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MELBOURNE ... home of the world's greatest sports lovers; four seasons in one day; the hallowed MCG; fantastic restaurant and bar scene – and now, the 2014 CMAA Club Financial Management Summit – a great meeting of the icons ...



## Pages 22 & 25

AS AN employee in the Club Industry, we all have the belief that we are entitled to privacy in the workplace. In many circumstances, this is correct. However, there are also just as many overlapping complexities and, in some cases, there is no entitlement – at all ...



## Pages 30–32

COLIN MURPHY is the Gaming Manager at Wallsend Diggers Club in the CMAA's Hunter Zone. Colin was one of two IGT-sponsoed Peter Clarebrough Memorial Gaming Bursary winners to attend studies the University of Nevada – Las Vegas. Colin's report of his experience highlights the value of the CMAA Bursary ...



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## CMAA keeps pace with industry and with its changes

**President's Perspective** with BILL CLEGG, ACCM

**IN THE** October issue of *Club Management in Australia (CMA) Magazine*, I reported the decision of the CMAA Executive to proceed with de-registration of the Club Managers Association – the NSW registered union.

NSW members have voted in a plebiscite to support, or oppose, the proposition to deregister the union.

As previously indicated, the need for a NSW registered union no longer exists as we move to a truly national organisation.

It is anticipated that the CMAA will remain in place until the next CMAA election cycle – in March 2016 – when there will be only one ballot for the Club Manager's Association Australia.

Unrelated to the above matter, the CMAA Executive has received the resignation of Luke Walker from the NSW State CMA.

Luke leaves the Executive and his employment as CEO of the Wests

Illawarra Leagues Club Group to take up a position with Crown in Melbourne.

While disappointed that the Club Industry loses a professional manager and product of the professional development opportunities provided by Club Management Development Australia (CMDA), I am particularly pleased that another of our managers is recognised outside the Club Industry.

I hope it's a case that Luke will expand his hospitality experience and return one day to continue his contribution to the CMAA and the Club Industry.

On behalf of his CMAA Executive colleagues, I pass on congratulations and best wishes to Luke for a successful change of direction in his career.

It is also pleasing to advise that David O'Neil, the CEO of the impressive Castle Hill RSL Club Group, has accepted the invitation of the CMAA Executive to fill the casual vacancy in the State CMA.

David has previous experience as a member of the Federal and State Executive and was a CMAA Vice President before stepping down from this role a few years ago to focus on major changes within his club organisation.

I'm sure I speak on behalf of all members when I welcome back David to the Executive and look forward to his contribution on behalf of all members.

**ALL MANAGERS** would be challenged by what appears to be the ever-changing 'eCommerce', social media, on-line marketing and digitalisation of everything we do.

These sentiments are also applied to the CMAA and members would remember the decision to move *Club Management in Australia (CMA) Magazine* to bi-monthly publication and support it with the addition of the *myCMAg eNewsletter* in the alternate months.

This has proved highly successful and, from this final edition of *CMA Magazine* for 2014, it will move to a quarterly publication in 2015 and beyond.

Younger members tell us that they enjoy the digital version of publication, while 'more senior' members prefer the traditional hard copy version. Both

versions can be kept as reference resources for the future.

This copy of *CMA Magazine* also sees a significant change in the staffing at the CMAA.

*CMA Magazine* and *myCMAg* Editor Peter Sharp stands aside once the December edition hits your desks.

Peta Imber moved into the role of Media Services Manager on November 5 and, in that capacity, also takes over from 'Sharpee' editing all CMAA publications.

Peta, who has worked in the hospitality industry for 20 years, and within the Club Industry for the past eight years, comes to the CMAA from Penrith RSL Club where she worked as Executive Manager Marketing & Business Development. Before that, Peta worked at Rooty Hill RSL Club as Brand Manager and Marketing Manager.

Sharpee has been with the Association for more than nine years and has always taken on more than his job description ever required, particularly his regular travel and attendance at CMAA Zone Meetings across Australia.

During his time, Sharpee has kept the CMAA in tune with changes in digital media and been a personal assistant to everyone at the CMAA and across the Association's membership.

On behalf of all CMAA members and the Association's many trade and allied partners, I extend sincere best wishes to Sharpee and his wife Sue as they enter the next stage of their life.

Peter will always be a member of the CMAA family.

**IT'S ALWAYS** appropriate at this time of year to reflect on the past 12 months.

For the CMAA, it has been a year of focusing clearly on the immediate and intermediate future as we see consolidation and rationalisation in the industry being the focus of judicious spending across everything we do.

As always, a new year brings new opportunities for all and it is hoped that all can take advantage of those when they appear.

On behalf of everyone at the CMAA – the Federal Executive, Executive Officer Ralph Kober and his team at head Office – I extend to all members their families and loved ones the best for their festive season and health and happiness in the New Year. ■

➤ **BILL CLEGG, ACCM**, is the CMAA Federal President, a CMAA Life Member & General Manager at Club Randwick



### Notice of Annual General Meeting

The **Annual General Meeting** of the Members of the **Club Managers' Association Australia** will take place at **9am** on **Monday, March 23, 2015**.

The **Annual General Meeting** will be conducted in the **Southport Room, Jupiters Casino Pavilion Convention Centre, Gold Coast**.

Members will receive **10 Activity Points** for attending the **Annual General Meeting** and signing the **Members' Register**.

- **ALLAN PETER, ACCM**  
**Federal Secretary, CMAA**



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## Plenty to look forward to in 2015 and beyond

The Executive Officer's Desk with RALPH KOBER

**THIS YEAR** has been yet another busy 12 months for the Association in many respects. It was also a year that has positioned the Association to build on the Strategic Plan devised by the Federal Executive and management in July 2013 – the first year that the incumbent board was formed.

Across 2013 and 2014, the Association reviewed its offering to members and started the preparation for infrastructure development and product and service enhancements.

The 2014-2015 period will see the Association continue to execute the Strategic Plan to increase its market profile and relevance, while 2015-2016 will bring the implementation of actions to further build on opportunities and consolidate on demonstrable strengths.

Notably in 2014, the Association transitioned from its long-serving membership database to one that will enable the membership team to improve on communication to members, ensure that the database is 'clean' and accurate in its reporting and one which will guide members better in keeping their subscriptions up to date and current.

Furthermore, the focus on connecting face to face with many members and non-member managers has seen the reformation of latent zones in Queensland's Far North Coast and Rockhampton with a renewed energy which, hopefully, will grow into the next year.

Victoria membership continues to grow with a focus on membership recruitment drives in partnership with Head Office and the Victoria Zone Committee.

While it is acknowledged that a number of Sydney Zones have seen declining active involvement of members in local zone meetings and events, Head Office is working with the committees to implement strategies to rebuild and strengthen the offering to members.

The relocation of Head Office to a smaller footprint in February this year has significantly reduced rental and overhead costs. The benefit will be truly realised in 2015 after the usual adjustments to the Association's financial statements have been affected.

Further management focus on trimming costs across all operational

areas will be important into the future as declining training and conferencing market share is a reality in today's environment with many training providers and industry associations vying for the club manager and club dollar.

2014 also saw the last of the Association's stand-alone trade shows with the Federal Executive assenting to consolidate and form a new company with ClubsNSW and Clubs Queensland to provide the inaugural Australasian Hospitality and Gaming Expo (AHGE) in March 2015 at the Gold Coast Convention & Exhibition Centre.

Training and education – both nationally accredited and industry-specific – has been well taken up in 2014 with events conducted all around the states and the ACT.

In 2015, as well as nearly 250 training courses planned, a raft of key events will be scheduled for all disciplines of management across Australia, including industry summits, such as Legal, Membership and Loyalty, Country Club Managers Conference, General Management and Tourism, Corporate Governance, Food & Beverage and Financial Management, and more.

The CMAA's traditional Mid-Year Conference, usually presented at Jupiters Casino on the Gold Coast, will become the CMAA National Managers' Conference, moving to Sydney in 2015 in July at the Four Seasons Hotel in Sydney's CBD.

To assist members in planning for 2015, a Key CMAA Events Diary Page is featured opposite this article and is available on the CMAA website – [www.cmaa.asn.au](http://www.cmaa.asn.au)

**ON A CMAA Head Office personnel front,** it is with genuine sadness that we farewell Peter Sharp (aka 'Sharpee'), our loyal and long-time Editor of *CMA Magazine* and the *myCMAg eNewsletter*.

Sharpee has been an insightful and dedicated servant of the Association and is immensely popular with the many members with whom he has become friends across the states and the ACT.

Sharpee will be replaced by Peta Imber, a club manager with a wealth of experience in branding, marketing and media in clubs such as Norths Leagues Club, Rooty Hill RSL Club and, most



recently, Penrith RSL Club.

Peta takes on the new role of Media Services Manager.

We are also pleased to welcome Annie Hart to the CMAA team as Events Administrator.

Annie will assist Professional Development Manager Geoff Meston and the CMDA team in planning and delivering the many professional development and education events we have planned in 2015 and beyond.

Annie's role will allow Geoff to focus on being more consultative with clubs directly as to their training and professional development needs and to help in formulating club-specific training plans for many clubs.

All in all, 2014 has been a year when the Association has recovered strongly from its appeal against the regulator Australian Skills Quality Authority (ASQA) in 2013 which saw its offering in the training sphere dramatically affected both in course delivery and financially, to a position of strength into the future.

**I TRUST** that you will all have a well-earned break over the holiday period and welcome your continued support of the Association through membership and engagement in the array of professional development opportunities provided.

Thank you also to our valued sponsors who provide the important financial support for our members' professional development activities. ■



# Updated Key CMAA Events for your 2015 diary

	Week 1	Week 2	Week 3	Week 4	Week 5
February			<b>17 &amp; 18</b> Legal Summit Sydney		
March				<b>23 - 25</b> AHG Expo, and one day CMAA AGM & National Managers Congress, Gold Coast	
April	<b>3 - 6</b> Easter		<b>14 &amp; 15</b> Membership & Loyalty Summit Brisbane	<b>25</b> Anzac Day	
May	<b>4 - 6</b> CMA Asia Conference & Hofex, Macau			<b>18 - 29</b> G2E Macau	
June			<b>16 &amp; 17</b> Country Club Managers Conference, Dubbo		
July		<b>6 &amp; 7</b> CMAA National Managers Conference, Four Seasons Hotel, Sydney			<b>28</b> One day General Management & Tourism Summit, Far North QLD
August				<b>25</b> General Management Summit, Victoria	
September		<b>8 &amp; 9</b> Corporate Governance Summit			
October			<b>13 &amp; 14</b> Food and Beverage Summit		
November		<b>9 &amp; 10</b> Finance Summit, Brisbane		<b>Christmas coming soon</b>	





## Much achieved but much to do as 2014 ticks over

**The Business End** with CHRIS KEEBLE

**GOODBYE TO 2014.** What a year – professionally and personally. It has been exciting, tiring, great, bothersome, fulfilling and probably many more words (some of them unprintable). Overall, it has been satisfying as there have been many accomplishments. Let's start with a re-cap on our membership and the new database. We went 'live' in October and we fully expected a few anomalies and challenges as we integrated a new system. Well, those anomalies certainly did deliver as anticipated. But, I'm pleased to report that, at the time of writing, we are close to having everything 'clean' and running smoothly. Once again, to any members who felt some sort of 'sting' because of the migration of what was an old, 'clunky' data system, we thank you all for your understanding and patience.

### SO ... WHAT'S new to do?

I'm excited to let you know about our new membership cards. Well, they are not really cards.

It's an 'App'. Given the CMAA card was not a 'smart card' and only held your name and number, we are jumping into the digital age with both feet and will launch a '**MY CMAA Membership App**' by the end of January, 2015. This, then, will become your CMAA Membership 'card'. After you download the 'app' and log in for the first time, your name and membership number will appear on the screen. You only have to do that once. There will also be a couple of other tabs about ...

- Zone Meetings;
- Head Office contact details;
- and any important information.

For any member who does not have a smart phone, we will still send you a member card with your number.

**IT'S ALSO** important to remind members that from January 1, 2015, there will be the annual CPI increase set at 3%.

### Membership fees will be ...

- Full Member (yearly): \$550 to \$566.50;
- Trainee Member (yearly): \$390 to \$400;
- Full Member (monthly): \$46 to \$47.20;
- Trainee Member (monthly): \$32.50 to \$33.30

➤ *Please note that the CMAA only accepts **yearly** or **monthly** payments. Weekly payroll deductions are between the member and his/her payroll office. That payroll must forward those fees to CMAA on a monthly-only or yearly-only basis. The CMAA's new database system does not recognise weekly payments.*

**ADVOCACY** ... the 'holy grail' of any marketer. We are all marketers - no matter what your title role is. You are marketing your venue, product, service ... even yourself. I appreciate any member letting other managers know about the benefits of being a CMAA member. Also, for the up-and-coming managers of our future, don't forget the Club Affiliate Membership. This is a great way to be involved and nurture the talent in your club. The Club Affiliate Membership is a one-off fee that lasts for the lifetime of that employee while at that club. Please take a look at the special 50% offer on the inside back cover in this edition of *CMA Magazine*.

