

# Role Description

## Manager, Race Day Operations (Chief Steward)



Cluster	Customer Service
Agency	Greyhound Welfare and Integrity Commission
Division/Branch/Unit	Monitoring and Integrity - Stewards
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	139999
PCAT Code	1119192
Date of Approval	June 2020

### Agency overview

The Greyhound Welfare and Integrity Commission is an independent statutory body, constituted by the Greyhound Racing Act 2017. The Greyhound Welfare and Integrity Commission is responsible for the supervision and regulation of the NSW greyhound racing industry, including upholding high animal welfare standards, overseeing the integrity of greyhound racing, and monitoring and enforcing compliance with regulations, policies, number of races and the Code of Practice.

The Greyhound Welfare and Integrity Commission plays a vital role in building trust in the NSW greyhound racing industry through the development and implementation of an enforceable code of practice for greyhound welfare and industry rules and regulations, development and operation of whole of life cycle tracking system for registered greyhounds and a comprehensive registration and accreditation scheme for industry participants.

### Primary purpose of the role

Leads and develops a team of stewards and veterinarians (on raceday) across NSW, responsible for controlling greyhound racing meetings across NSW, to ensure that racing is conducted fairly and in accordance with industry rules and regulations, relevant policies and procedures, and codes of practice.

### Key accountabilities

- Establish and implement standards, systems and protocols, across all aspects of greyhound racing, including racing meetings, greyhound trials and greyhound identification activities, to administer and enforce industry rules and regulations

- Lead and manage staff, rosters and work programs for raceday veterinarians, and manage staff, rosters, work programs and budget for the Stewards team to ensure high staff performance, effective implementation of standards, systems and protocols, and a professional, efficient and safe working environment
- Manage day to day delivery of high-quality stewarding and raceday veterinarian functions at race meetings, and officiate at race meetings as a steward including major race meetings, throughout NSW to ensure a high-quality service and compliance
- Develop and implement processes and systems to detect race fixing and wagering anomalies to ensure the integrity of greyhound racing across NSW
- Implement effective systems and processes for the sampling of greyhounds for the purpose of drug/prohibited substance detection, to ensure consistency with evidentiary requirements and the security of greyhounds throughout the swabbing process
- Develop and implement effective industry integrity complaints processes and protocols to enhance transparency and confidence in the resolution of outcomes
- Provide coaching and training to Commission staff on the rules, policies, procedures, tribunal proceedings, and various aspects of administrative law to ensure compliance
- Provide expert advice to the Commission's Executive and leadership team on strategic and regulatory issues relevant to greyhound racing stewarding operations to support effective executive decision making

## Key challenges

- Ensuring that the actions and activities of the geographically dispersed Stewards team promote the principles of the Commission at all times, and raceday veterinarians on raceday, and contributes to enhancing the reputation of the greyhound racing industry
- Maintaining a thorough knowledge of legislation, rules, policies, procedures, codes of practice and emerging trends relating to the greyhound racing industry in a highly regulatory environment
- Demonstrating a high level of integrity, sensitivity, discretion and fairness at all times; whilst leading the team of raceday veterinarians on raceday, and stewards at all times, to continuously improve standards and ensure transparency, fairness and quality.

## Key relationships

Who	Why
<b>Internal</b>	
Chief Commissioner, Commissioners	<ul style="list-style-type: none"> <li>• Provide specialist advice and expertise regarding key welfare and integrity standards, systems and protocols</li> <li>• Work collaboratively to develop strategies and determine prioritisation of activities of the Commission</li> </ul>
Director Integrity and Legal Services	<ul style="list-style-type: none"> <li>• Provide briefings and /or instructions regarding delivery of stewarding functions</li> </ul>
Chief Veterinary Officer	<ul style="list-style-type: none"> <li>• Provide briefings and /or instructions regarding delivery of race day veterinarian functions</li> </ul>

Who	Why
CEO and Leadership team	<ul style="list-style-type: none"> <li>• Provide direction and strategic leadership and advice to guide development and implementation of policies, procedures and organisational positioning and approach</li> <li>• Establish positive and collaborative working relationships</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Provide leadership, advice, guidance and motivation</li> <li>• Build a shared sense of understanding regarding priorities, projects and issues</li> </ul>
<b>External</b>	
Greyhound Racing NSW	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships and networks to facilitate appropriate information sharing</li> </ul>
Controlling bodies, regulators, law enforcement agencies, Racing Clubs, Industry Participants and other Stakeholders	<ul style="list-style-type: none"> <li>• Promote the Commission's approach to ensure integrity of the sport and awareness of welfare responsibilities</li> </ul>
Industry participants	<ul style="list-style-type: none"> <li>• Build and maintain effective working relationships and networks to facilitate appropriate information sharing; Ensure the reputation and integrity of the NSW greyhound industry</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

### Reporting line

Director Integrity and Legal Services

### Direct reports

This role has various direct reports of stewards.

### Budget/Expenditure

As per GWIC Delegations

## Key knowledge and experience

- Relevant tertiary qualifications and/or significant industry experience as a Senior Racing Steward, preferably as a Chief Steward or equivalent with relevant greyhound racing experience

- Relevant experience of business operations, including logistics

## Essential requirements

- Appointment and ongoing assignment is subject to the satisfactory participation in mandatory pre-employment and ongoing probity screening, in accordance with the GWIC framework.
- Satisfactory Conflict of Interest check
- Current valid Driver's License and willingness to travel
- Willingness to work some evenings, weekend and public holidays

## Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.



The capabilities are separated into **focus capabilities** and **complementary capabilities**.

## Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.


## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Adept
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Champion and model the highest standards of ethical and professional behaviour</li> <li>• Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations</li> <li>• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>• Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>	Advanced
 <b>Relationships</b>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced



## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Commit to Customer Service</b>		Adept
	Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high-quality customer-focused services</li> <li>• Design processes and policies based on the customer's point of view and needs</li> <li>• Understand and measure what is important to customers</li> <li>• Use data and information to monitor and improve customer service delivery</li> <li>• Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant customers within the community</li> </ul>	
	<b>Influence and Negotiate</b>		Advanced
	Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>• Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	Advanced
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> <li>• Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness</li> <li>• Promote a culture of accountability with clear links to government goals</li> <li>• Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity</li> <li>• Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation</li> <li>• Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
<div> Business Enablers</div>	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"><li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li><li>• Prepare clear project proposals and accurate estimates of required costs and resources</li><li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li><li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li><li>• Identify and consult stakeholders to inform the project strategy</li><li>• Communicate the project’s objectives and its expected benefits</li><li>• Monitor the completion of project milestones against goals and take necessary action</li><li>• Evaluate progress and identify improvements to inform future projects</li></ul>	Intermediate
<div> People Management</div>	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"><li>• Refine roles and responsibilities over time to achieve better business outcomes</li><li>• Recognise talent, develop team capability and undertake succession planning</li><li>• Coach and mentor staff and encourage professional development and continuous learning</li><li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li><li>• Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives</li></ul>	Highly Advanced






## Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.



## COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 <b>Personal Attributes</b>	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 <b>Relationships</b>	Work Collaboratively	Collaborate with others and value their contribution	Adept
 <b>Results</b>	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced