

CMAA 2015 Salary Census



Total Responses 609

*Prepared by Ralph Kober
Executive Officer
Club Managers Association Australia
ralph@cmaa.asn.au*

Executive Summary

Background

The Club Managers' Association Australia (CMAA) conducted a Salary Survey of its members in July – September 2015 of which 609 members nationally responded to it out of a membership base of 1,550 members.

The response rate reflects a robust 39% of the total membership.

There were 21 questions asked of the respondents and each result per question is calculated on the number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey.

Due to the industry accepted norm of having differing job titles used for the same job role, the following job titles have been grouped into one to provide a more accurate reflection of what those respondents in those similar positions were seen to have in common:

- Secretary Manager/ General Manager and CEO titles are grouped as 'CEO'
- Assistant CEO, Chief Operating Officer and Operations Manager are grouped together as '2ICs'
- Beverage Manager and F&B Manager are grouped together as 'F&B/Bev Manager'
- Finance Manager and Financial Controller are grouped together as 'Finance Manager/Control'

Where the number of respondents in a job title were very low ie: below 4 their results were not listed in the key findings summation per question.

Of note when reviewing response results to financial questions eg; Qs:12 'Your Gross Income.....' and salary packages' and Qs: 14 ' what fringe benefits form part of your pay package....' it is important to take into the account that the results reflect the wide range of city metropolitan and regional/country areas where salary packages and fringe benefits differ in attracting high quality employees. Further it should be noted that the results of each job title reflect a range of extremes within it ie: the results reflect a grouping of managers from small clubs through to medium and large clubs. Therefore the results are presented as median for that question and should not be viewed as being wholly specific for any job role, the results merely provide the reader with an insight as to the range and context for which the job position exists currently.

Executive Summary

Key Findings

Q1: Are you Male or Female?

The response to the survey reflects closely the actual Association's membership gender breakdown of 70% male 30% female

Q2: Please indicate the CMAA Zone in which you are employed.

Of the 22 CMAA zones represented in the survey, the highest response rates (of over 5% by zone) were elicited from:

Zone	Responses	Zone Members	% Response Rate (rounded)
Illawarra Shoalhaven	52	117	44
St George/Cronulla Sutherland	49	107	47
Nepean	45	200	22
Manly/Northern Suburbs	38	84	45
Hunter Newcastle	37	86	43
Central Coast	37	77	48
Far South Coast	35	61	57
Brisbane Qld	34	93	36
Riverina Murray	34	76	48
Victoria	32	68	47

Executive Summary

Key Findings

Q3: What is your employment status?

Close to all respondents were in full time employment

Q4: What legal (industrial) instrument are you employed under?

54% (164) CEO respondents are employed under Individual Contracts as are 42% (47) 2ICs respondents

Q5: How long have you been in the industry?

4.5% (14) CEO respondents have been in the industry less than 5 years 11.5% (36) less than 10 years and 40.5% (126) for more than 25 years

33.9% (18) Duty Manager respondents have been in the industry for more than 25 years

Q6: How long have you worked in your current position?

43% (133) CEO respondents have worked in their current position for less than 5 years 72% (224) less than 10 years and 12% (37) for more than 25 years or more

81% (21) Gaming Manager respondents have worked in their current position for less than 10 years

24% (12) Duty Manager respondents have worked in their current position for more than 25 years or more

Q7: What is your age at the time you conducted this survey?

20% (63) CEO respondents were 35 – 44 yrs old at the time of the survey 37.5% (117) 45 – 54 yrs old and 32% (100) 55 yrs old and more

13% (7) Duty Manager respondents were 35-44 yrs old at the time of the survey 26.5% (14) 45-54 yrs old and 24.5% (13) 55 yrs and more

56% (13) Human Resource Manager respondents were 35 – 44 yrs old at the time of the survey

Executive Summary

Key Findings

Q8: How many employees work at your work?