**2015 WILL** see me on the road as I visit clubs and members and explain the features and benefits of becoming a CMAA member. If you would like me to swing by and meet any managers, please drop me a line – [chris@cmaa.asn.au](mailto:chris@cmaa.asn.au) - anytime and we can work on a suitable day.

### FAST FACTS

- CMAA membership is an anniversary year membership for individuals to be paid in advance;
- Payment can be made yearly or monthly;
- Members can arrange payroll deductions weekly via their Club, however payroll must pass these fees on monthly or annually in advance to Head Office;
- Payment methods are Credit Card or Direct Debit;
- EFT or Cheque payments can be made for yearly payments only;
- As of January 2015, membership fees will incur a CPI increase of 3% for the 2015 year and ongoing CPI increases per annum for the years following;
- Members who are in arrears three months, or more, of their membership fees will, under the rules of the Association, become inactive and will be contacted by CMAA Head Office to

confirm their intention to retain ongoing membership of the CMAA.

### Sponsorship

**AS WELL** as now introducing a more universal level of category, '**Platinum**', '**Gold**', '**Silver**' and '**Bronze**', the CMAA – through the **Centre for Hospitality Management** – also has a '**Trade Supporter**' sponsor level.

This will help manage the expectations of all sponsors and help with keeping to our guidelines of which trade can attend CMAA events. Only CMAA Sponsor companies can attend CMAA events. The privilege of being in a room with the Club Industry's decision-makers needs to be protected.

Any members who know of a company in your Zone that would like to gain access to Zone events, can pass on my details and I'd be happy to discuss the benefits of the partnerships the CMAA offers.

Thank you to all the Zone Committees helping me with these guidelines and for their valued support.

### 17th annual ACE Awards

**AS MANY** people know the CMAA has supported the Australian Club Entertainment Awards with administration and overall management of the event, including sponsorship. The CMAA will hand back management of the event to the ACE Awards committee after the next awards night on March 18 at Blacktown Workers Club. The CMAA team has enjoyed being a part of the ACE Awards, however the CMAA's core business needs to focus on membership and growth.

The 2014 ACE Awards is well underway and will be spectacular. Blacktown Workers Club has an impressive venue and, for the first time, we can manage to fit in more guests.

Demand over the years always outstrips capacity. This 2014 awards night will be produced by Fiona Cage and already is shaping up to be something very special.

**I'M LOOKING** forward to 2015 ... a new year, new systems, new ideas and new challenges – and meeting more members. Until then, have a great Christmas and a safe New Year.

The Club Industry keeps us busy this time of year ... but would you have it any other way? ■

➤ **CHRIS KEEBLE** is the CMAA's **Sponsor & Membership Manager**.  
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M: 0418 970 963;  
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# Inaugural Expo offers best and latest for industry decision-makers

**THE INAUGURAL 2015 Keno Australasian Hospitality & Gaming Expo** is only three months away – March 24 & 25 – with excitement and anticipation of the Expo quickly growing.

Never before have three leading Club Industry organisations come together to produce an international Expo of such a high calibre at the Gold Coast Conference & Convention centre at Broadbeach on the Gold Coast.

From an industry perspective, as a Club Manager or Director, you cannot afford to miss this ground-breaking event featuring world-class programs, networking opportunities and total access to many and varied industry suppliers and supporters.

The **2015 Keno AHG Expo** is expected to attract more than 4,000 delegates and will showcase more than 140 products and services covering all facets of hospitality and gaming, including the latest in entertainment, food and beverage, technology, construction, education, furniture and innovative design.

The **Keno AHG Expo** is a joint industry partnership between ClubsNSW, Clubs Queensland and Club Managers' Association Australia (CMAA).

CMAA Federal President, Bill Clegg, ACCM said the 2015 Expo was an historic move for all three Club Industry groups.

The two-day **Keno AHG Expo** also will offer delegates complimentary access to the Conference Program, the inaugural CMAA 2015 National Managers Congress (**Registrations now open**), CMAA AGM (CMAA Members Only) – on Monday, March 23 at 9am, at the Jupiter's Casino Convention Centre – CMAA Hall of Fame Awards and CMAA 2015 National Bursary Presentation Dinner, along with the Keno Clubs Queensland Awards for Excellence, the Clubs NSW National Governance Forum, as well as many other leisure and entertainment activities.

Other CMAA events taking place on the day include ...

- a program of Professional Development workshops, including the Keynote Presentation, *'Strategic And Cultural Change In Retail Shopping Centres, The Club Industry's Biggest Nightmare?'*
- *'Houston, We Have A Problem!'* For the crew of NASA's Apollo 13, it was a life or death moment. Relationships

mattered. Understanding themselves and their crewmates mattered. Their training made the difference. Find out what that was as well as what sets NASA and other high-performance organisations, such as the Royal Australian College of Surgeons, apart from others ...

- **The Great Management Debate: 'Interdepartmental Subsidisation From Gaming Is Still A Relevant Business Model Today' – The CEO, The Gaming Manager, The F&B Manager**
- CMDA 2015 National Bursary Presentation Dinner
- The traditional CMAA Hall of Fame and Jim Henry Award inductions.
- Networking drinks from 4.30pm
- All sessions complimentary to CMAA Members, AHG Expo Club Manager and Director delegates - except the AGM, which is restricted to CMAA Members only
- Gala Awards Dinner from 6.30pm (see pages 14 & 15 for more information)

As part of the changes taking place in 2015, and to ensure our members are still offered a diverse, relevant, and rewarding professional development program, the CMAA's annual mid-year conference has been reviewed, revitalised, and renamed the **CMAA National Managers' Conference** and will now be held in Sydney on July 6 & 7, 2015.

Our annual conference and program in July will offer an education program suitable and relevant to club managers at all levels of the industry, along with CEOs, directors, and Club Industry trade executives.

For more information on the 2015 Keno AHG Expo, go to the Expo website – [www.ahgexpo.com](http://www.ahgexpo.com)

For the latest on CMAA events, activities and professional development programs, visit [www.cmaa.asn.au](http://www.cmaa.asn.au), or follow us on Facebook [www.facebook.com/ClubManagersAssociationAustralia](https://www.facebook.com/ClubManagersAssociationAustralia)

Travel and accommodation bookings can be made through **2015 Keno AHG Expo** partner **CCM Travel** at [www.ccmtravel.com.au](http://www.ccmtravel.com.au) ■

## KEY DATES ...

- **March 23** – CMAA 2015 National Managers Congress @ Jupiter's Casino, Broadbeach.
- **March 24 & 25** – the Keno Australasian Hospitality & Gaming Expo at the Gold Coast Conference & Convention, Broadbeach.

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AUSTRALASIAN HOSPITALITY & GAMING



DATE: 25 March 2015  
TIME: 8:00am - 9:30am  
VENUE: Gold Coast Turf Club  
COST: \$85, or \$800 per table of 10  
NB: Transport will be provided to and  
from the GCCEC to the Turf Club

## THE WAIT IS OVER - KEYNOTE SPEAKER ANNOUNCED

Join us for breakfast at the Australasian Hospitality and Gaming Expo on 25 March 2015 to hear from Victoria Cross Medal recipient and author Mark Donaldson and learn of his heroic life journey in the SAS.

Tickets are limited and can be booked when you register to attend the AHG Expo via [www.ahgexpo.com](http://www.ahgexpo.com).





AUSTRALASIAN HOSPITALITY & GAMING

2015 expo

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24 & 25 MARCH 2015



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Register today  
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Monday 23 March 2015, 9am – 2pm  
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Annual General Meeting (CMAA Members only)

National Club Management Congress with three (3)  
sessions of Professional Development on:

Competition and Strategy

Communications in high performance organisations

The Great Management Debate

Networking drinks from 4.30pm

Professional Development and Networking drinks  
complimentary to AHGE delegates

Pre-registration for these events is required.

Go to [www.cmaa.asn.au](http://www.cmaa.asn.au) to register and confirm\*

\*See rear for more information about the day and the Gala dinner



## CLUB MANAGERS ASSOCIATION NATIONAL CLUB MANAGEMENT CONGRESS PROGRAM

8.30	<b>Congress Registrations</b> - Registration Desk Jupiters Casino Pavilion Convention Centre Jupiters Casino Pavilion Convention Centre, Southport Room.
9.00	<b>CMAA Annual General Meeting – CMAA Members only</b> Welcome - Congress Sponsor, Aristocrat
10	<b>Morning tea</b>
10.30	<b>CMAA National Club Management Congress (Free for AHG Expo delegates)</b> <i>Registration (at no charge) required to attend - go to <a href="http://www.cmaa.asn.au">www.cmaa.asn.au</a></i> <b>Session 1: Strategic and cultural change in the retail shopping centre model, is this the Club Industry's biggest nightmare?</b> Guest Speaker: Trevor Dill - Director of Asset Management, Precision Group. The big retail shopping centres around the country are shifting their focus 'from being a building full of shops' to a destination of choice with high quality 'name' restaurants and other F&B outlets, entertainment, even valet parking in some cases; to lure the modern customer. Is our industry prepared for that? The Precision Group is a privately owned investment company with an extensive property and development portfolio including significant retail, commercial office and hospitality assets in Adelaide, Melbourne, Sydney and Brisbane. <a href="http://www.precision.com.au">http://www.precision.com.au</a> Trevor's track record includes over 12 years at Westfield including time as the State Operations Manager NSW and
11.15	<b>Session 2: "Houston, we have a problem" (Part 1)</b> Thankfully, few of us will confront the stresses experienced by space travellers. For the crew of Apollo 13 it was a life or death moment; and understanding themselves and their crewmates was critical to a successful outcome. NASA looked to their future in long duration space travel and knew they needed to further improve their processes to succeed. What sets NASA and other high performance organisations apart from others? What is the key to their overcoming extraordinary challenges? We do live and work in a stressful environment, understanding ourselves and what makes us tick is essential to improving our relationship with others. It's the key to getting through to people we've sometimes had difficulty with; and improving our interactions with others through more effective communication lifts morale and improves teamwork and productivity. NASA and the Royal Australasian College of Surgeons are just two of the world leading bodies that recognise communication is a key factor to their high performance cultures. This presentation explains the 'what' and 'how' for achieving more effective communication... and introduces you to the evidence-based program these and many other organisations depend on to succeed.
12	<b>Lunch</b>
12.30	<b>Session 3: "Houston, we have a problem" (Part 2)</b>
1.15	<b>Session 4: The Great Management Debate: "Interdepartmental subsidisation from gaming is still a relevant business model today"</b> – Two teams of managers argue the pros and cons of this traditional business model for clubs and whether it is the strategy for the future.
2.00	<b>Clubs Australia Corporate Governance Symposium</b>
4.30 – 5.30	<b>Combined CMAA and Clubs Australia networking Cocktail Party</b>
6.30 – 9.30 *	<b>CMAA Bursary Awards Dinner and entertainment \$135 + GST pp</b> * Gala Dinner registration - CMAA Members, AHGE Club Manager and Director delegates very welcome to attend – book and pay at <a href="http://www.cmaa.asn.au">www.cmaa.asn.au</a> (this does not apply to 2015 Bursary winners and their





## CMAA celebrates another successful year with sponsors

**THE CMAA** celebrated another successful year with its 'family' of sponsors with lunch at St George Motor Boat Club on Friday, November 28.

Senior executives from almost all of the Centre for Hospitality Management (CHM) Sponsor companies were among the 100 guests at the three-course lunch on the northern shores of the Georges River at Sans Souci.

CMAA Executive Officer Ralph Kober introduced Federal President Bill Clegg, ACCM to formally welcome the guest and thank the sponsors for their generous and continued support of the Association and its members. Bill, the Association's most-recently honoured Life Member, acknowledged his fellow 'lifers' attending the event – Les Evennett,

who recently turned 97 years 'young', Barry Stevenson, John Allan, Greg Pickering ACCM, Allan Peter ACCM and Bill.

Bill also made a presentation to Peter Sharp who finished duties with the CMAA at the lunch after more than nine years in the role of Communications Services Manager and editor of *CMA Magazine* and the *myCMAg eNewsletter*.

Before the lunch, the CMAA Federal Executive and CMAA Federal Council conducted a full meeting where David O'Neil, the CEO at Castle Hill RSL Club, joined the Executive as NSW State Executive Member, replacing Luke Walker, ACCM, the outgoing CEO at Wests Illawarra Leagues Club who has accepted a position with Crown in Melbourne. ■







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**THIS MONTH, in our 'CMAA Manager Profile' series, we meet ROBERT DWYER, the CEO at Laurieton United Services Club and Kew Golf Club in the CMAA Great Lakes Zone on the NSW lower North Coast. Robert got into clubs to help pay for his university studies and, after impressive academic success, went on to teach snow-skiing in Japan before side-stepping the family tradition for teaching to proudly follow in his father's footsteps into the Club Industry ....**

■ **ABOVE:** Laurieton United Services Club CEO ROBERT DWYER.

For some, including myself, the bursaries have been life-changing experiences. The opportunities provide motivation for our members to actively participate in our Zone activities.

