



# Role Description

## Chief Executive Officer

Organisation	Greyhound Racing NSW
Division/Branch/Unit	Office of the CEO
Location	Head Office
Employment Type	Permanent Full-Time Fixed
Date of Approval of RD	October 2024
Reporting Line:	Chair, Board of Directors
Team Responsibility	Senior Leadership
Budget Responsibilities	GRNSW Operations
Decision Making Authority	Approvals directed by the GRNSW Board of Directors

### Primary Purpose of the Role

The Chief Executive Officer (CEO) facilitates and leads the design of the organisations strategic direction, factoring agile movements in responding to industry activity and ensures excellence in the operational delivery of the GRNSW Strategic Plan through a skilled, values-based and engaged workforce.

As leader of the organisation, the CEO manages the critical balance between external and internal stakeholder needs. Proactively engages external stakeholders to increase industry consultation, models and advocates greyhound racing's integrity and long-term viability, along with ensuring an internal workforce design and capability that is inspired to drive efficiency, performance and excellence in practice.

The CEO sets the tone and pace of the organisation behaviours, leading with a strong commercial verve and people focus that is consistent with the values of integrity, collaboration, accountability, respect, and excellence for the growth and stability of Greyhound Racing.

### KEY RESPONSIBILITIES

#### Strategy and Planning

- Work with the executive team to develop, shape and champion the strategic direction for greyhound racing in NSW.
- Ensure the Board are engaged in the strategic planning processes with effective and in advance communication or the planning. Post development and engagement of the Board through the strategic planning process, present recommendations of the strategies, plans and budgets that support the long-term strategy and vision of GRNSW.
- Provide strategic direction including development and implementation of vision, plans, policies and financial management strategies to support the growth of the organisation and the national movement.
- Lead the development and implementation of processes to translate broad strategy into practical terms for the organisation.
- Lead the development and implementation of processes to establish and measure accountabilities.

#### Resource Management and Financial Accountability

- Responsible to the Board for the management of the financial performance of GRNSW.
- Ensure the effective management of resources, budget and assets, projects and staffing to maximise achievement of goals and desired levels of performance.
- Ensure the effective operations and cost-effective use of the organisation's resources.

### **Internal Stakeholder Engagement - People Leadership and Culture**

- Sets the tone and cultural pace of the organisation through casting a strong leadership shadow that is consistent in messaging and behaviours that builds a proactive, values-based culture of integrity, collaboration, accountability, respect, and excellence.
- Engenders a cohesive and high performing executive team that collectively and effectively executes strategic objectives through their teams.
- Facilitates progressive human resources, organisational development and training practices through defined 1 Workforce Strategy, 2 Workforce Management Plan, 3 Workforce Capability Framework and 4. Workforce Development plan.
- Ensure a comprehensive Workforce Management Plan covers the complete management mapping of the employee experience and lifecycle journey from hire to retire. Covering eight key elements 1. Attraction, 2. Recruitment, 3. Onboarding, 4. Relationships, 5. Environment, 6. Development, 7. Performance and 8. Leaving Well.
- Fosters a 'preventative' industrial relations approach through advancing leadership skills in the management, development and engagement of people that significantly reduces concerns, grievances and instability.
- Drives preferred employer status and reputation through effective employee value proposition initiatives.
- Establishes safeguards to ensure a respectful and safe working environment.
- Guarantees minimum standards of legislative requirements are met without condition.
- Ensures systems and processes are efficient to provide desirable and effective work experience and deliverables for the employee user.
- Positively builds Greyhound Racing NSW brand through employees, adopting 'inside out' internal branding communication practices. Ensuring a transparent and educational internal communication strategy that fosters a positive employee experience, that translates to a positive external community experience.
- Ensures KPI's across the workforce at all levels are specific, measurable, achievable, realistic, timely.

### **External Stakeholder Engagement – Board, Government and Agencies**

- Steadfast, resilient, amiable and agile disposition through reputational experiences and scrutiny.
- Builds stakeholder confidence through professional practices that can be audited and tested with expected sound results.
- Innovative in industry opportunity and advancing practices.
- Intentional community engagement activities that foster collaboration in industry growth and sustainability.
- Engage with and deliver positive social outcomes in partnership with the state government and regional governments at multiple levels;
- Positively build the brand of GRNSW and deliver strong commercial outcomes with media partners and commercial sponsors; and manage through complex external public relations issues.
- Ensure a strong and collaborative relationship is maintained and developed between GRNSW and the Minister and relevant government agencies. Work with staff and Board to develop clear structures and processes to guide these relationships.
- Proactively advocate to Government the key strategic policies of GRNSW and identify opportunities to forward the goals of the organisation.
- Initiates, nurture and enhance relations with all stakeholders including potential and existing major sponsors and partners, and other industry stakeholders.
- Identify and develop opportunities to proactively promote and build the reputation of greyhound racing, including extra-jurisdictionally.
- Represent GRNSW externally at all levels, acting as a credible advocate for the organisation.
- Act as a Director on Greyhounds Australasia, which will include interstate and overseas travel
- Develop extensive stakeholder awareness of the industry and its needs, through specific marketing and awareness campaigns supported by both mainstream and regional media.
- Manage and deal with a Board in circumstances where the ultimate interest-holder is a Minister of the Crown and the citizens of NSW.
- Be the media spokesperson for GRNSW.