81% (251) CEO respondents have more than 10 to 100 employees at their work 12% (37) have between 100 to 199 employees at their work

Q9: How many Gaming Machines does your Club have on the premises? If you are a 'Group' CEO or Gaming Manager record total across clubs

62% (191) of CEO respondents have between 20 - 99 Gaming Machines on their premises 9.7% (30) have more than 150 to 149 Gaming Machines on their premises

7.4% (2) Gaming Manager respondents have between 20 - 39 Gaming Machines on their premises whilst no Gaming Manager respondents had 40 -99 Gaming Machines on their premises 59% (16) have more than 100 – 249 Gaming Machines on their premises

Q10: My Primary role/job is:

51% (311) CEO, 18% (111) 2ICs, 8.7% (53) Duty Managers, 4.5% (27) Gaming Managers, 4.1% (25) Finance Manager/Controllers, 3.8% (23) Human Resource Managers

Q11: Do you manage operations across more than 1 club?

83.7% (252) CEO respondents do not manage operations across more than 1 club

Q12: Please select from one of the below options that best reflects your gross income that appeared on your PAYG Payment Summary for Financial year ending 30 June 2015?

36% (113) CEO respondents earned less than \$100,000 Gross income 59% (184) earned between \$81,000 and \$150,000 Gross income 19.6% (61) earned more than \$151,000 to \$300,000 and 3.2% (10) earned more than \$300,000
81% (90) 2ICs earned between \$61,000 to \$150,000 Gross income

Executive Summary

Key Findings

Q13: How many hours do you work per week?

83.4% (508) of respondents work between 40 to 60 hours per week

Q14: Please select what fringe benefits form part of your pay package (select more than 1 if applicable)

30.8% (188) of respondents have their CMAA Fees Paid for by their Employer

32.8% (200) of respondents have their Education Fees Paid for by their Employer

Q15: On what basis is your salary reviewed?

47.8% (291) of respondents have their salary reviewed on an annual basis 22.5% (137) on an 'ad hoc' and 'when I ask for it' basis.

Q16: Are you satisfied with your current salary range?

80% (250) CEO respondents were moderately to extremely satisfied with their current salary range

30.5% (7) Human Resource Managers and 33.3% (5) F&B/Bev Manager respondents were not at all satisfied with their current salary range

Q17: The Registered & Licensed Clubs Award entitles you to 5 days paid professional leave per year. Do you make use of that benefit?

Less than half of the respondents to the survey 45% (276) make use of the paid professional leave entitlement under the Award

Q18: What is your management classification under the Club Managers award?

Close to a quarter of the respondents to the survey 23.5% (143) are unaware of their management classification under the Award

Executive Summary

Key Findings

Q19: How many direct reports do you have (ie how many staff do you supervise)?

Close to two thirds of the respondents to the survey 66% (402) supervise more than 10 to 99 staff

Q20: Your highest level of education (or training) you may have completed after secondary school

22.5% (70) CEO respondents hold University qualifications 8% (24) hold ACCM status

22.5% (25) 2ICs hold University qualifications 61% (68) hold pre University Qualifications 8% (7) hold ACCM status

60% (15) Finance Manager/Controllers hold University qualifications 8% (2) hold ACCM status

47% (25) Duty Managers hold pre University qualifications 7.5% (4) hold ACCM status

7.06% (43) of all respondents to the survey hold ACCM status

Q21: If applicable, please indicate the main areas you have studied (multiple answers accepted)

7.8% (48) of all respondents hold a professional qualification such as Accountancy, Law or other

56% (14) Finance Managers/Controllers hold a professional qualification such as Accountancy, Law or other

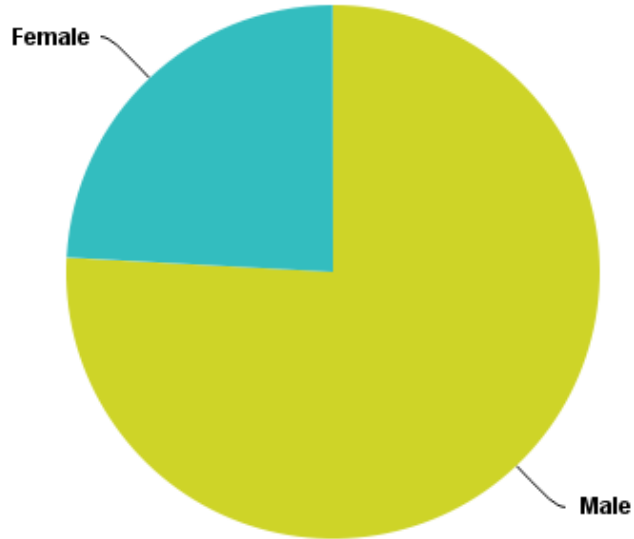
96% (26) Gaming Managers have studied in Gaming

82.5% (19) Human Resources Managers have studied in Human Resources

45% (140) CEOs have studied in Finance and 30% (93) have studied in Human Resources

Q1: Are you Male or Female?