**Name:** Robert Dwyer.

**Title:** Chief Executive Officer.

**Club:** Laurieton United services Club, NSW.

**How long in clubs:** 25 years.

**What brought you to Laurieton:** After graduating from university, I was working with a marketing company in Sydney and an opportunity came up in Laurieton. The club was looking for a trainee manager. My parents and sisters had moved to Forster and the job in Laurieton was a chance to be closer to them and live near the beach, which was always a goal.

**How did you get into clubs – your first job:** My father, Greg Dwyer, was a club manager. I swore I would not get into the game due to the hours he put into the business. Back then, it seemed like the best club managers were gauged by the number of hours they put in. However, being one of five children, I was determined to 'pay my own way' through uni and bar work paid well and I liked working with people. It was a natural win-win. My first official club job was as a steward in the members bar at Twin Towns. I was fortunate enough to get the job and train under a very experienced Finance/Administration manager in the business, Margot Bryant. Being a university graduate, I thought I knew everything ... how wrong I was. Margo was a great teacher and showed me how the club should be run and that everything goes through admin/finance. The steep learning curve under her

guidance set me up for my career. At uni, I did a double major and Japanese on the side. I just wanted to raise enough money to travel, specifically to Japan. I got a job as a ski Instructor at a resort that was the closest ski field to Hong Kong. They wanted English-speaking instructors. The then-club manager allowed me to take four months leave without pay. I didn't think I was coming back to Laurieton. However, in the time I was overseas, I realised I didn't want to be chief barman all my life and, when I heard that the club's Finance Manager was leaving, I returned and successfully applied for the role, which lasted five years before the CEO became vacant and, at 29, I got the job ... that was 14 years ago.

**The advantages of living & working in your area:** Laurieton is part of the Camden Haven region on the NSW Mid-North Coast, and it's not called 'God's Country' for nothing. It's a simply beautiful location and a tight-knit community. Laurieton United Services Club is at the heart of that community and being in a position to help out so many community and sporting groups is extremely satisfying. We have one roundabout and no traffic lights. It's a great place to raise a family.

**Other clubs where you have worked:** Twin Towns Services Club, Club Forster and the Lavington Sports Club.

**Jobs outside the Club Industry:** At an early age, I was a 'bowser boy' at Lithgow and worked in fast food places and a fine dining restaurant in Forster.

► **What are your ambitions for your club:** We recently amalgamated with Kew Country Club. It has taken a few years to get the cash flow in the black and we are ambitious to turn it into a profitable trading centre. We are also dealing with our council to diversify our income through construction of a Seniors Living Village adjacent to the Laurieton club. We aim to do this while maintaining our position as the focus of social and sporting community activities in the Camden Haven.

**How and when did you get involved with the CMAA:** It started around 21 years ago. My father, Greg Dwyer, was the founding President for the Great Lakes Zone. I'm sure he was proud when I became part of the Zone Executive in roles from Secretary to President and now as Publicity Officer.

**How important is the CMAA for club managers and clubs in your region:** The focus for our Zone is education and networking. Being a regional Zone, the CMAA offers the best opportunity for educating our managers, from Duty Managers all the way through to CEOs.

**Great Lakes has been active in group study tours to Macau and the Gold Coast in recent years. What has been the effect in your Zone:** For some,

including myself, the bursaries have been life-changing experiences. The opportunities provide motivation for our members to actively participate in our Zone activities. Once part of the association, the camaraderie and networking keeps our membership numbers strong attending Zone meetings.

**What would you like to be doing if you were not in clubs:** I would probably be a school teacher. My mother and three sisters are all school teachers, so I'm the 'black sheep' of the family.

**What do you do for relaxation:** I am blessed to have three children - 11, 8 and 6 - so I find any activities with them to be entertaining and relaxing. The odd game of golf and fishing also keep me relaxed.

**The best piece of advice you ever received:** From a manager's perspective, three pieces come to mind ... "Give me a solution, not a problem"; "Think what you want to think, be careful what you say"; If you've lost your temper, you've lost the argument ... it's best to walk away".

**The biggest challenge for the Club Industry in your area:** Maintaining the

community focus and not becoming a gambling den.

**The biggest challenge for club managers:** Developing future leaders and maintain great staff.

**What are you reading:** Emails ... (ha).

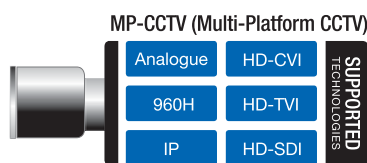
**Sports played now & growing up:** I like to get out on the golf course whenever possible, at Kew Country Club, which amalgamated with LUSC in 2009. I've played hockey pretty consistently since I was 15. I play B grade in the Port Macquarie comp and have picked up 'Best & Fairest' award in the past two years. At the presentation night, I told (jokingly) the younger folk ... "I'm too old to win this and you should be ashamed".

**Do you ... Facebook / Twitter / LinkedIn:** Facebook, a little - Robert Dwyer or Laurieton United Services Club. I have a presence on LinkedIn, but I'm not active.

**Favourite food / beer / wine:** Home-made pizzas with the kids ... (tip - Don't take your eyes off the kids while watching the cricket. Getting dough out of their hair is very painful and time consuming!). I enjoy washing it down with a nice Cabernet Merlot, or anything amber and bubbly. ■

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## Melbourne turns on its best for financial 'tragics'

By ANNIE HART

CMAA Events Administrator

**MELBOURNE ... HOME** of the world's greatest sports lovers; four seasons in one day; the hallowed MCG; fantastic restaurant and bar scene – and now, the **2014 CMAA Club Financial Management Summit** – a great meeting of the icons.

Held at the site of Melbourne's historic 1956 Olympic swimming venue, the Summit proved to be a veritable smorgasbord of information exchanges, innovative idea generation, strategy, capital investment management, some great governance tips, and of course networking opportunities.

Our group of hardy number crunchers, including some directors, travelled from Victoria, NSW and Queensland. Ensuring the three states were immediately at peace with one another. Day 1 started with a round-table brain-storming session examining how to replicate that *'serendipitous brilliant, but elusive, idea'* that just pops into our head occasionally with a more structured approach to generating more regular fresh and innovative insights.

We used a seven-channel concept recently published in the *Harvard Business Review* and it created lots of conversation and potential ideas to take back to work.

Our presentations commenced with Joshua Pereira from NAB Corporate Banking providing an economic overview, followed by some insight into how banks assess 'appetite for funding'

into specific divisions via completion of a Risk Appetite Statement. While banks are becoming more bullish with loans, their lending posture is neutral for clubs/associations and it carries a stable outlook for banks. Joshua believes all banks are open to negotiation or renegotiation of payment schedules to better match cash flow fluctuations, covenants - even interest rates.

Strategic Management was a strong flavour for this summit and Lewis Greenup and Rachel Burdett-Baker from BDO clarified the great EBITDA/financial position confusion and looked at the critical implications an EBITDA result has on strategic options. Lewis backed this up on Day 2 with practical cases of club strategies at different EBITDA result levels to give the audience an idea of the constraints in place but also the (possible) remedies available.

Continuing on the strategic management vein, Greg Russell from Russell Corporate Advisory offered great insight into core and non-core assets ownership structures to present a better risk profile to potential lenders; the importance of doing your research, feasibility, and financial modelling BEFORE you commence a project, including fully testing the logic behind this modelling before making the capital project decision and borrowing money. Greg emphasised the critical nature of the interest cover ratio forecast in determining borrowing limits. You must have plenty of cash left over after your interest payments to operate the club.

Into the mix we threw a panel of intrepid club managers to talk about how best to communicate financial numbers to all aspects of the business to support strategy. Many thanks to Nadeem Ali from Castle Hill RSL Club, Jonathan Taylor from Southport Sharks Club and Chris Byrne from Yarraville Club for their input.

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- Day 2 opened with Cameron Provost from Orange Ex-Services Club presenting his successful strategy to build an effective governance regime at board level to drive what is now a high-performance club business. Ongoing Board of Director training and using that as a covenant to being elected to the director role is certainly the way of the future for clubs.

Of particular interest was our speaker Mark Carnegie, Director of M.H. Carnegie & Co with a strong background on Wall Street and now private equity investment in Australia. Among other observations, Mark emphasised his belief that the Club Industry's future health depended up its ability to capture and present itself coherently as the source of 'social capital' to reinvigorate the 'sense of community' that built Australia. It was very thought-provoking information.

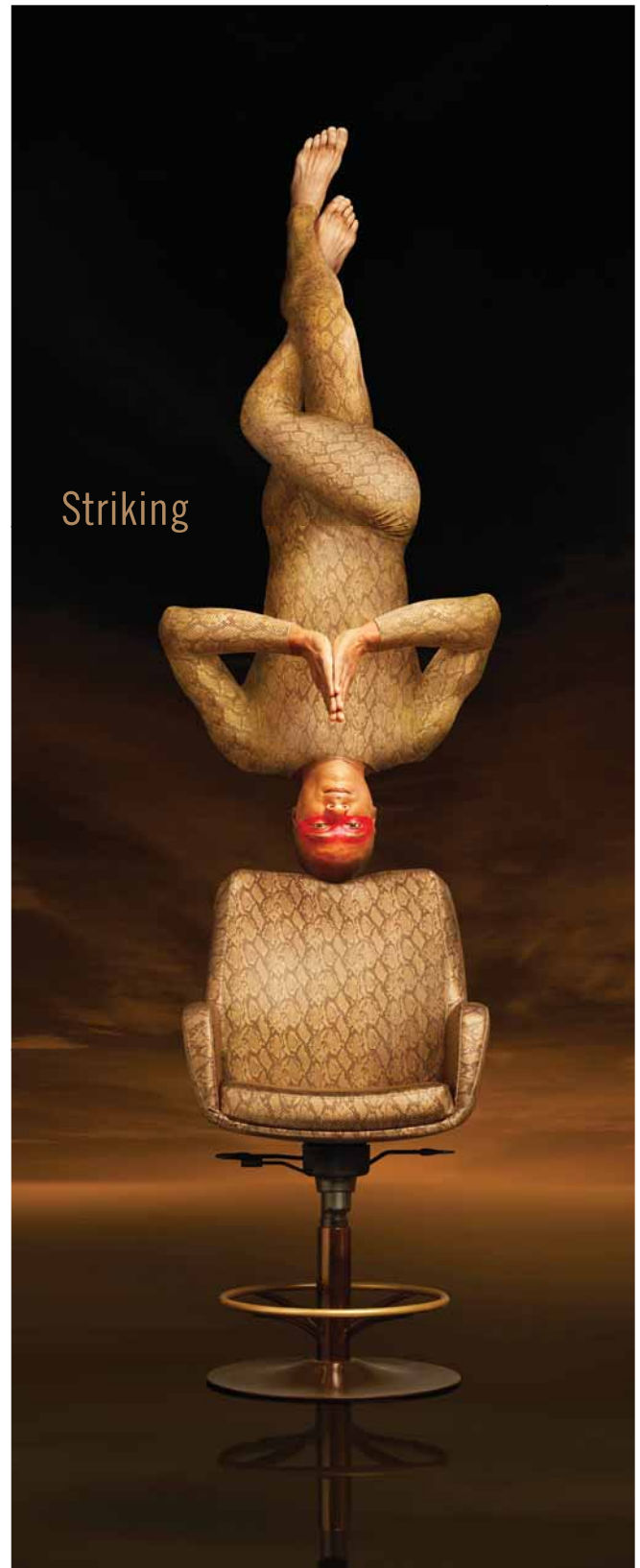
As contracts and their management play a major role in club operations, we asked Adam Brookes, a Melbourne partner from Thomson Geer Lawyers, to give us insight into how we should review existing contracts, not only to ensure specific performance but also avoid getting taken advantage of at renewal time. Adam had the class go through a mock service contract, looking at areas that should be addressed and changed. OUTCOME: all clubs should review their existing contracts at least once per year as a matter of good governance.

David Vokes from Rohrig Group highlighted best practice in managing (from the club's point of view) a major construction project from the initial idea through to practical completion so you don't waste your club's money, with over-runs and bad design.

Our Summit networking time was highlighted by a guided tour through the MCG, followed by a cocktail function hosted by Arthur Antonellos, Executive Manager Client Services of HOSTPLUS, our Platinum National Sponsor. Arthur brought along Melbourne Storm NRL and NSW Blues legend Robbie Kearns (above) to meet the Summit delegates and presenters.

It was an excellent two days and the feedback has been overwhelmingly positive.

See you there next year. ■



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## A CHANGE OF FORTUNE

Since partnering with TGS, the Kogarah RSL Club has undergone substantial changes that have rejuvenated the venue and transformed the customer offering.

Utilising the TGS venue design and product management services a visually stunning and contemporary interior has been created, breathing new life into the club. This transformation completed in only three weeks, boasts a gaming floor with one of the most modern and popular gaming product selections for a venue of its size.

The TGS whole-of-venue approach ensures vital support is provided to every facet of the business. Introduction of the TGS loyalty program - Diamond Rewards™, along with local area marketing consultation has maximised the opportunities for customer growth and retention. Now with a compelling entertainment offer Kogarah RSL has been successfully launched, and is an example of the beneficial TGS partnership.

