experience

Qualifications	<ul style="list-style-type: none"> Tertiary qualification highly desirable Training qualification highly desirable Leadership qualification highly desirable
Experience	<ul style="list-style-type: none"> Management experience

- Experience in a Responsible Gaming role highly desirable
- Gaming experience preferred
- Experience working in a highly regulated environment (preferably gaming related)
- Strong Customer service background

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 RGC 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
Group General Manager Responsible Gaming	Internal	Daily	Receive guidance and feedback. Provide information and recommendations
Responsible Gaming Psychologists	Internal	Daily	Receive advice regarding Responsible Gaming / staff issues Provide guidance, feedback and support
Chaplain	Internal	Daily	Receive information regarding Responsible Gaming issues
Responsible Gaming Advisors	Internal	Daily	Provide guidance, feedback and support
Responsible Gaming Office Coordinator	Internal	Daily	Provide guidance, feedback and support
Executives and Managers for Table Games, Gaming Machines, Security Services, Surveillance, Cage & Count, Customer Relations, Compliance, Internal Audit, Legal & Regulatory, Human Resources	Internal	Daily	Regular meetings and coordination of Responsible Gaming matters
Responsible Gaming Management Committee	Internal	Quarterly	Preparation of reports and analysis
Crown management and staff	Internal	As needs	Regular meetings and coordination of Responsible Gaming matters
Legal Managers	Internal	As needs	Seeking advice and interpretation
Gambler's Help	External	Monthly	Discuss Responsible Gaming initiatives and build professional relationships
External gaming providers and regulators	External	As needs	Discuss Responsible Gaming initiatives and build professional relationships
Victorian Commission for Gaming and Liquor Regulation	External	Monthly	Delivery of Self Exclusion statements, act as contact point for Responsible Gaming audits and queries, other discussion as required
Critical Incident 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

The General Manager Responsible Gaming regularly interacts with customers and staff experiencing various levels of distress and needs to be aware of methodology and necessary processes regarding harm minimisation. It is imperative that strict levels of confidentiality are maintained at all times.

Decision Making and Advice

Decisions this role makes alone	<ul style="list-style-type: none"> • RGC Operations decisions • Management and development of staff within the RGC team • Development and implementation of administrative procedures and processes for the RGC team • Implementation of the RG Strategic Plan (subject to review of the implementation of some strategies) • Financial decisions related to departmental and program expenditure up to \$5,000 • Recommendation for Issuance of Exclusion Orders and Withdrawals of Licence
Decisions this role makes under guidance	<ul style="list-style-type: none"> • New and significant strategic objectives within the Strategic Plan • Development of company RG training
Advice/Recommendations this role provides	<ul style="list-style-type: none"> • Policy matters to be approved • Reports to the RG Committee of the Crown Resorts Board • Other recommendations as requested by Group GM Responsible Gaming
Decisions this role escalates	<ul style="list-style-type: none"> • Matters which may have a legal or reputation impact • Serious patron matters (if time permits) • Potentially sensitive or controversial decisions related to RSG • Approval of Capital Expenditure

Financial Impact and Accountability

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

Organisational Chart