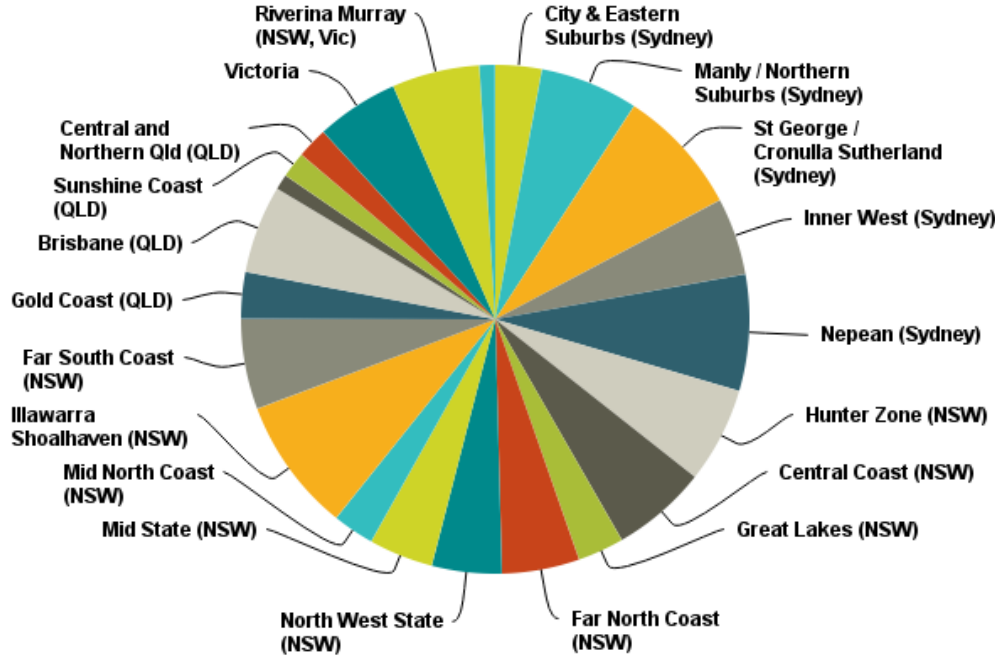
Answered: 609 Skipped: 0



Answer Choices	Responses	
Male	75.86%	462
Female	24.14%	147
Total		609

Q2: Please indicate the CMAA Zone in which you are employed.

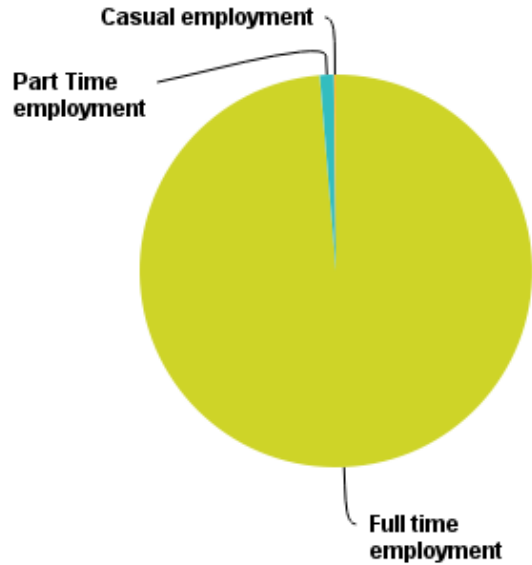
Answered: 609 Skipped: 0



Answer Choices	Responses	Count
City & Eastern Suburbs (Sydney)	2.96%	18
Manly / Northern Suburbs (Sydney)	6.24%	38
St George / Cronulla Sutherland (Sydney)	8.05%	49
Inner West (Sydney)	4.93%	30
Nepean (Sydney)	7.39%	45
Hunter Zone (NSW)	6.08%	37
Central Coast (NSW)	6.08%	37
Great Lakes (NSW)	2.96%	18
Far North Coast (NSW)	4.93%	30
North West State (NSW)	4.43%	27
Mid State (NSW)	4.11%	25
Mid North Coast (NSW)	2.63%	16
Illawarra Shoalhaven (NSW)	8.54%	52
Far South Coast (NSW)	5.75%	35
Gold Coast (QLD)	2.96%	18
Brisbane (QLD)	5.58%	34
Ipswich Darling Downs (QLD)	0.99%	6
Sunshine Coast (QLD)	1.64%	10
Central and Northern Qld (QLD)	1.97%	12
Victoria	5.25%	32
Riverina Murray (NSW, Vic)	5.58%	34
ACT	0.99%	6
Total		609

Q3: What is your employment status?