*"Partnering with TGS allows us to tap into the knowledge and expertise across a number of commercial areas that will see this club survive another 60 years and become a leader in the club industry".*

– Grant Amer, Kogarah RSL Club General Manager



BACKED BY



BEFORE

AFTER





## Workplace Privacy – does it exist?

**AS AN** employee in the Club Industry, we all have the belief that we are entitled to privacy in the workplace.

In many circumstances, this is correct.

However, there are also just as many overlapping complexities and, in some cases, there is no entitlement – at all.

Workplace privacy matters can range from – but are not limited to – rough or over-zealous Directors seeking to obtain employment records, to the use – and/or misuse – of workplace emails, social media platforms, or internet and Wi-Fi connections – in and outside of work time – and drug and alcohol testing of employees.

The recurring Industrial Relations issue, in part, comes from the fact that Australia for some time now has been recognised as a world-wide leader in the take-up of the latest technology and social media platforms.

Given this, and not surprisingly, our enthusiastic embrace of all forms of information and communication technology has encroached on, been integrated into, and often times crossed the boundary into our place of work.

The use of social media by private citizens in Australia had increased to more than 62% of the population in 2012 – with the majority of this access to platforms such as Facebook, Twitter and LinkedIn occurring at the workplace and/or using workplace-provided devices, or internet connections.

This has given rise to a number of employment law issues, including the extent of employer's rights to monitor the activities of employees, and the continued blurring of 'work' and 'private' lives.

As with any democratic nation, our legislation and legislative amendments have not had the opportunity, or ability, to keep pace with the utilisation demand for this technology, which

The recurring Industrial Relations issue, in part, comes from the fact that Australia for some time now has been recognised as a world-wide leader in the take-up of the latest technology and social media platforms.

contributes to some of the overlapping complexities and the recurring IR issues.

In researching the vested question, 'Do I have a right to privacy?' ... it surprised me to learn that **there is no constitutional, or general, right to privacy in Australia.**

The *Federal Privacy Act 1988* and its Australian Privacy Principles (APPs) only apply to private sector organisations with a turnover of more than \$3 million.

### Employment Records

Did you know that employment records are exempt from the *Privacy Act*?

This means that private sector employers are not subject to the limits on the collection, use, storage and disclosure imposed by the APPs, in respect of any "record of personal information relating to the employment of (an) employee".

However, there is an implied duty in employment common law with obligations to protect confidential and sensitive information of the employer and employee.

### Personal Information In The Recruitment Process

Like it or not, there seems to be an increase in the practice of many employers to carry out online searches of a job applicant's publicly accessible social media profile.

The argument for this behaviour is to identify any personal activities, or behaviours, that may impact on the workplace, or indicate that the candidate will not fit within the culture of the company.

The ethics behind this practice is a whole new debate however, when it comes to privacy.

Remember that just because your profile posts are set to 'private', doesn't mean they will remain so.

Given this, it is essential that during the induction process, employers must provide company policies regarding the usage and monitoring of employee emails, internet use, and social media activity – while on duty and outside the workplace/work hours.

Some employers go as far as not permitting the company name to be used on any social media platform, including stating where you work on LinkedIn!

### Dismissing Employees For Social Media-Related Misconduct

Did you know that recent statistics indicate that one-third of employees are using Facebook, Twitter, or other social media platforms for more than an hour a day at work?

This has led to a rise, since 2010, in unfair dismissal cases involving alleged serious misconduct by employees for social media activity – making it one of the leading issues in Australian IR in recent years.

The general trend in these decisions has been to uphold the dismissal where the employee's social media post (even if private) is highly offensive, or derogatory towards the employer and have or could cause serious harm to business.

In recent times, individuals displaying their displeasure of their employer or co-worker are becoming a more-common issue.

In contrast, the Fair Work Commissioner may look at other factors, such as an employee's inexperience with the forums such as Facebook (i.e. my wife set up my privacy setting) and length of service with the employer, can result in a finding of unfair dismissal in these cases.



■ CMAA Senior Industrial Relations Advocate  
PETER COOPER

### ► Privacy And Drug And Alcohol Testing

Testing an employee for the presence of drugs, alcohol or other substances that have the capacity to impair performance is another fairly wide-spread practice, usually justified on the basis of the employers' obligation under the WHS legislation.

Although there is no statutory basis for it – apart from mandatory testing requirements in certain industries, e.g. public transport or mining – at common law, employers can direct employees to undergo a drug and alcohol test as long as the request is reasonable.

The question, though, is ... 'what is reasonable' for our industry?

Industrial tribunals tend to support the prerogative of management to implement testing as part of a workplace policy with appropriate safeguards of employee interest.

The terms of any applicable employment contract, modern award or enterprise agreement may also be relevant to whether an employer has a right to insist on testing.

Although the right to privacy is preferred and desired by all employees, in many cases employees don't always have that right.

No matter what the issue, there will always be overlapping complexities and the potential need for expert advice, often leading to assistance or representation. ■

*\* Factual material obtained from CCH Employment Law Guide*

➤ **PETER COOPER is the CMAA's**  
**Senior Industrial Relations Advocate**  
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In researching the vested question, '*Do I have a right to privacy?*' ... it surprised me to learn that there is no constitutional, or general, right to privacy in Australia.

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# Queensland Government pledges rapport with Club Industry

By **HENRI LACH**

**CONTINUING SUPPORT** and consultation with Queensland's community licensed Club Industry has been promised by the State's Liberal National Party (LNP) Government. The undertaking comes in an exclusive statement to *Club Management in Australia Magazine* from Attorney General and Minister for Justice Jarrod Bleijie whose portfolio includes responsibility for the State's gaming and licensing.

"The Government has listened to the industry and we will continue to do whatever we can to ensure Queensland's clubs can keep performing their great work in our community," the Minister said. In a review of his Government's past record Mr Bleijie paid further tribute to the industry.

"Queensland's clubs play a very important role, both in the local community and to the State as a whole.

"As well as providing sport, support and social services to thousands of Queenslanders, clubs contribute significantly to tourism, one of the four pillars of the Queensland economy," he said.

Mr Bleijie acknowledged that the Club Industry has been under pressure from anti-gaming forces.

"We know that clubs operate in a difficult environment that has and will



■ **ABOVE:** Attorney General and Minister for Justice JARROD BLEIJIE.

■ **BELOW:** Queensland Premier CAMPBELL NEWMAN.

## Political turn-around facing Newman's LNP

**PREDICTABLY**, the timing of Attorney General and Minister for Justice Jarrod Bleijie's statement could be seen as political hyperbole.

A State Election is due on, or before, June 20 next year and his Liberal National Party (LNP) Government is in the throes of domestic problems, with resignations from its ranks, severe thrashing in two by-elections, and a plummeting public approval rating. As well, the Labor Opposition and unions have whipped up resentment against the LNP Government's plans to sell off public assets.

The LNP came into power in 2012 with the greatest victory in Australian electoral history – winning 78 of the State's 89 seats. But political observers believe that the voter turn-around could actually see a change in government next year.

There are even serious predictions that Premier Campbell Newman could lose his own Brisbane seat of Ashgrove. Jarrod Bleijie is on firmer ground. His Sunshine Coast seat of Kawana is the safest Conservative seat in Queensland. He won it by 66.84% in 2012. But, while he can look forward to re-election, he may find himself just a shadow minister in an LNP Opposition next year.

What could that mean to the Club Industry in Queensland? Further to his current statement, it was he and his Government who lifted the ban on \$50 and \$100 note acceptance by gaming machines. That ban was introduced by the then-Labor Government in 2001 at the behest of a noisy anti-gaming lobby.

Labor Opposition members are silent as to their current attitude towards the licensed club industry and gaming in general. The minor parties and independents consider the issue a minor distraction.

Politics aside, during his tenure Minister Jarrod Bleijie has won over industry leaders with his attitude and his appreciation of the role of community licensed clubs. Club bosses are not about to make comment or predictions about what promises to be a very torrid election campaign next year.

But whatever the outcome, it's a fair bet they are hoping that whoever is going to be overseeing their industry for the following three years is at least up to the measure of the incumbent Minister. ■

- **HENRI LACH**





- ▶ continue to be susceptible to changes in consumer attitudes and market trends," he added. "They have also suffered from high levels of red tape that stifled development and made it difficult to respond to emerging trends, thus reducing business opportunities.

"The Government made a commitment to Queenslanders during the 2012 election that it would grow a four pillar economy, which includes tourism, and revitalise frontline services by cutting red tape and waste.

"We also promised to reduce red tape by 20% by 2018 and it was immediately evident that a significant contribution to this red tape reduction could be achieved through a review of the liquor licensing and gaming laws."

Reference to red tape reduction dominates the Minister's statement. "During the past two years, we have implemented more than 60 red tape reduction initiatives for the liquor and gaming industry, with several specifically aimed at assisting the clubs industry," he continued.

"The Government's reforms include increasing the maximum number of gaming machines operable by club premises from 280 to 300, increasing the



default cash payment limit for gaming machine winnings from \$250 to \$5000, removing gaming licence renewals and the 'near rule' for clubs' additional premises as well as a range of other efficiency measures.

"The Government's liquor red tape reduction reforms, such as abolition of the Queensland Liquor and Gaming Commission, have also been swift and effective. Liquor licence processing times for community clubs have been slashed by 45% and licence transfers are down by 28%."

Like all industry, the issue of workers' compensation is of concern to clubs, and

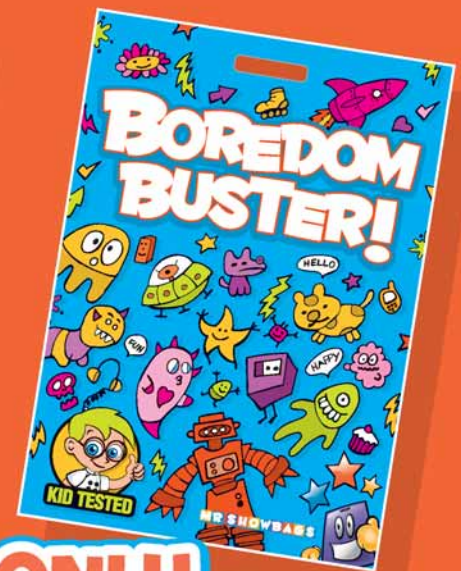
the Minister believes his government has made positive changes in that area.

"Earlier this year, the Government announced that, following our changes to the workers' compensation system, the average premium rate for 2013-14 decreased by 17%, ensuring that Queensland has the cheapest premium rate in the country once again," he said.

"Our changes will mean that an extra \$1 billion will be put back into the economy over the next four years, but as importantly, injured workers will still have access to a scheme that promotes injury prevention, rehabilitation and improved return-to-work rates." ■

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# Bursaries 2015: A model for a winning application

**THANK YOU** to all CMAA Members who applied for the recent round of 2015 National Bursary Program.

After discussing our National Bursary Program with lots of stakeholders over the past 18 months, we comprehensively revamped the prizes on offer, as well as the application process.

The new application criteria were designed have applicants challenge themselves to ...

- think about who they are and what they do;
- what sort of environment they work in;
- and what they wanted to achieve with their bursary win from these two points of view.

It then required them to distil the application into short summaries that would capture the imagination of the group of club managers judging the applications.

Many of those who applied said it was much easier than it first appeared, and required less paperwork than past application requirements, and that this form of writing creates the foundation of great business and board reports and proposals.

Many applicants got the 'gist' of this straight up, but many didn't,

So, here's one of the highest-scoring applications that won the NRA Chicago and New York trip for Russell Hickey (pictured above) from Kedron Wavell RSL Club.

It's very simple; it's SMART; it's very close to the required word counts; and it left the judges in no doubt as to who Russell is – and why he wanted this bursary trip. ■



## OBJECTIVES

**Russell Hickey –  
Food & Beverage Manager  
Kedron-Wavell Services Club Inc**

**Bursary – 2015 National Restaurant Association show Chicago & New York**

Discover and implement new foods, global trends and equipment innovations

- S** – Implement at KWSC creative solutions learned from the 1,800 exhibitors and 44,000 visitors at the Chicago RNA to improve our brand of food service.
- M** – Introduce one new food, beverage and equipment solution.
- A** – Food, beverage and equipment solutions implemented on menus or/and in service/operations.
- R** – The combination of these solutions will enhance the overall experience at KWSC by continuing to be market leaders in innovative offerings.
- T** – November 2015.

Introduce urban agriculture to KWSC

- S** – Learn from Chef Brian Weiler about the Westin New York's Rooftop Garden of 11 garden beds, four barrels of pesticide-free, organic produce to introduce on the menu at KWSC.
- M** – Deliver presentation to the KWSC board for approval to create garden so KWSC can offer its members 'new and healthy ways to eat local'.
- A** – Garden built.
- R** – Produce grown will be utilised daily throughout the club to provide awareness of quality, freshness and sustainability.
- T** – Productive December 2015

Embrace the concept of success by encouraging entrepreneurial aspirations

- S** – Disseminate the knowledge from Marta's Head Chef Nick Anderer about his concept which encourages entrepreneurial aspirations to his young chefs, to the chefs of KWSC.
- M** – To have the young chefs of KWSC aspire to greater heights through the concept of Marta's success.
- A** – Create a mentor program to foster post-graduate learning.
- R** – KWSC chefs will be a sought-after commodity within the industry.
- T** – June 2016

## APPLICATION STATEMENT

**Russell Hickey –  
Food & Beverage Manager  
Kedron-Wavell Services Club Inc**

**Bursary Category: 2015 National Restaurant Association Show Chicago & New York – May 15 to 25, 2015**

Promoted from Executive Chef to Food & Beverage Manager at Kedron Wavell Services Club (KWSC), I am responsible for 120 staff, two restaurants and the Events Department. I strategically set about growing the knowledge and competencies of all catering staff and diligently engineer maximised standards and efficiencies of each department in a \$10,000,000-a-year operation.

As part of my portfolio, it has been my responsibility to oversee the development and creation of two new dining concepts at the club, being the 300-seat *Café HQ* and 200-seat Restaurant *Thr3e*. Our new Café HQ subsequently won the *Clubs Queensland Best Redevelopment (over \$1million)*.

- Russell Hickey,  
Food & Beverage Manager

## ORGANISATION STATEMENT

**Kedron-Wavell Services Club Inc**

**Russell Hickey –  
Food & Beverage Manager**

Kedron-Wavell Services Club is a modern, multi-million dollar complex located in the vibrant Chermside precinct 15 minutes north of Brisbane's CBD.

With ample parking, cosmopolitan atmosphere and elegant features, the club is Brisbane's premier leisure destination incorporating 300 EGMs, two dining outlets catering for our diverse demographic, seven function rooms and a state-of-the-art auditorium showcasing national and international entertainment.

As a non-profit organisation, with every dollar spent in the club going back into the community, Kedron-Wavell Services Club has contributed over \$12 million dollars in the last ten years to community based services and projects.

## THE CMAA congratulates the following winners of the CMAA 2015 National Bursary Program and thanks all Members who took the opportunity to apply.

This year, we added seven exciting new categories to expand opportunities to Members to reach their professional and personal potential. In one of our most daring exploits, we have arranged three remarkable opportunities for managers to expose themselves to management excellence at some outstanding club venues, including Singapore.

The Association also congratulates and thanks the Centre for Hospitality Management (CHM) Sponsor companies who make it possible for CMAA members to advance their professional development and education status within the Club Industry.

The Bursary winners and sponsor companies will be formally recognised at the CMAA National Bursary Presentation Dinner, next year to be hosted at Jupiters Casino on the Gold Coast on Monday, March 23, on the eve of the inaugural Australasian Hospitality & Gaming Expo (March 24 & 25).

Winner of the 2015 Bursaries were announced on November 13, and posted on the CMAA Facebook Page. ■

Name	Club	Bursary
Nadeem Ali	Castle Hill RSL Club	IGT Peter Clareborough Memorial Bursary
Mathew Ison	Dapto Leagues Club	International Casino Expo (ICE) – London & South Africa
Russell Hickey	Kedron Wavell Services Club	IGT Peter Clareborough Memorial Bursary
Phillip Charwood	Kedron-Wavell Services Club	International Casino Expo (ICE) – London & South Africa
Mark Gavelin	Canley Heights RSL Club	National Restaurant Association Show - Chicago & New York
Elissa Graham	Orange Ex-Services Club	CMA Asian Conference & HOFEX – Hong Kong & Macau
Adrian Johansen	Ingleburn RSL Club	CMA Asian Conference & HOFEX – Hong Kong & Macau
Aaron Muirhead	Nudgee Golf Club	CMA Asian Conference & HOFEX – Hong Kong & Macau
Steve Rigney	Hornsby RSL	CMA Asian Conference & HOFEX – Hong Kong & Macau
Tracey Lentell	Moorebank Sports Club	Exposure to Excellence Program, the American Club, Singapore
Darryl Bozicevic	Milton Ulladulla Ex-Servos Club	Exposure to Excellence Program, Mounties Group
Patrick Crick	Armidale City Bowling Club	Exposure to Excellence Program Castle Hill RSL Group
Ben Gonzalez	South Tweed Sports Club	Profitable Hospitality Melbourne Restaurant Study Tour
Ian Martin	Maitland City Bowls Club	Profitable Hospitality Melbourne Restaurant Study Tour
Brett Bolton	Walgett RSL Club	Diploma of Human Resources Management
Matthew Bryant	Milton Ulladulla Ex-Servos Club	Diploma of Human Resources Management
Nuno Henriques	Kingsgrove RSL Club	Diploma of Human Resources Management
Lisa Morris	Club Barham	Diploma of Human Resources Management
Grant Taylor	Tathra Beach Bowling Club	Diploma of Human Resources Management
Owen Madden	Carnarvon Golf Club	Industry Builder – Certificate IV in Training & Assessment
Ben McGuiness	Moorebank Sports Club	Industry Builder – Certificate IV in Training & Assessment
Eric Nguyen	Club Marconi	Industry Builder – Certificate IV in Training & Assessment
Karl Reiter	St George Rowing Club	CMAA National Managers' Conference – Sydney
Tara Ball	Raymond Terrace Bowling Club	Active Certified Club Manager (ACCM) Award Bursary
Paul Chate	Corrimal RSL Club	Active Certified Club Manager (ACCM) Award Bursary
Bronwyn Newman	Dapto Leagues Club	Active Certified Club Manager (ACCM) Award Bursary
Paul Zammit	Club Rivers	Active Certified Club Manager (ACCM) Award Bursary







concepts with a strong relevance to the Australian market. "The topics were extremely well-articulated and researched. The lecturers had just as much interest in how we operate our market as they did in their own. This focus allowed the discussions to be less structured and allowed the group to direct the session to where it benefited us most. The major benefit of its location, in conjunction with the relationships of the university, allowed for a unique experience with in-depth tours. This not only allowed us to see the inner workings of these gaming meccas but also took the theory from the class and allowed us to gain perspective in a practical setting."

The following is Colin's full report of his IGT-sponsored Peter Clarebrough Memorial Gaming Bursary tour ...

#### UNLV LECTURE TOPICS

**'Customer Service Leadership: An overview of techniques and best practices in managing service delivery systems'** – Dr. Mehmet Erdem, Associate Professor of Hotel Operations & Technology

In the first session, we learned about the complexities associated with customer service leadership. The lecture highlighted the process beginning with defining exactly what quality means to the venue. From here, this concept provides the foundation of all other activities from ensuring consistency, testing new services and communicating a desired image. This image is also the base of employee motivation, marketing strategy and challenges the whether to standardise, or customise processes.

**'Social Intelligence'** – Bo J. Bernhard, PhD, Executive Director, UNLV International Gaming Institute

Bo Bernhard's discussion was based on social intelligence of people and whether or not people are born with it. We concluded that some people aren't born with social skills and, although it is possible to change these, it would be impractical in a business setting due to the amount of resources required to do so. The point was made to highlight the need to be able to test for those who don't have social skills in the recruitment process. On the positive side of this discussion, it was also stated that those with an innate social intelligence can be developed further. They possess the right attitude and this mindset can be used to improve their skills in the hospitality industry. ▶



## Bursary winners hit the jackpot in Vegas experience of a lifetime

**COLIN MURPHY** is the Gaming Manager at Wallsend Diggers Club in the CMAA's Hunter Zone. Colin was one of two IGT-sponsored **Peter Clarebrough Memorial Gaming Bursary** winners to attend studies the University of Nevada – Las Vegas. Colin and **Jannelle Barraud**, from Bribie Island Sports Club, travelled to Las Vegas for G2E and a place in the prized UNLV gaming course in late September. Colin said the bursary tour was "the experience of a lifetime and a significant professional development moment in his career". In his report from the bursary tour, Colin said the UNLV course was a tailored offering that had

- **ABOVE:** The 'UNLV Class of 2014' was a world-class touring party with professionals in a vast range of roles across the Club Industry.
- **RIGHT:** Colin Murphy accepts his IGT Peter Clarebrough Memorial Gaming Bursary from Andrew Neagle IGT's Director of Sales (left) and CMAA Federal President Bill Clegg, ACCM at the CMAA 2014 National Bursary Presentation Lunch at The Dome, Sydney Olympic Park.
- **NEXT PAGE:** IGT Peter Clarebrough Memorial Gaming Bursary winner Jannelle Barraud from Bribie Island Sports Club with Andrew Neagle and Bill Clegg.

► **'Why Las Vegas Is Smart'** – Bo J. Bernhard, PhD

The second discussion was themed on **'Why is Las Vegas Smart'** and this raised some relevant points to our industry. The idea is basic and logical in that reinvention=adaptability=intelligence. So, Las Vegas is smart as it is receptive to a shifting market. It identifies opportunities – present and future – and aligns its business to capitalise. A prime example of that in our industry is how clubs have identified an aging population, or a need for medical, or child care facility. To remain relevant and to compete means to accept that change is inevitable and push the market rather than be pulled.

**'The Rise and Fall of Las Vegas'** – Associate Professor Michael Green

Michael Green gave an interesting account of the colourful past that is Las Vegas ... from its beginnings as a pit stop, the days of the mob, through to the present day. The session also addressed the problems that Las Vegas faced throughout its history, such as maintaining a fashionable image, economic downturn and government interference. With each problem raised, Michael discussed how the industry came to a solution that resonated with Bo's earlier session of being able to adapt.

**'Determinants and Effects of the Servicescape in the Satisfaction Process of Slot Players'** – Tony Lucas, PhD, Professor William F. Harrah College of Hotel Administration

The Tony Lucas session was extremely interesting as it used objective testing to measure the beliefs we have as operators on customer comfort within our venues. While this was targeted at the slot player, the results generated by the tests can be extrapolated across all areas. It discussed the effects of layout; end bank versus lateral position; signage and information; cleanliness and many other concepts; and how the environment impacts on overall player satisfaction. The tests were extremely complex and managed to break down the concept of player satisfaction into segments which could then be tested and analysed.

**'The Ability of Slot Players to Detect Differences in Return to Player Percentages'** – Tony Lucas

The research supported the argument that players weren't able to detect these differences using a real-life trial in Atlantic City. The testing was done on the original slot machines, not video reel EGMs. The session was quite contradictory to that of a common conception in Australia – and generated a lot of debate. While the results were clear and concise, there are many variables that are not accounted for in modern-day



So, Las Vegas is smart as it is receptive to a shifting market. It identifies opportunities – present and future – and aligns its business to capitalise. A prime example of that in our industry is how clubs have identified an aging population, or a need for medical, or child care facility. To remain relevant and to compete means to accept that change is inevitable and push the market rather than be pulled.

mathematics. The concept of varying jackpot levels through variation could be argued the player reflects value, while a varying contribution percentage would be less obvious to the average player.

**'Restaurant Operations Case Study'** – Tony Lucas

Tony's final session presented the group with a case study on a restaurant operation, from which we broke away into smaller groups to create solutions for the problem. This was again relevant to our Club Industry as the problem specifically was whether the casino managing the operation should contract out the catering. The session generated a range of responses across the group and led to a stimulating discussion. The exercise was designed with no single correct answer, but rather to engage group discussions in hypothetical situations.

**'Creating Leaders'** – Associate Professor Carl Braunlich

Carl's session focused on understanding the implications of leadership on organisational success. After defining the concept of leadership, the discussion looked at the differences between a manager and a leader, before again relating it back to success. The key traits identified of a good leader were drive, honesty and integrity along with the ability to motivate and cognitive ability. The discussion finished with plotting ourselves on a grid measuring each other on the grounds of task and people orientation. From here, it sets the foundation for improvement based on the traits and behaviours discussed in the lecture.

**'Managing Human Resources in the Gaming Industry'** – Arthur (Art) Nathan, Human Resources Expert (formerly Chief Human Resources Officer for Steve Wynn)

Art Nathan is a visiting lecturer to UNLV and for 25 years. He was Steve Wynn's Chief HR Manager so, in his session, we not only got a lot of theory, but we also gained from his practical insights. The topic of discussion, naturally, was 'people'. Art started where Bo Bernhard left off and detailed the importance of HR from when an employee first walks in the door, right through to designing and maintaining an employee culture and beyond. Art discussed the importance of building trust and respect within your employees and the importance of communication throughout. Art also detailed just how important it was to generate the qualities in yourself as a leader before asking that of those around you.

**CASINO TOURS**

**South Point, Silverton & The M**

The first day of casino tours took the group off the strip and out to the local casinos which, in many ways, were far more relevant to the educational process. The casinos have different strategies to the major casinos on 'the strip'. The gaming strategy employed is far more aligned with the Australia market where the reward systems are much the same as ours. They do bonus point promotions for prizes, such as fuel cards ►

*Continued on page 30*





To the UNLV class of 2014, my thanks for being such a great touring party. With people situated in so many different roles across the Club Industry, our network is an asset that we will all benefit from for years to come – as well as the friendships made with it.

*Continued from page 29*

and other retail options. The stand-alone progressive levels are much lower; RTP% is higher and the carded play is stronger compared to the strip.

### **The Cromwell & The Bellagio**

The Cromwell is the latest property of Caesar's Entertainment Corporation designed on the site of Bill's Gamblin' Hall and Saloon and is targeted towards the younger generation of LA Gen Xs. The tour took us through their nightclub where we got insight into the business model that has made Marquee Night Club such a huge success. The idea that they are selling an experience – not a product – allows them to charge upwards of \$500 to \$2,000 a bottle of spirit which is worth \$50 in a retail outlet. The property is doing one thing different, however, in that they are not investing in the big-name DJs as is their competition. Rather, they are showcasing up-and-coming artists. At the Bellagio, we had the Director of Slot Operations and his team take us all around the property, although the emphasis here was gaming. We were given a detailed record of their underground data infrastructure, upcoming floor plans, their reward system and got one-on-one time with their business analyst. We also got a tour of the theatre where they showcase 'O' by Cirque du Soleil.

### **SLS & Wild Fire**

The tour of the SLS – previously The Sahara – was a remarkable facelift of the existing building, tying in elements of its heritage with the modern design elements modeled on its hotel in Los Angeles. The casino's location – being out of town – is its major challenge. The business is focused on food, beverage and nightlife, using its established brands to attract the LA market. It also markets its business to the local's mid-week hosting industry nights. After leaving the SLS, we dropped in at one of the Wild Fire properties to see how the local gaming markets operate. These could be compared to that of a small hotel in Australia with 10 EGMS, a bar and a small dining option.

### **Red Rock Hotel**

The Red Rock Tour went through the gaming floor and one of the largest properties owned by Station Casinos. This casino is situated in Summerlin and is targeted towards the local market where it captures the most affluent area in Nevada. It is also home to a 72-lane bowling alley which features on the world bowling tour stage. This is also home to the annual 'UNLV versus Aussies' tenpin showdown. The Aussies were successful in retaining the cup, despite some 'casualties' along the way.

### **The Quad & Circus Circus**

The Quad – formerly the Imperial Palace – is another property

of the Caesar's Entertainment Corporation. The property is having extensive work done currently and benefits largely from the walk-in traffic from the strip. It also opens up onto an entertainment quarter where there are bars, restaurants and the world's largest observation wheel. Circus Circus was unguided and a clear sign of a casino in need of an overhaul. The business was, however, successful in capturing two particular markets – families, with extremely cheap rooms and it's the only casino with an RV (recreational vehicle) park on the strip.

### **G2E & The Sayers Club SLS**

The trade show was in full swing with 500 exhibitors showcasing everything in the world of gaming. IGT hosted a huge and impressive stand which also had a private viewing area where, in conjunction with the release of their 'Ellen' poker machine, they had her host a 'talk-back' session live from her set in California. IGT also hosted a small private party at the Sayers Club in the SLS where entertainment for the evening was Don Felder from the legendary Eagles. Don and his supporting band played all the classics and gave a lot of interesting insights to the songs in between.

I want to thank Greg Milner, the CEO at Club Totem, and Nakia Jackson Hale from UNLV who tailored the content for the program. Together, they ensured we got the most out of each session, taking us direct from each lecture to a casino tour which related to the theory, allowing us to see it in a practical setting. The relationships they have built in Las Vegas over the years are a major asset to the program.

To the UNLV class of 2014, my thanks for being such a great touring party. With people situated in so many different roles across the Club Industry, our network is an asset that we will all benefit from for years to come – as well as the friendships made with it.

Finally, to Andrew Neagle and the professionals at IGT, my sincere thanks for funding this CMAA Bursary. I was privileged to experience world-class lecturers and be introduced to some amazing people. None of this would be possible without IGT's support. I have taken much away from my trip abroad, in fact much more than I had anticipated. ■





## Annie signs on for CMAA's newest role

**THE CMAA** recently welcomed Annie Hart to the administration team.

Annie signed on at the CMAA's Sydney Olympic Park Head Offices in late October, taking on the newly created role of Events Administrator, working closely with Professional Development Manager Geoff Meston and Sponsor & Membership Manager Chris Keeble in planning, organising and delivering events across the CMAA's busy calendar.

Before joining the CMAA, Annie worked in the housing industry for five years where she held the role of NSW Events Co-ordinator at the Housing Industry Association.

After completing an Advance Diploma in Business Management, Annie went on to further her education at Macquarie University to obtain a Bachelor of Human Resource Management, at the same time maintaining active employment within the sector.

The role of CMAA Events Administrator provides, develops and designs short-term events,

conferences, and non-accredited courses for the CMAA and its members, as well as working closely with the Board of Management Studies (BoMS) to determine relevant and industry-specific topics for inclusion in CMAA programs.

Annie is responsible for organising and attending all industry summits and conferences in 2015, including the Country Club Managers Conference (June 16 & 17) and the CMAA's new National Managers' Conference (July 6 & 7) at the Four Seasons Hotel in Sydney's CBD.

"Annie's role will allow Geoff to focus on being more consultative with clubs directly as to their training and professional development needs and to help in formulating club-specific training plans for many clubs," CMAA Executive Office Ralph Kober added.

Annie 'got her feet wet' when she attended the CMAA's 2014 Club Financial Management Summit at the site of Melbourne's historic 1956 Olympic swimming venue, meeting CMAA Members and club directors from around Australia who attended the event. Annie's report from the summit is on pages 20 & 21 of this edition.

Annie can be contacted at CMAA Head Office – P: **02 - 9746 4199** or E: [annie@cmaa.asn.au](mailto:annie@cmaa.asn.au) ■

■ ANNIE HART has joined the CMA team as Events Administrator.



myassociation



Centre for Hospitality Management  
Strategy | Governance | Operations

## SOME IMPORTANT FAST FACTS:

- CMAA membership is an anniversary year membership for individuals that is to be paid in advance.
- Payment can be made yearly or monthly
- Members can arrange payroll deductions weekly via their Club, however payroll must pass these fees on monthly or annually in advance to Head Office
- Payment methods are Credit Card or Direct debit.
- EFT or Cheque payments can be made for yearly payments only.
- As of January 2015 membership fees will incur a CPI increase of 3% for the 2015 year and ongoing CPI increases per annum for the years following
- Members who are in arrears of their membership fees 3 months or more will under the rules of the Association become inactive and will be contacted by CMAA HO to confirm their ongoing intention to retain membership of the CMAA

### Membership fees for 2015 will be:

**Full member yearly:** \$550 to \$566.50

**Full member monthly:** \$46.00 to \$47.20

**Trainee member yearly:** \$390 to \$400

**Trainee member monthly:** \$32.50 to \$33.30

**Full member:** Weekly payroll deductions will go from \$10.60 to \$10.90 (payroll to pass on monthly or yearly in advance to CMAA)

**Trainee:** Weekly payroll deductions will go from \$7.50 to \$7.70 (payroll to pass on monthly or yearly in advance to CMAA)

myrepresentation

mynetworks

mycareerpath





## CMAA 2015 Training Schedule

Program	Unit Code	Date	State
Monitor Work Operations	SITXMGT401 - Accredited	02/02/ - 03/02/2015	NSW
Manage Physical Assets (ACCM)	SITXFIN601 - Accredited	02/02/ - 04/02/2015	NSW
Supervisor Boot Camp	SITXHRM301 SITXMGT401 Accredited	02/02/2015 & 24/02/2015	NSW
HR - Manage HR Services	BSBHRM501B -Accredited	09/02/ - 11/02/2015	NSW
Analyse & Report on Gaming Machine Data (ACCM)	SITXGAM301 - Accredited	16/02/ - 17/02/2015	NSW
Roster Staff (ACCM)	SITXHRM401 - Accredited	16/02/ - 17/02/2015	VIC
Duty Manager Development Program	SITXHRM401 - Accredited	16/02 & 10/03/2015	VIC
Board Governance, The Company Secretary, & the General Manager		18/02/ - 19/02/2015	NSW
Coaching Skills	SITXHRM301 - Accredited	23/02/ - 24/02/2015	NSW
RSA	SITXFAB201 - Accredited	25/02/2015	NSW
RCG	SITXGAM201 - Accredited	26/02/2015	NSW
Duty Manager Development Program	SITXHRM401 - Accredited	02/03 & 18/03/2015	NSW
Roster Staff (ACCM)	SITXHRM401 - Accredited	02/03 - 03/03/2015	NSW
HR - Manage Organisational Change (ACCM)	BSBINN601B - Accredited	09/03 - 11/03/2015	NSW
Leadership Behaviour & Their Impact On Company Culture (ACCM)		10/03/ & 11/03/2015	VIC
Leadership Behaviour & Their Impact on Company Culture (ACCM)		17/03 - 18/03/2015	NSW
RSA	SITXFAB201- Accredited	30/03/2015	NSW
RCG	SITXGAM201- Accredited	31/03/2015	NSW
Manage Finances in a Budget (ACCM)	SITXFIN402- Accredited	13/04 - 14/04/2015	NSW
Effective Operations Manager		14/04 & 14/05/2015	NSW
Implement & Monitor WHS Procedures (ACCM)	BSBWHS401A- Accredited	20/04 - 22/04/2015	NSW
Foundation Skills for Hospitality Management		20/04 - 22/04/2015	NSW
Managing Your People		20/04/2015	NSW
Customer Service Dynamics		21/04/2015	NSW
Communication Essentials		22/04/2015	NSW
Manage Conflict (ACCM)	SITXCOM401- Accredited	29/04 - 30/04/2015	NSW

Venue	Type	Price	Start	End
Coffs Leagues Club	Member Public	\$330 \$365	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$440 \$485	9:30am 9:30am	5pm 5pm
Coffs Leagues Club	Member Public	\$750 \$950	9:30am 9:30am	4:30pm 4:30pm
Carnarvon Golf Club	Member Public	\$600 \$660	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$480 \$580	8:30am 8:30am	5pm 5pm
Dandenong RSL Club	Member Public	\$330 \$365	9:30am 9:30am	5pm 5pm
Dandenong RSL Club	Member Public	\$1,560 \$1,690	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$352 \$418	9:00am 9:00am	5pm 5pm
Coffs Leagues Club	Member Public	\$330 \$365	8:30am 8:30am	3:30pm 5pm
Carnarvon Golf Club	Member Public	\$135 \$135	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$95 \$95	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$1,560 \$1,690	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$330 \$365	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$600 \$660	9:30am 9:30am	5pm 5pm
Dandenong RSL Club	Member Public	\$480 \$580	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$480 \$580	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$135 \$135	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$95 \$95	9:30am 9:30am	5pm 5pm
Ingleburn RSL Club	Member Public	\$330 \$365	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$1560 \$1690	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$600 \$660	9:30am 9:30am	5pm 5pm
Kingsgrove RSL Club	Member Public	\$800 \$850	9:30am 9:30am	5pm 5pm
Kingsgrove RSL Club	Member Public	\$280 \$300	9:30am 9:30am	5pm 5pm
Kingsgrove RSL Club	Member Public	\$280 \$300	9:30am 9:30am	5pm 5pm
Kingsgrove RSL Club	Member Public	\$280 \$300	9:30am 9:30am	5pm 5pm
Carnarvon Golf Club	Member Public	\$330 \$365	8:30am 8:30am	4pm 4pm

## CMAA Zone Education Officers

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**MATTHEW WALSH**  
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**CRAIG MUIR**  
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# Club Management IN AUSTRALIA

## PUBLISHED:

4 times annually. Established 1961. Subscription \$60 per annum

## OFFICIAL ORGANISATION:

Club Managers' Association Australia

## CIRCULATION:

CAB 3000 PS

## DISTRIBUTION:

CAB	
New South Wales	2435
ACT	145
Queensland	455
Victoria	133
South Australia	15

## READER CLASS:

CMAA Members - Club Managers and Executives in licensed clubs in all States.

## ADVERTISING RATES:

### COLOUR ADS

ALL ADVERTISING RATES ARE SUBJECT TO 10% GST

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		June 1, 2015
		October 6, 2015

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### AD SIZES

- CMA Magazine is **A4 - 210mm wide x 297mm high**
- Please **supply ALL ads** with **3mm bleed each edge**
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Ad Sizes	Width (mm)	Depth (mm)	
Full Page	210	297	+3mm bleed
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### EMAIL ADDRESS:

**art@cmaa.asn.au**

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### CONTACT DETAILS:

**P:** (02) 9576 5940

While every effort is made to ensure a quality print result, we do not guarantee to match colours exactly.

In the event that editorial and/or advertising material does not meet deadlines as listed, the Publisher reserves the right to cancel late material and hold for inclusion in next issue.

# New Year brings new challenges to Vocational Education

**THE WORLD** of Vocational Education is, once more, undergoing significant changes over the next few years.

Many of these changes will not impact you as a student directly, although the implementation of the 'Unique Student Identifier' will have a great impact upon everyone's future education. I will touch on this later in this article.

During a recent meeting by the Council of Australian Governments (COAG) held in Canberra on the April 3, 2014, the COAG Industry Skills Council (ISC) agreed to streamline governance arrangements and committees and involve industry in policy development and oversight of the performance of the VET sector.

As a result, the former National Skills Standards Council (NSSC) was disbanded and replaced by the COAG ISC.

This changing of the guard has presented a unique problem for the VET sector as the NSSC where the only governing body to hold legislative power to endorse new training content.