- Operates as an astute and well-respected political operative with deep and persuasive political nous and understanding of the machinery of government, how decisions are made and how levers of influence operate.

### **Operational Excellence, Environment, Governance, Sustainability and Risk Management**

- Apply an Environment, Social and Governance lens to assess the organisations management of risks and opportunities created by changing conditions, such as shifts in environmental, economic, and social systems. Ensuring appropriate responses adopted for the industry.
- Ensure statutory Operating License compliance.
- Implement best practice business and governance processes to ensure accountability and reduce organisational risk.
- Support the Board in fulfilling its governance function by providing authoritative and expert advice on matters including strategic direction, policy, financial management, organisational performance and growth.
- Ensure GRNSW complies with legal and accounting requirements and that all activities comply with ethical standards and relevant legislation and guidelines.
- Facilitate the development of plans that continuously improve the capacity and capability of the organisation.
- Ensure appropriate risk mechanisms are in place and reviewed on a continuing basis.
- Leading the development of governance and operational structures and processes to provide a strong platform for further growth.
- Ensure continuous improvement processes in planning and delivery of services.
- Devise and implement new systems and protocols that maximise the utilisation of resources and increase the opportunities of members to participate in the work of “growing the industry”.

### **Leadership Capability - Executive Leadership Expected Behaviours in practice**

#### INTEGRITY IN PRACTICE

- Demonstrates a consistent and uncompromising commitment to the highest personal, professional, and ethical standards.
- Operates with professionalism at all times, is resilient and acts as a stabilising influence by managing emotions and responses.
- Governed by honesty and transparency.
- Leads with a strong resolve and effectively navigates times of change.

#### COLLABORATION IN PRACTICE

- Quickly establishes credibility, engagement, and partnerships with a broad range of people and Industry.
- Effectively communicates highly complex issues to a wide range of internal and external audiences with articulation and professionalism.
- Builds a collaborative culture by seeking to understand, provides relevant and purposeful feedback.
- Reflects and responds to feedback in a consultative and considered approach.

#### ACCOUNTABLE IN PRACTICE

- Understanding and willingness to be held to account for decisions, performance, emotions, behaviours, and attitudes that influence and/or impact others.
- The commitment to actions and behaviours which respects the obligation to manage finances and resources responsibly and with the highest standards of probity.
- Accountability to positively respond to change or opportunity, demonstrates tolerance, and flexibility.

#### RESPECT IN PRACTICE

- Respectfully participate in a variety of strategies to provide, receive, and contribute to information exchanges with a variety of people to affect a positive outcome.
- The ability to respect difference, adjust behaviour and communication style, and consider others’ views.
- To eliminate bullying and harassment, that all employees feel safe, and respected in their roles.

#### EXCELLENCE IN PRACTICE

- Driven to ensure quality service delivering in every role at every level.
- Actively engages in creative and curious thinking of potential opportunities and continuous improvement.
- Motivated to critique current practices with a critical lens for the purposes of seeking innovative improvements and or solutions that have a positive and sustainable impact.
- Reviews and removes barriers where ever possible that stagnate improvements.

### Key Relationships

Internal	External
<ul style="list-style-type: none"> <li>• GRNSW Senior Leadership Team</li> <li>• Executive Assistant to the CEO</li> <li>• Legal Counsel</li> <li>• All GRNSW Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Board and relevant subcommittees</li> <li>• NSW Minister for Racing</li> <li>• NSW Greyhound Welfare and Integrity Commission</li> <li>• NSW Office of Racing</li> <li>• State Greyhound Racing Clubs and Industry Associations</li> <li>• Volunteer network</li> <li>• Wagering Service Providers</li> <li>• Racing clubs</li> <li>• Participants and racing industry</li> <li>• Vendors</li> </ul>

### Skills and Experience

- Cultural agreement and an affable “relatability” factor.
- A genuine interest in and understanding of the work of the greyhound industry and alignment of values and ethics.
- A thorough understanding of the wagering sector.
- Personal integrity that is patent and genuine with an impeccable track record.
- Strong track record in senior leadership positions.
- A real commitment to racing safety and animal welfare and driving continuous improvement.
- Genuinely comfortable talking and interacting with people at all levels – from track to boardrooms to government
- An ability to operate in a complex legal and regulatory environment.
- Possess a thick skin for criticism from anti-greyhound racing activists, and a demonstrated ability to handle a crisis “on the run”
- A capacity to deal confidently with the media. An intimate knowledge and understanding of how media agendas rise and fall as well as a track record in sustaining an authentic position through long term and intense public scrutiny.
- Outstanding government and other stakeholder and relationship management skills and an ability to optimise high level and key relationships across extensive networks and contacts
- People oriented, energetic and dynamic with an enabling, consultative and empowering style with a track record in developing high-performing teams.
- Demonstrated ability to deliver significant growth via the development and implementation of transformational business strategy.
- Significant experience leading large and diverse teams.
- Demonstrated initiative, flexibility and a collaborative business approach.
- Demonstrated high level networking, presentation, clear articulation in communication and influencing skills.
- Appropriate tertiary qualifications and / or relevant equivalent experience.