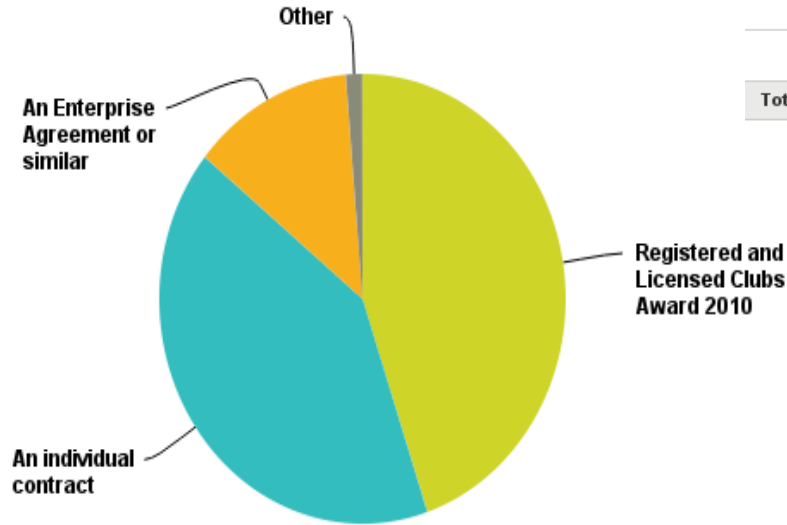
Answered: 609 Skipped: 0



Answer Choices	Responses	
Full time employment	98.69%	601
Part Time employment	1.15%	7
Casual employment	0.16%	1
Total		609

Q4: What legal (industrial) instrument are you employed under?

Answered: 609 Skipped: 0



Answer Choices	Responses	
Registered and Licensed Clubs Award 2010	44.83%	273
An individual contract	41.05%	250
An Enterprise Agreement or similar	12.81%	78
Other	1.31%	8
Total		609

Q4: What legal (industrial) instrument are you employed under?

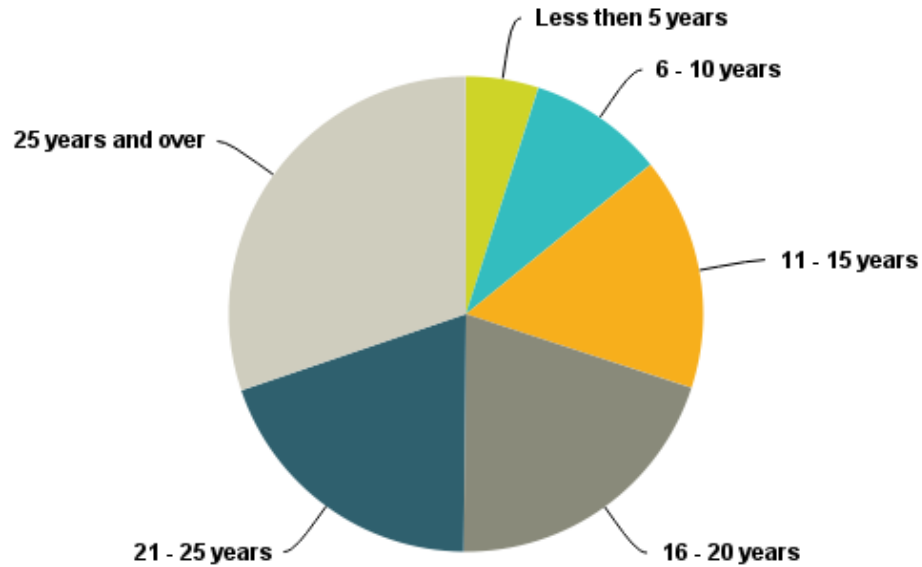
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	Award	Individual Contract	EA
CEO	109 – 36%	164 – 54%	23 – 7.5%
2ICs	52 – 47%	47 – 42%	10 – 9%
Gaming Mgr	14 – 51%	6 – 22%	7 – 26%
Duty Mgr	39 – 73%	5 – 5%	9 – 17%

Q5: How long have you been in the industry?

Answered: 606 Skipped: 3



Answer Choices	Responses
Less than 5 years	4.95% 30
6 - 10 years	9.24% 56
11 - 15 years	15.84% 96
16 - 20 years	20.13% 122
21 - 25 years	19.64% 119
25 years and over	30.20% 183
Total	606

Q5: How long have you been in the industry?

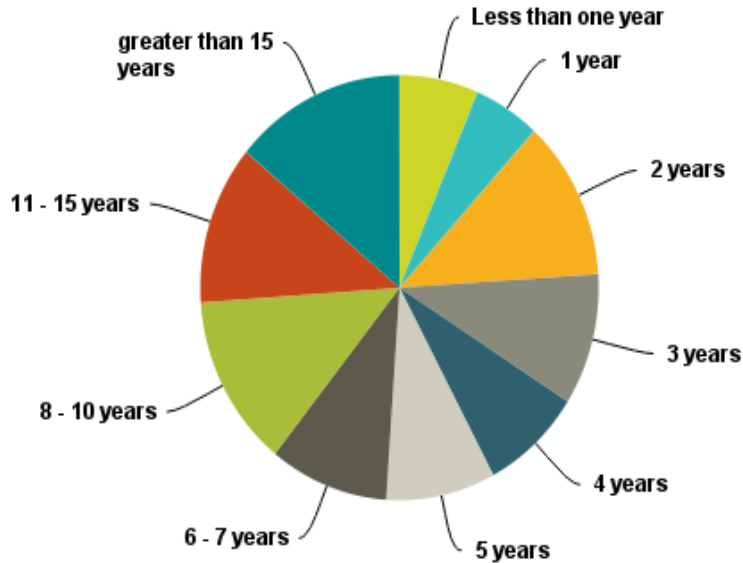
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	5yrs <	10 yrs <	25yrs+
CEO	14 – 4.5%	36 – 11.5%	126 – 40.5%
2ICs	7 – 6.3%	14 – 12.6%	20 – 18%
Gaming Mgr	0	4 – 15.4%	4 – 15.4%
Duty Mgr	1 – 1.9%	6 – 11.5%	18 – 33.9%

Q6: How long have you worked in your current position?

Answered: 609 Skipped: 0



Answer Choices	Responses	
Less than one year	6.40%	39
1 year	5.42%	33
2 years	12.15%	74
3 years	10.02%	61
4 years	8.21%	50
5 years	8.87%	54
6 - 7 years	9.69%	59
8 - 10 years	13.14%	80
11 - 15 years	12.15%	74
greater than 15 years	13.96%	85
Total		609

Q6: How long have you worked in your current position?

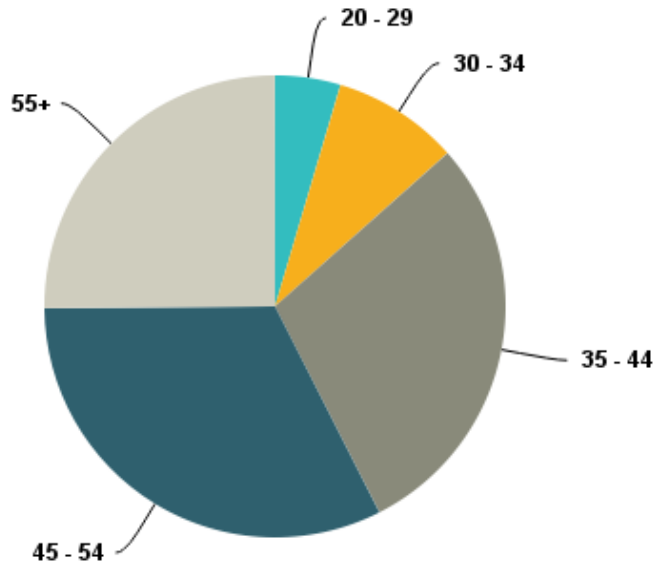
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	5yrs <	10 yrs <	25yrs+
CEO	133 – 43%	224 – 72%	37 – 12%
2ICs	45 – 40%	82 – 74%	14 – 12.5%
Gaming Mgr	9 – 33%	21 – 81%	4 – 15%
Duty Mgr	21 – 39%	40 – 75%	12 – 24%

Q7: What is your age at the time you conducted this survey?

Answered: 609 Skipped: 0



Answer Choices	Responses	
Less than 20	0.00%	0
20 - 29	4.60%	28
30 - 34	8.87%	54
35 - 44	29.06%	177
45 - 54	32.35%	197
55+	25.12%	153
Total		609

Q7: What is your age at the time you conducted this survey?

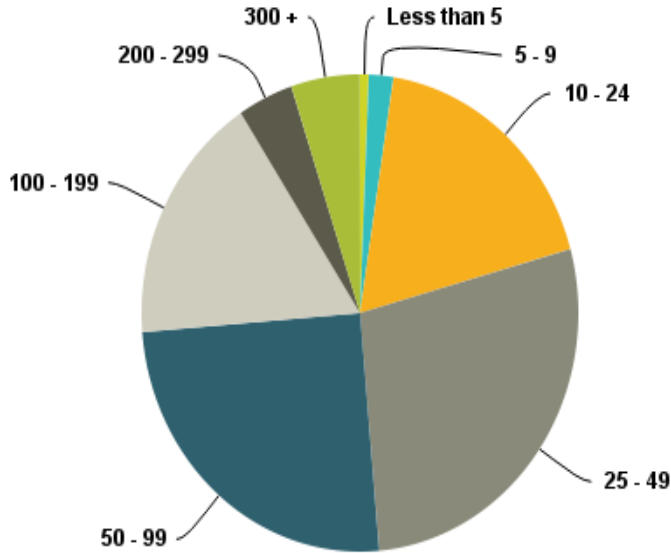
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	35 – 44 yrs	45 – 54 yrs	55 yrs +
CEO	63 – 20%	117 – 37.5%	100 – 32%
2ICs	43 – 39%	36 – 32.5%	14 – 12.6%
Gaming Mgr	10 – 37%	6 – 22%	6 – 22%
HR Mgr	13 – 56%	3 – 13%	2 – 8.5%
Duty Mgr	7 – 13%	14 – 26.5%	13 – 24.5%

Q8: How many employees work at your club?

Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Less than 5	0.66%	4
5 - 9	1.81%	11
10 - 24	18.23%	111
25 - 49	27.91%	170
50 - 99	25.12%	153
100 - 199	17.08%	104
200 - 299	4.11%	25
300 +	5.09%	31
Total		609

Q8: How many employees work at your club?

Key findings

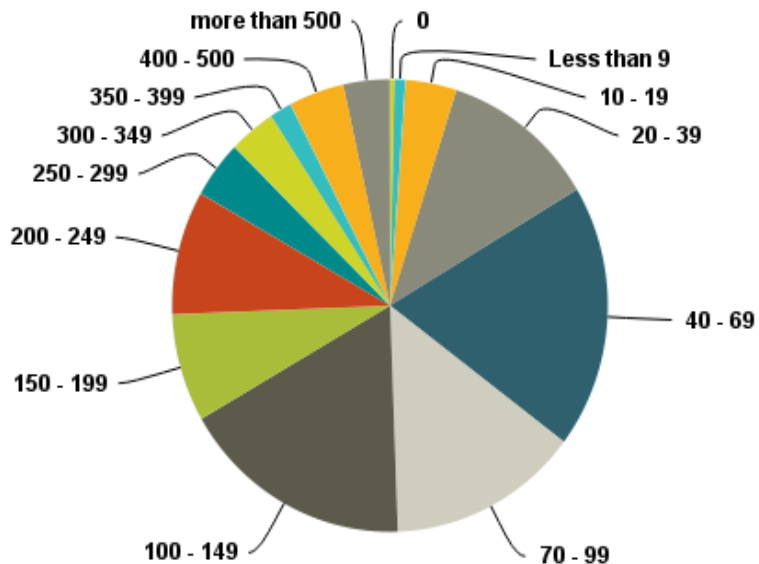
Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	10 – 24	25 - 49	50 - 99	100 - 199
CEO	89 – 28.6%	99 – 32%	63 – 20%	37 – 12%
2ICs	12 – 11%	32 – 29%	36 – 32.5%	18 – 16%
Duty Mgr	7 – 13%	15 – 28%	11 – 21%	11 – 21%

Q9: How many Gaming Machines does your Club have on the premises?

(Please include EGMs on link systems). *If you are a "Group" CEO or Gaming Manager overseeing more than one club, please record the total across all clubs.*

Answered: 609 Skipped: 0



Answer Choices	Responses
0	0.33% 2
Less than 9	0.82% 5
10 - 19	3.78% 23
20 - 39	11.49% 70
40 - 69	18.88% 115
70 - 99	14.12% 86
100 - 149	17.24% 105
150 - 199	7.72% 47
200 - 249	8.87% 54
250 - 299	4.11% 25
300 - 349	3.45% 21
350 - 399	1.64% 10
400 - 500	4.11% 25
more than 500	3.45% 21
Total	609

Q9: How many Gaming Machines does your Club have on the premises?

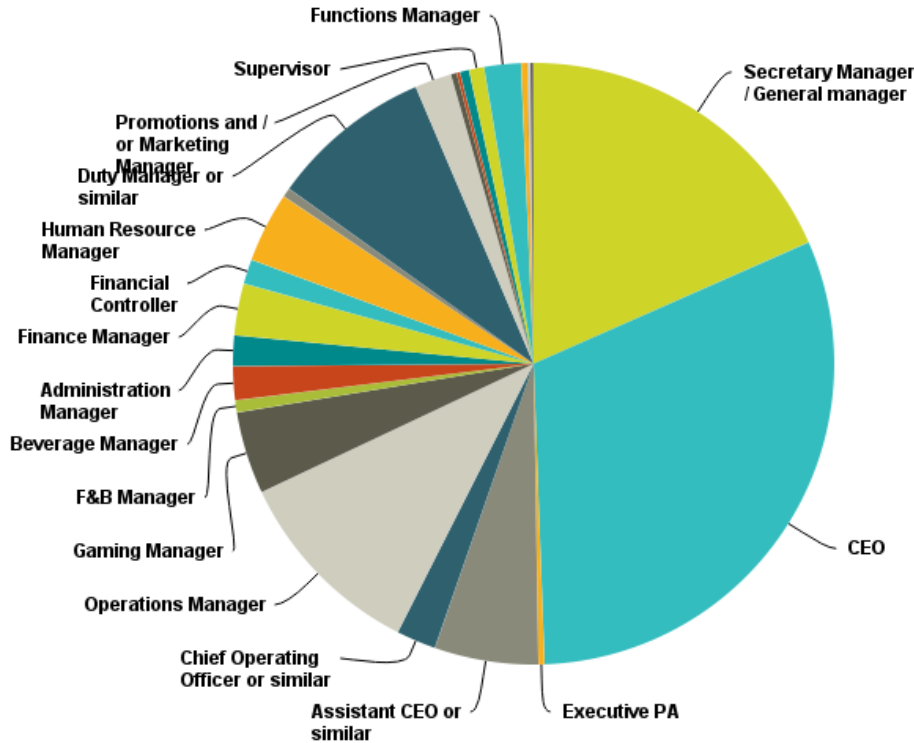
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	20 – 39	40 – 69	70 – 99	100 – 149	150 – 199	200 - 249
CEO	56 – 18%	82 – 26%	53 – 17%	38 – 12%	16 – 5%	14 – 4.5%
Gaming Mgr	2 -7.4%	0	0	7 – 26%	3 – 11%	6 – 22%

Q10: My primary role / job (please choose the best fit) is:

