Position Title: Assistant Gaming Manager
Department: Gaming
Reports to: Senior Gaming Manager
Staff Responsibility: Gaming Hosts, Analysts/Co-ordinator, Reception, Balance/Cash Handling
Key Internal Relationships: Board of Directors, All Staff
Position banding: Hospitality Venue – Trading Team

POSITION SUMMARY:
To drive the Gaming department in delivering the Club’s operational objectives in product offerings, customer service, market share and profitability. In addition, lead and manage team members within the Gaming portfolio and Shift Management team to drive performance for the business. This role will also assist the Senior Gaming Manager in delivering the strategic objectives of the Shellharbour Club.

Definitions:
KRA: Key Responsibility Area
KPI: Key Performance Indicator, how the task is measured

KRA 1: Customer Service
Develop and implement the customer service strategy of exceeding the expectations of every customer on every visit

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KPI’s</th>
</tr>
</thead>
</table>
| • Develop a customer focussed culture by consulting with and engaging employees on ways to improve the Club's service levels and recognising the desired behaviour. | • Member & visitor feedback.  
• Annual gaming survey.  
• Quarterly department meetings.  
• Annual employee performance reviews. |
| • Identify service gaps and establish programs to address the gaps.             | • Member & visitor feedback.  
• Annual gaming survey.  
• Mystery shop feedback.  
• Ave. gaming machine response time. |
| • Empower employees to solve problems and through employee development and delegation of authority. | • No. complaints resolved at first contact.  
• No. complaints resolved to member satisfaction.  
• ROI of new products.  
• Annual gaming survey. |
| • Ensure customer satisfaction through the delivery of consistent standards of service and products. | • Ave time to resolution.  
• Duration of outstanding complaints. |
| • Ensure prompt resolution of customer complaints and review feedback to continually improve Gaming services across the Club. | • Ave expenditure per client.  
• Occupancy %. |
| • Obtain the planned patronage and average expenditure objectives.             | • Mystery shop feedback.  
• Carding %. |
| • Assist in driving the customer loyalty strategy of the club and ensuring employees have a strong education of the desired program. | |
## KRA 2: Leading Profitability and Business Plan Objectives
*Deliver the profitability objectives of Gaming operations in the 5 Year Business Plan*

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KPI’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Monitor &amp; control revenue throughout the Gaming operation to meet budget targets.</td>
<td>• Revenue budget variation.</td>
</tr>
</tbody>
</table>
| • Develop budget recommendations to the Senior Gaming Manager that deliver revenue and expense targets in the business plan and deliver business & financial objectives within approved budgets. | • Revenue budget variation.  
  • Expense budget variation.  
  • Net$ per machine per day.  
  • Turnover per machine per day.  
  • Retention rate.  
  • TAB and Keno revenue. |
| • Monitor and control wage costs against revenue throughout the Gaming operation through control of rosters and overtime approval. | • Roster matches traffic.  
  • Overtime expenses within budget.  
  • Labour cost/revenue ratio. |
| • Monitor and analyse business performance and trends and report to the Senior Gaming Manager. | • Monthly reports contain material information and submitted on time. |
| • Report and breakdown analytical spreadsheets to assist the club in measuring key strategies, events and promotions. | • Monthly reports contain material information and submitted on time.  
  • Occupancy %. |
| • Prepare proposals and key statistical information when purchasing new product that will drive gaming profitability. | • Low ROI on new products. |
| • Monitor, analyse and report player performance and trend ensuring the loyalty strategy remains relevant and cost effective. | • OLGR and Max gaming rankings.  
  • Market share %. |
| • Maintain the venues business intelligence and gaming system and report key outcomes and trends. | • Monthly data cube analysis.  
  • Net$ per machine per day.  
  • Turnover per machine per day. |
| • Maintain and control the venues retention rate as per the forecasts of profitability from year to year. | • Retention %. |