Until the COAG ISC transfers this legislative power – through Parliament and the subsequent re-writing of legislation – no new Training Package content can be endorsed (unless specifically related to licencing outcomes).

From a CMDA perspective, this has had significant impact upon potential growth in new nationally endorsed training products being developed for members.

Looking into the future, even more changes have been scheduled which will

impact upon the CMDA RTO's immediate administrative burden.

As of January 1, 2015, all training packages being submitted for endorsement now must be written in a way that addresses the Federal Government's new 'streamlined' model of Training Package development, including a more stringent and descriptive design for all future training packages.

This also poses an interesting challenge with no governing body currently in place with the power to endorse these new changes.

The timeline for the submission of these new training package changes has been made even more difficult with the Federal Government withdrawing the contractual arrangements for the current Industry Skills Councils (ISC) – the current bodies responsible for the development of the Training Packages, as of June 30, 2015.

It remains unclear who specifically may become responsible for the future development of these products.

Tenders will be submitted subsequently for anyone wishing to apply for these contracts, including the current ISC.

Due to these changes, the CMDA will need to undertake a review all of its assessment models to ensure that they remain compliant with the expected changes as each of these new training products becomes endorsed.

Furthermore, under the new Vocational Education reform, a new 'Standards for Registered Training Organisations (RTO's)' will come into effect on January 1, 2015, with the expectation that all current RTOs will have transitioned to this new standard by no later than April 1, 2015.

This means the CMDA will need to review, map and transition all of its policies and procedures over to this new

standard in the first quarter of 2015, while also addressing any gaps to ensure ongoing compliance with ASQA.

In preparation for these changes, the CMDA has attended a number of seminars to assist in ensuring that these transitions are undertaken smoothly with the minimum disruption to our students.

On top of this, on January 1, 2015, the 'Unique Student Identifier' comes into effect.

This 'Unique Student Identifier' means that any person across Australia wishing to undertake any form of Vocational Education, must obtain a Unique Student Identifier before any successfully obtained Statement of Attainment or Qualification can be issued. \* (There is a link at the end of this article for anyone wishing to investigate and obtain their USI). This means that the CMDA will implement this practice, under legislative requirement, as of January 1, 2015.

And any student enrolling into any accredited course delivered by CMDA who wishes to obtain a Statement of Attainment (SoA), will be required to obtain a USI and provide the CMDA with these details before a SoA can be issued.

As you can see, 2015 is set to deliver many new challenges to the Vocational Education landscape.

I hope you will all bear with us during this time of change and continue to support the CMDA as we transition to the new world of training and education. ■

\* for further information relating to the USI, please read the article by Brad Jones on page 39 of this edition.

\* Unique Student Identifier website – [www.usi.gov.au](http://www.usi.gov.au)

➤ **JASON THOMAS is the CMAA's RPL Administrator & Assessor**  
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## Aust has plans for the world's biggest hotel

WHEN PONDERING the world's biggest hotels, images of the main strip of Vegas, or the Macau gaming precinct spring to mind. However, plans for the world's biggest hotel have been submitted in Australia. The \$8.15 billion Aquis project was put forward by Hong Kong billionaire Tony Fung for a six-star hotel and casino with 7,500 rooms just outside of Cairns. However, the grand plans have come to a grinding halt as Queensland's Gaming Commission refused to speed up its approval for the takeover bid of Reef Casino Trust, which owns Reef Hotel Casino in Cairns, as part of the project. The decision to grant regulatory approval for the proposed takeover expired on November 28 and Aquis says it will not extend, meaning the offer will lapse. Plans for the resort are likely to still go ahead. Caught up in red tape, Far North Queensland civic and business leaders urged the Newman Government to hasten the process and support

tourism. The resort is planned on a former sugar cane farm in Yorkey's Knob, 15km north of Cairns, and is to feature an 18-hole golf course and lagoon. Currently the biggest hotel in Australia is the Four Points by Sheraton Sydney with 682 rooms, meaning the proposed resort would be 11 times bigger. ■





# 38 CMAA DIARY – 2015 ZONE MEETINGS & INDUSTRY FUNCTIONS

Day	Date	Meeting	Venue	Zone
<b>JANUARY</b>				
Thursday	01/01/2015		NEW YEARS DAY	PUBLIC HOLIDAY
Monday	26/01/2015		AUSTRALIA DAY	PUBLIC HOLIDAY
Thursday	29/01/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>FEBRUARY</b>				
Tuesday	10/02/2015	2pm	North Beach Bowling Club	Mid North Coast Zone AGM & Lunch
Tuesday	17/02/2015	TBA	Surf Club Coolangatta	Gold Coast Zone AGM, Workshop & Lunch
Tuesday/Wednesday	17-18/02/2015	9am	TBA	CMAA Legal Summit
Monday/Tuesday	23-24/02/2015	TBA	Wagga RSL	Riverina Murray Zone Meeting & Dinner
Wednesday	25/02/2015	TBA	Raymond Terrace Bowling Club	Hunter Zone Meeting, Workshop & Lunch
Thursday	26/02/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/02/2015	12pm	Warilla Bowls Club	Illawarra Shoalhaven Zone Meeting & Lunch
<b>MARCH</b>				
Tuesday	03/03/2015	TBA	TBA	St George Cronulla Zone Meeting & Lunch
Tuesday	03/03/2015	TBA	TBA	City & Eastern Suburbs Zone Meeting
Tuesday/Wednesday	03-04/03/2015	TBA	Catalina Country Club	Far South Coast Zone Dinner & Meeting
Monday	09/3/2015		CANBERRA DAY – ACT	PUBLIC HOLIDAY – ACT
Thursday	12/03/2015	7am	CEO Leadership Breakfast - BDO Offices Sydney	
Tuesday	14/3/2015	9am	TBA	CMAA Membership & Loyalty Summit
Thursday	12/03/2015	11:30	TBA	Nepean Zone AGM, Workshop & Lunch
Week 3	March	TBA	TBA	Victoria Zone Lunch & Bowls Day
Sunday	22/03/2015	TBA	Jupiters Casino, Gold Coast	CMAA Federal Executive & Federal Council Meeting
Mon/Tues/Wed	23/03/2015	9am	Jupiters Casino, Gold Coast	CMAA 2015 National Managers Congress, AGM & Dinner
Tuesday - Wednesday	24-25/03/2015	TBA	Gold Coast	2015 Australasian Hospitality & Gaming Expo
<b>APRIL</b>				
Friday	03/04/2015		GOOD FRIDAY PUBLIC HOLIDAY	PUBLIC HOLIDAY
Saturday	04/04/2015		EASTER SATURDAY	PUBLIC HOLIDAY
Sunday	05/04/2015		EASTER SUNDAY	PUBLIC HOLIDAY
Monday	06/04/2015		EASTER MONDAY	PUBLIC HOLIDAY
Wednesday	08/04/2014	TBA	Wauchope RSL Club	Great Lakes Zone Meeting, Workshop & Lunch
Week 5	April	TBA	TBA	Victoria Zone Meeting & Lunch
Saturday	25/04/2015		ANZAC DAY	PUBLIC HOLIDAY
Thursday	30/04/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>MAY</b>				
Mon/Tues/Wed	04-06/05/2015	TBA	Macau	CMA Asia Conference & Hofex, Macau
Monday	18-29/05/2015	TBA	TBA	G2E Macau
Tuesday/Wednesday	19-20/05/2015	TBA	Narooma Sports Club	Far South Coast Zone Meeting & Dinner
Wednesday	27/05/2015	TBA	Maitland City Bowls Club	Hunter Zone Meeting & Lunch
Thursday	28/05/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>JUNE</b>				
Tuesday	02/06/2015	TBA	The Randwick Club	City & Eastern Suburbs Zone Meeting & Lunch
Tuesday	02/06/2015	TBA	TBA	St George Cronulla Zone Meeting & Lunch
Monday	08/06/2015		QUEENS BIRTHDAY	PUBLIC HOLIDAY
Thursday	11/06/2015	2pm	Macksville Ex Services Club	Mid North Coast Zone Meeting & Lunch
Saturday/Sunday	13-15/06/2015	TBA	CMAA Queensland 'Cruise to Nowhere'	CMAA Queensland Zones
Tuesday/Wednesday	16-17/06/2015	TBA	Dubbo	County Club Managers Conference Dubbo
Thursday	18/06/2015	11:30	TBA	Nepean Zone Meeting, Workshop & Lunch
Friday	26/06/2015	12:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Quarterly Meeting & Lunch
<b>JULY</b>				
Sunday	05/07/2015	TBA	Fours Seasons Hotel	CMAA Federal Executive & Federal Council Meeting
Monday/Tuesday	06-07/07/2015	TBA	Sydney	CMAA National Managers Conference Sydney
Monday/Tuesday	20-21/07/2015	TBA	Moama Bowls Club	Riverina Murray Zone AGM & Dinner
Thursday	30/07/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>AUGUST</b>				
Monday	03/08/2015		NSW BANK HOLIDAY – NSW PUBLIC HOLIDAY	PUBLIC HOLIDAY
Tuesday/Wednesday	04-05/08/2015	TBA	Yass Soldiers Club	Far South Coast Zone Meeting & Dinner
Wednesday	12/08/2015		ROYAL QUEENSLAND SHOW DAY – QLD	PUBLIC HOLIDAY
Wednesday	12/08/2014	TBA	Port Macquarie Golf Club	Great Lakes Zone Meeting, Workshop & Lunch
Week 5	August	TBA	TBA	Victorian Zone Meeting & Lunch
Tuesday	25/08/2015	9am	Victoria	General Management Summit, Victoria
Wednesday	26/08/2015	TBA	TBA	Hunter Zone Meeting , Workshop & Lunch
Thursday	27/08/2015	9:30am	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>SEPTEMBER</b>				
Tuesday	01/09/2015	TBA	TBA	St George Cronulla Zone Meeting & Lunch
Tuesday	08/09/2015	TBA	99 On York	City & Eastern Suburbs Zone Meeting & Lunch
Tuesday/Wednesday	08-09/09/2015	9am	TBA	Corporate Governance Summit
Tuesday	15/09/2015	TBA	Nerang RSL Club	Gold Coast Zone Meeting, Workshop & Lunch
Tuesday	15/09/5015	TBA	Kogarah Golf Club	St George Cronulla Charity Golf Day
Thursday	17/09/2015	11:30	TBA	Nepean Zone Meeting, Workshop & Lunch
Tuesday/Wednesday	22-23/09/2015	TBA	Yamba Bowling Club	Far North Coast & Mid North Coast Zones Conference (proposed)
Wednesday	23/09/2015	4pm	Queensland	CMAA Federal Executive Meeting
Monday	28/09/2015		FAMILY & COMMUNITY DAY -ACT	PUBLIC HOLIDAY

## Education Criteria pathways to the ACCM

**THERE SEEMS** to be some confusion regarding just how the Educational Criteria for the ACCM Award works.

This is not surprising as the new criteria is a far cry from the previous system.

This information, hopefully, will help remove the mystery.

The Education Criteria is broken up into two distinct sections ...

- mandatory requirements;
- elective options.

### Mandatory Requirements

The mandatory units have been selected by the CMAA as the foundation blocks for all professional managers.

Notice that they cover Finance, Marketing, Human Resources, Gaming and Legal.

The units reflect the most important tasks of the modern manager.

Applicants must complete all five (5) of the mandatory units.

This can be achieved by registering and completing the units with CMDA.

Candidates can submit transcripts from other RTOs, such as TAFE, that show these units as completed, you can apply for RPL (Recognition of Prior Learning) if you feel you have enough knowledge of the subject and wish to supply evidence and or complete assessments that prove your competency in the unit.

The 5 Mandatory units ...

1. **SITXGLC501** – Research & Comply with Regulatory Requirements (this is the old legal unit)
2. **SITFFIN501** – Prepare & Monitor Budgets
3. **BSBHRM506A** – Manage Recruitment, Selection & Induction Processes
4. **SITXMPR502** – Develop & Implement Marketing Strategies
5. **SITHGAM301** – Analyse & Report on Gaming Machine Data

### Elective Options – 50 points required

The elective area has three (3) options that can be used to gain the 50 points ...

1. Option 1 is the course listing where each course completed delivers five (5) points. Again, these can be completed with CMDA, other RTOs, or by applying for RPL. These units are all delivered by CMDA and most have been on the ACCM list for many years. We have also added new units to compliment the list as we expand our scope of registration.
2. Option 2 covers studies that match our courses, but belong to other qualifications. Again, each is worth five (5) points – e.g. you may have completed a Diploma in Accounting and completed all the necessary accounting units in the ACCM list. They may have different codes, or titles, but as long as they are at the same level of study and the learning outcomes match, we will recognise these as ACCM units completed. (CMDA will not issue certificates, or conduct RPL for these units. We merely recognise that they match for ACCM purposes).
3. Option 3 is for activity completed with CMDA that enhances your professional development within the hospitality industry and each is worth two (2) points. These usually take the form of unaccredited courses completed – e.g. summits, workshops, conference learning sessions etc. This list is updated continually as CMDA develops new learning initiatives for members. You can use a combination of all three options to obtain the 50 points required.

The application, guidelines and complete list of educational units required can be found on our website – [www.cmaa.asn.au](http://www.cmaa.asn.au) – under the 'Awards' tab, then click on 'ACCM'.

Once you have read the documentation, contact **Brad Jones** at CMDA to discuss your status and how to plan for awarding your ACCM at the next conference.

Don't forget to attach any transcripts from other RTOs and remember ... everything you do with CMDA helps towards your ACCM. ■

➤ **BRAD JONES** is a CMAA Training Course Administrator  
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## HOSTPLUS scoops industry accolades at 2014 awards

**IN A** period where the quality of superannuation products is hotly debated among industry and consumers, **HOSTPLUS** Superannuation Fund has won the major award of 'Super Fund of the Year' as well as the 'Retirement Product of the Year' at the 2014 Selecting Super Awards held in Melbourne last month.

The 'SelectingSuper Awards', administered by Rainmaker Information, recognise the best superannuation and retirement Income providers in Australia.

Award winners are selected from the most eminent and top-rated funds that the Rainmaker research team has assessed as the best in each category.

Alex Dunnin, Executive Director of Research and Compliance at the Rainmaker Group, said these funds were industry leaders, having demonstrated a consistent history of strong relative net returns over different time periods and persistently achieved their objectives. "To be amongst the finalists is to join an elite group," Mr Dunnin added. "To be the winner is to be the best of the very best."

With regards to **HOSTPLUS** specifically, Mr Dunnin commended the fund for its fee structure, investment returns and quality member services. "**HOSTPLUS** is the 2014 SelectingSuper 'Fund of the Year' because of

its low fees, consistently strong and persistent investment returns, and competitive insurance," Mr Dunnin added. "**HOSTPLUS** is also one of the nation's most innovative super fund investors that leads by example taking the initiative on several scene changing long-term infrastructure and property projects around Australia. Its communication and member education services are market leading and especially effective reaching out its young, aspirational and tech-savvy membership."

Against a backdrop of significant regulatory change for funds and intense competition, **HOSTPLUS** Chief Executive Officer David Elia said he was proud that the fund has been recognised for excellence in both the accumulation and post retirement categories. "At a time when increased public scrutiny is appropriately placed on the quality of superannuation funds, it is pleasing to be recognised for the value we provide to our members," Mr Elia added. "On the investment side, our long-term investment performance has been exemplary. On the fee side, we continue to provide competitive value for money services at a low member administration fee of \$1.50 per week which has remained unchanged for over 10 years. We are extremely gratified to receive these leading awards in both the pre-retirement and post-retirement category. This is testament to our drive and ambition to ensure **HOSTPLUS** members receive the best and most-affordable financial guidance throughout their lifetime. We are also extremely proud to have the hard work of our national team recognised by receiving these awards from such a highly respected organisation such as Rainmaker." ■



■ **HOSTPLUS** CEO  
DAVID ELIA

### IN THE ZONE

## CMAA Federal Executive

**THE** CMAA Federal Executive took its September Board Meeting 'on the road' to Queensland and the Kedron Wavell Services Club. Gold Coast Zone President Steve Condren was the 'home town host' for the event and joined his fellow members of the Executive – Bill Clegg, Michael O'Sullivan, John Turnbull and Luke Walker – along with Executive Officer Ralph Kober for the monthly meeting. Members of the Gold Coast Zone and Brisbane Zone committees joined the Federal Executive to discuss issues affecting CMAA members in Queensland before continuing the discussion over drinks with host club CEO Lyndon Broome and his senior staff for dinner and drinks. ■



## New faces and more changes for CMAA team and services

**CHANGE IS** as inevitable as it is important for the Club Industry. That same influence of change also is important for the CMAA to keep pace with all aspects of the industry and the professional and personal lives of its members.

There are two new faces on the at the CMAA's Head Offices at Sydney Olympic Park with Peta Imber and Annie Hart joining the administration team under Executive Officer Ralph Kober.

Annie moved from a similar role in the housing industry to take on the role of Events Administrator in late October, working closely with CMAA Professional Development Manager Geoff Meston to plan, organise and deliver the suite of professional development and education summits and events across the CMAA calendar – see full report on page 31.

Peta Imber has an impressive career of more than 20 years in hospitality and the Club Industry with successful appointments at Norths Leagues Club, Rooty Hill RSL Club and, most recently, the Penrith RSL Club. Peta worked as Executive Manager Marketing & Business Development at Penrith RSL and as Brand Manager and Marketing Manager at Rooty Hill RSL.

Peta started in the newly created role of Media Services Manager on November 5 and will oversee all of the CMAA's communications, including *CMA Magazine*, *myCMAg eNewsletter* and all forms of digital and social media to deliver the best in communication services to the Association's national membership.

*CMA Magazine* moves to quarterly publication in 2015 and Peta will step up the eNewsletter and digital contact with members on all issues facing the Club Industry and club managers.



Peta takes over main publications from Peter Sharp, who ended more than nine years at the CMAA with the publication of this December edition of *CMA Magazine*.

Peter Sharp has worked in full-time and contract roles with the CMAA during that time, recruited by then-Federal President Jim Henry, OAM in July 2005.

CMAA Executive Officer Ralph Kober said the appointment of Annie and Peta was an exciting time and opportunity for the CMAA with the focus on delivering on the Association's Strategic Plan.

"Peta is a club manager with a wealth of experience in branding, marketing and media in top-line clubs and adds a new dimension to the CMAA's communications strategy, while Annie's role will allow Professional Development Manager Geoff Meston to focus on being more consultative with clubs directly as to their training and professional development needs and to help in formulating club-specific training plans for many clubs," Mr Kober added. ■

■ **TOP:** Media Services Manager Peta Imber has joined the CMAA administration team at the Association's Sydney Olympic Park Head Offices.

■ **BELOW LEFT:** Events Administrator ANNIE HART.

■ **BELOW RIGHT:** *CMA Magazine* and *myCMAg* Editor PETER SHARP.



### IN THE ZONE

#### Far North Queensland

THE CMAA's Far North Queensland Zone held its October meeting at the Cluden Park Racecourse in mid-September with almost all members making the journey as well as a strong attendance from sponsors for the morning tea, Zone Meeting, lunch and race-day events. CMAA Membership & Sponsorship Manager Chris Keeble presented the Head Office Report to the meeting and presented Townsville RSL Club Manager Michelle Cross with her Active Certified Club Manager (ACCM) qualification. All members and sponsors who attended had a wonderful day, enjoying the race program and some lucky enough to have backed a winner, fun and networking opportunities. ■





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## OFFICE EQUIPMENT

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## DESIGN, PRINT, SIGNAGE &amp; DIGITAL

## ■ Daily Press Group

**Daily Press Group**, one of Australia's leading design, print and distribution specialist printers for the Club industry, also prints and delivers the CMAA's **Club Management in Australia** (CMA) magazine to CMAA members and subscribers around Australia.

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## SECURITY

## ■ Barringtons

Whether clubs are concerned with issues of legislative compliance, staff and patron safety, criminal wrong-doings or personal development, **Barringtons** can provide the best and most-appropriate solutions to the Club Industry.

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## SUPERANNUATION

## ■ HOSTPLUS

The CMDA's **Major Sponsor**, **HSTPLUS** is the industry superannuation fund for the hospitality, tourism, recreation and sport industries and is passionate about providing our members and employers with the best possible products and services. **HSTPLUS** is one of Australia's largest super funds, with one million members, 80,000 employers and more than \$10 billion in funds under management.

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## TRAVEL

## ■ CCM Travel

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## It's time for Moolah ATMs with Community First



➤ For more information, contact  
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**CHOOSING THE** right ATM provider can be a daunting and often difficult task. There are so many providers available, with differing service agreements, up-front costs, repayment terms, rebates of varying degree, fee structures and copious amounts of fine print in complicated contracts that it's difficult to know who, or what, to choose. Gone are the days when the resident ATM was a clubs-only option, when clubs had no control over the machine, or its fees charged to customers – and that same ATM did not contribute at all to overall club revenue.

Community First Credit Union is a CMAA Centre for Hospitality Management Sponsor organisation and has recently launched its latest initiative – a branded ATM solution just for clubs, that give you what you want ... flexibility and revenue-generation opportunities. Moolah ATMs are state-of-the-art and move control from the ATM supplier to the club manager. The club manager determines what members pay.

The ATMs will be branded as the 'MoolahATM' network and Community First Credit Union will act as a guide and support to club managers on matters such as...

- how much to charge customers;
- the best suppliers for maintenance;
- how many machines are recommended in a particular venue (there are no minimum volumes or restrictive covenants).

More pleasing for managers, CEOs and directors, is that the Community First – Moolah ATM commercial agreement has been written in line

with the ClubsNSW new template to ensure understanding, consistency and flexibility.

Under the Community First Credit Union – Moolah ATM model ...

- the club will own the current state-of-the-art ATM outright;
- the club can set the direct charge fee for withdrawals at their discretion (which can be changed at any time);
- the club is free from penalty clauses relating to minimum volumes (providing the club with greater opportunity to generate more revenue per ATM).

Included in the purchase of the ATM is ...

- the cost of software, installation and a high-quality branded network surround;
- unique branding;
- the choice of a lobby, or through-the-wall model.

Depending on transaction volumes, Community First estimate the payback on the ATM can be as little as three to four months. Also, clubs can then keep the machines for five or more years, or sell them in the secondary market. So, before rolling over your existing ATM provider's contract for another three years, take the this opportunity to sit back and consider the options and opportunities available in today's ATM market. ■

**moolahATM**  
 Gain control over your ATM

## SG completes Bally acquisition

SCIENTIFIC GAMES has completed the acquisition of Bally Technologies Inc, creating a new and influential company that is focused on collaborating closely with its customers to shape the future of the gaming and lottery industries. President and Chief Executive Officer Gavin Isaacs said SG's mission was to become the premier gaming and lottery entertainment and technology company in the world by offering operators a comprehensive array of high-earning, player-appealing games and technology solutions. "We expect to accomplish this by harnessing our culture of innovation and continuous improvement to create the best products, systems and services imaginable for the near and long-term benefit of our customers around the world," Mr Isaacs said in a statement on November 22. "I am delighted to share the first of several important developments."

First, SG plans to operate the combined company in three business segments ...

- Gaming, under the leadership of Derik Mooberry;
- Lottery, under the leadership of Jim Kennedy;
- Interactive, under the leadership of Jordan Levin.

"This trio has an impressive track record of success in their respective businesses and shares an unwavering commitment to

customer success. I have the utmost confidence in their ability to lead and execute in alignment with the company's mission," Mr Isaacs added.

Second, SG is committed to becoming a partner of choice for the industry. "That means you can rely on Scientific Games to introduce and support best-in-class, innovative and high-performing products, systems and services designed with a strong focus on player entertainment and value," he said. "We will continue to support existing Scientific Games, WMS, Bally, and Shuffle Master platforms with unique content and responsive customer service while working to develop new, innovative games, products, systems, and services for regional and global marketplaces."

Mr Isaacs said the combination of SG brands - Bally, WMS, and Shuffle Master - coupled with additional licensed brands in its Lottery, Interactive, and SG Gaming businesses; its world-class regulatory and compliance standards; and talented team positions SG as the most diversified global gaming and lottery supplier and the one supplier best prepared to support all of your business objectives. "Contacts for current account needs remain the same and we will update our clients regarding any changes as the integration progresses," he added. "We look forward to expanding our relationship with our clients as our organisation further evolves." ■

# Attention Club Managers and Board of Directors

# OR consider this special offer

## Do you have anyone in your team who you have earmarked for future career advancement?

Someone you want to give an incentive to stay on at your club while you nurture them towards a possible management role? This may just be the ticket! A great way to support valuable employees and ensure development opportunities for your senior line staff at very reasonable course prices.

• For club staff who are NOT classified as Managers under the Registered and Licensed Clubs Award 2010

## JOIN YOUR RISING STARS TO THE CMAA CLUB AFFILIATE PROGRAM FOR ONLY \$280

This is a one-off fee and remains valid while the individual is employed at your club, or until the individual becomes a Manager.

- Networking opportunities.
- Subsidised Professional Development activities.
- ACCM Award: Education and industry activity points accrued.



For all the benefits of becoming a Club Affiliate Member and to check out course dates, visit [www.cmaa.asn.au](http://www.cmaa.asn.au) or call Head Office for more information: 02 9746 4199



## Book into a SUPERVISOR BOOT CAMP

course at full price and receive

**SAVE \$140!!**

**50% OFF** the Club Affiliate program fee

There are plenty of Supervisor Boot Camp courses presented throughout the year.

These courses are designed for potential and existing Leaders and Supervisors. It's a great introduction to the world of supervisory management.

Don't miss out on advancing your valued employees, but also capture all the benefits of joining the CMAA's CLUB AFFILIATE PROGRAM.

### Special conditions:

- 1) Clubs are audited each February to ascertain that the Affiliate is still employed.
- 2) The club will have 2 weeks to confirm, or state otherwise. Should the Affiliate no longer be at the club, he/she will be removed from the Affiliate program.

[www.cmaa.asn.au](http://www.cmaa.asn.au) 02 9746 4199

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