## KRA 3: External relationship management
*Advise, monitor and control supplier contracts and performance*

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KPI’s</th>
</tr>
</thead>
</table>
| • Maintain and ensure professional relationships with suppliers and partners. | • Supplier feedback.  
  • ROI of all purchases. |
| • Assist in the negotiation of contracts and Service Level Agreements with Gaming suppliers, ensuring competitive pricing of gaming products. | • SLAs align with Club’s requirements.  
  • SLAs consistent with delivery of 5 Year Business Plan. |
| • Monitor and report on the delivery against SLAs, especially cost and quality, in all gaming supply agreements. | • Timing, cost and quality of delivery consistent with the SLAs.  
  • Timely escalation of problems. |
| • Develop relationships with and act as a liaison between peer organisations and the Club when appropriate. | • Supplier and customer feedback. |
| • Coordinate and oversee all gaming machine installs, conversions and moves ensuring all contractors are aware of their responsibilities. Ensure the clubs gaming service providers are attending all faults and are being escalated for immediate response. | • Monthly service audit report.  
  • Machine moves completed before the start of trade. |
<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KPI's</th>
</tr>
</thead>
</table>
| • Set and review departmental objectives for the team including portfolio managers. | • Gaming objectives consistent with 5 Year Business Plan.  
• Objectives consistent with overall growth and diversification. |
| • Develop a culture of consistent, timely feedback to all employees, and ensure all employees receive face-to-face performance reviews in the annual cycle. | • All Gaming and reception employees have had a face-to-face performance discussion in the last 12 months.  
• All Gaming and reception employees are aware of behaviour standards.  
• All Gaming and reception employees are aware of current targets.  
• All Gaming and reception employees are aware of their current performance rating.  
• All Shift Managers have had a face-to-face performance review in the last 6 months. |
| • Identify and report training and development needs for employees to develop skills and knowledge consistent with the needs of the Business Plan. | • All Gaming and reception employees have the skills and knowledge to complete their work.  
• High performing employees have development plans to enable advancement to more senior roles.  
• Mandatory employee certificates on file and valid. |
| • Provide coaching, direction and guidance to direct reports, and others as required, to develop and maintain a motivated, engaged, customer-focused team. | • Direct reports clearly understand their objectives.  
• Direct reports clearly communicate objectives to their teams.  
• Periodical department and Shift Manager meetings.  
• Employee turnover.  
• Employee survey results. |
| • Ensure adequate resource planning to cover routine staffing, leave and employee turnover for Gaming and reception. | • Staffing matches traffic.  
• Overtime expenses. |
| • Provide regular communication, with opportunities for employee feedback. | • Employees are aware of current business performance and issues  
• Quarterly department meetings with both portfolios. |
| • Develop a culture of workplace safety and ensure safe working practices that protect the welfare of employees and meet regulatory requirements. | • Incident rate minimal.  
• Employees trained in safe working practices.  
• Time lost to injury.  
• Workers Compensation costs. |
| • Develop and review operational standards and procedures. | • Review portfolio areas and streamline current procedures to maintain effective operations. |
| • Adherence to the Club bi-laws as amended from time to time. | • Monitor and manage patron behaviour via incident reports.  
• Make recommendations for the monthly citation meetings. |
### KRA 5: Governance and compliance
Ensure governance and compliance in matters pertaining to the Club, in particular Gaming operations

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KPI's</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure compliance with all gaming regulations and standards adhering to OLGR requirements.</td>
<td>• Ensure Meter reads completed on a timely basis.</td>
</tr>
<tr>
<td></td>
<td>• Shutdown periods adhered too.</td>
</tr>
<tr>
<td></td>
<td>• Appropriate permits/licenses for gaming floor and business.</td>
</tr>
<tr>
<td></td>
<td>• Adhere to suitable gaming machine arrangements.</td>
</tr>
<tr>
<td></td>
<td>• Ensure ratio of appropriate amusement devices into gaming machines.</td>
</tr>
<tr>
<td></td>
<td>• Adhere to link jackpot rules / procedures.</td>
</tr>
<tr>
<td></td>
<td>• Ensure adequate signage displayed as per regulations and legislation.</td>
</tr>
<tr>
<td></td>
<td>• Ensure RSA / RCG is adhered to by all team members and educate team members.</td>
</tr>
<tr>
<td></td>
<td>• Maintain and communicate the clubs multi venue self-exclusion program.</td>
</tr>
<tr>
<td></td>
<td>• Bi-Monthly OLGR compliance checklist completed.</td>
</tr>
<tr>
<td></td>
<td>• Create RSA and communication plans for key events.</td>
</tr>
<tr>
<td>• Keep abreast with legislation updates and changes.</td>
<td>• Educate and inform all team members including the Board of any Gaming regulation changes.</td>
</tr>
<tr>
<td>• Ensure reporting of OLGR and incidents are accurately recorded.</td>
<td>• Review all operational incidents to reduce risk for the business.</td>
</tr>
<tr>
<td></td>
<td>• Maintain the clubs OLGR incident register on a weekly basis.</td>
</tr>
<tr>
<td></td>
<td>• Complete timely OLGTR audits to ensure compliance within the gaming department.</td>
</tr>
<tr>
<td>• Ensure all risks to the business are reported to Senior Management.</td>
<td>• WH&amp;S matters reported, IR matters reported.</td>
</tr>
</tbody>
</table>

### COMPETENCIES:

#### Critical Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adaptability &amp; Responding to Change</strong></td>
<td>• Receptive to change, makes positive use of the opportunities change initiatives present, is not knocked off balance by the unexpected</td>
</tr>
<tr>
<td></td>
<td>• Keeps up with the speed of change, has the flexibility to adapt to different situations at the time they are encountered</td>
</tr>
<tr>
<td></td>
<td>• Adaptable, tolerant of ambiguity, works well without clear structure, and is comfortable with changes to process and policies</td>
</tr>
<tr>
<td><strong>Coping with Pressure</strong></td>
<td>• Can be relied upon to maintain a consistent and stable approach, demonstrates patience and perseverance to work through tough times and does not show frustrations when restricted or blocked</td>
</tr>
<tr>
<td></td>
<td>• Self-disciplined, maintains a positive approach at work and handles difficulties in a professional manner</td>
</tr>
<tr>
<td></td>
<td>• Resilient, copes well with stress and pressure, remains calm, composed and does not become defensive or irritated when experiencing difficulties</td>
</tr>
<tr>
<td><strong>Drive for Results</strong></td>
<td>• Strives for high performance and high standards of work without placing excessive pressure on themselves or those around them, and shows discretionary effort in order to get work done</td>
</tr>
<tr>
<td></td>
<td>• Action-oriented, target driven and shows a sense of urgency in order to deliver results</td>
</tr>
<tr>
<td></td>
<td>• Maintains forward momentum and perseverance, is dynamic and results focused and shows the necessary energy to achieve goals</td>
</tr>
<tr>
<td>Competency</td>
<td>Definition</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Business Acumen           | • Demonstrates a strong commercial awareness and makes decisions based on an understanding of how the business financially operates  
• Entrepreneurial, has a radar for opportunities, maximises commercial opportunities, knows the competition, understands various types of business propositions and how businesses operate  
• Knowledgeable in current policies, practices and information affecting their business and keeps up to date with market and industry trends |
| Organisational Agility    | • Aware of competing agendas and ulterior motives  
• Can manoeuvre through complex political situations effectively and comfortably  
• Is sensitive to how people and organisations function and is aware of how strategies and tactics work |
| Financial Management      | • Budgeting, financial planning and performance tracking that provides tactical direction to achieve the organisation's financial goals  
• Financially aware, controls costs and considers profit, loss and added value  
• Aware of costs involved in running a business and takes action to ensure expenses are minimised and opportunities are maximised within the realm of their influence |
| Strategic Thinking        | • Conducts research, anticipates risk and future consequences and probes for further information or understanding prior to formulating policies or strategies  
• Thinks beyond immediate focus, appreciates broader organisational goals, has a long-term vision and balances business as usual operations with strategic growth and change  
• Understands a wide range of issues across and related to the organisation, puts problems, events and activities into perspective, and assesses their long term impact and implications |
| People Management         | • Establishes a clear vision and direction for the team, is approachable and available, and enables staff to keep up with change initiatives  
• Leads by example, sets appropriate standards of behaviour and work, and enables staff to take ownership  
• Promotes fairness, is consistent and transparent, and recognises and rewards the contribution of others  
• Assigns responsibility for tasks and decisions appropriately and distributes workload fairly |
| Building Effective Teams  | • Coaches and develops others for individual and team performance, creates a climate in which people want to do their best  
• Actively engages, motivates and empowers the team to take responsibility and contribute, invites input from each person and shares ownership  
• Identifies the right people in order to get the job done, ensuring staff are appropriately skilled  
• Takes control of a team and gives them direction and a sense of purpose through their own actions and approaches to situations |
| Managing Performance      | • Sets clear objectives and plans, and monitors progress and measures results to deliver agreed outcomes or organisational goals  
• Takes a helicopter view of responsibilities, yet goes into detail when required and prioritises and manages multiple activities at once to achieve defined objectives  
• Makes tough people decisions, balances efficiency and productivity with consideration for the people in the team  
• Maintains a two-way dialogue with others on work and results and balances direct feedback with tact and diplomacy |

**Desirable Competencies**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Definition</th>
</tr>
</thead>
</table>
| Improvement & Innovation   | • Prepared to challenge the status quo and innovate current work methods, and envisions how they can be applied practically to benefit the organisation  
• Identifies opportunities to improve current ways of doing things, with a focus on increasing efficiency  
• Takes ownership of delivering better outcomes, and shares different approaches |
VALUES

All Shellharbour Club employees shall act in accordance and adhere to the Shellharbour Workers Club Ptd Ltd Values, including:

**Value 1: Excellence**

Diligence, Leadership, Knowledge, Professionalism, Productive, Team Spirit, Pride, Ownership

**Value 2: Empowerment**

Leadership, Innovation, Trust, Recognition, Initiative, Communication

**Value 3: Commitment**

Dedication, Passion, Loyalty, Positive Attitude, Supportive, Empathic

**Value 4: Integrity**

Honesty, Respect, Truthfulness, Good Intentions, Honour

**SKILLS, EXPERIENCE AND QUALIFICATIONS**

- Tertiary qualifications in management or hospitality
- Experience in Gaming Management is desirable
- Responsible Service of Alcohol Certificate
- Responsible conduct of Gaming Certificate
- In-depth knowledge of the Hospitality industry, including drivers, trends, legislation and constraints
- Experience in managing P&L budgets
- Demonstrated leadership and people management skills
- Negotiating and influencing skills
- Excellent communication skills for dealing with employees, customers, contractors, peers, senior management and the Board
- Understanding of risk management systems and practice

**PHYSICAL REQUIREMENTS**

Work is primarily sedentary in nature, no special demands are required.

**ACKNOWLEDGEMENT OF POSITION DESCRIPTION**

*This is not an exhaustive description of all tasks that need to be completed by the occupant.*

I __________________________________________ agree to perform the duties as set out in the above position description and will carry out those duties to the performance standards required.

Employee Signature: ____________________________ Date: __________________