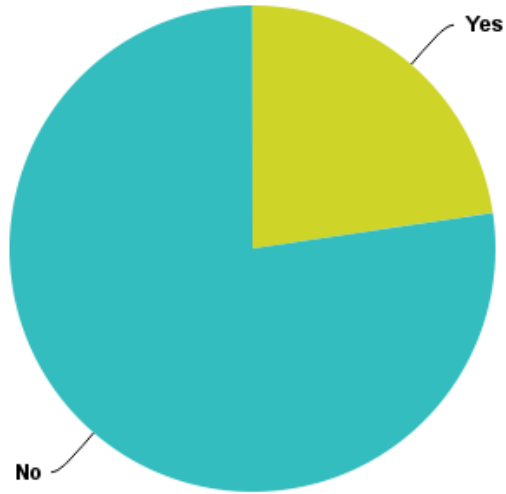
Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Secretary Manager / General manager	18.39%	112
CEO	31.03%	189
Executive PA	0.33%	2
Assistant CEO or similar	5.58%	34
Chief Operating Officer or similar	2.13%	13
Operations Manager	10.51%	64
Gaming Manager	4.43%	27
F&B Manager	0.66%	4
Beverage Manager	1.81%	11
Administration Manager	1.64%	10
Finance Manager	2.79%	17
Financial Controller	1.31%	8
Human Resource Manager	3.78%	23
Facilities Manager	0.49%	3
Duty Manager or similar	8.70%	53
Promotions and / or Marketing Manager	1.97%	12
IT Manager	0.33%	2
Accounts Manager	0.00%	0
Payroll Manager	0.16%	1
Stock or cellar Manager	0.49%	3
Supervisor	0.82%	5
Functions Manager	1.97%	12
Membership Manager	0.33%	2
Fitness Centre Manager	0.00%	0
Hotel Manager	0.00%	0
Chef	0.16%	1
Recreation / Grounds / Greens Manager	0.16%	1
Total		609

Q11: Do you manage operations across more than 1 club?

Answered: 609 Skipped: 0



Answer Choices	Responses	
Yes	22.66%	138
No	77.34%	471
Total		609

Q11: Do you manage operations across more than 1 club?

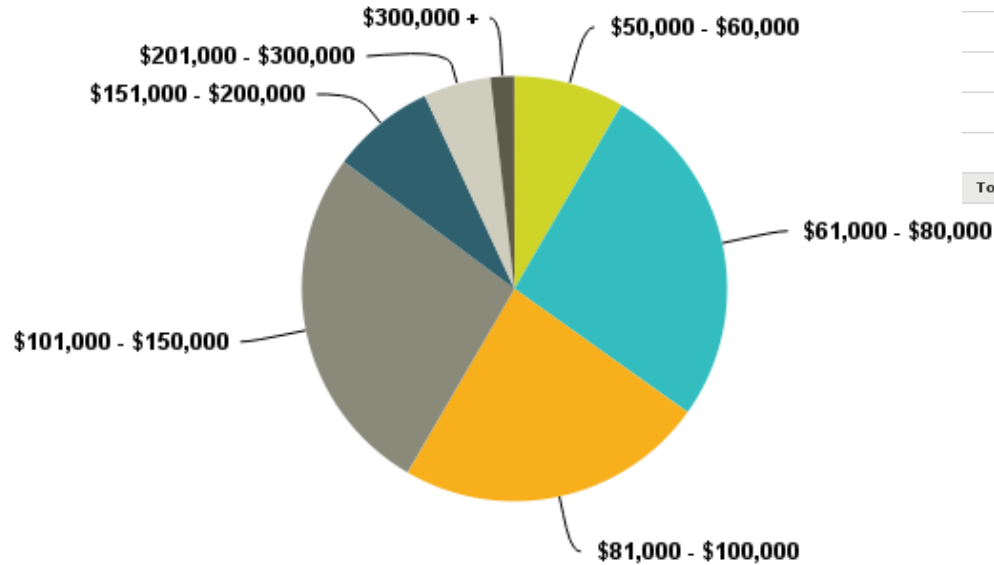
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	YES	NO
CEO	49 – 16.2%	252 – 83.7%
Gaming Mgr	11 – 40.7 %	16 – 59.2%

Q12: Please select from one of the below options that best reflects your gross income that appeared on your PAYG Payment Summary for Financial year ending 30 June 2015?

Answered: 608 Skipped: 1



Answer Choices	Responses
\$50,000 - \$60,000	8.39% 51
\$61,000 - \$80,000	26.48% 161
\$81,000 - \$100,000	23.52% 143
\$101,000 - \$150,000	26.81% 163
\$151,000 - \$200,000	7.89% 48
\$201,000 - \$300,000	5.10% 31
\$300,000 +	1.81% 11
Total	608

Q12: Please select from one of the below options that best reflects your gross income that appeared on your PAYG Payment Summary for Financial year ending 30 June 2015?

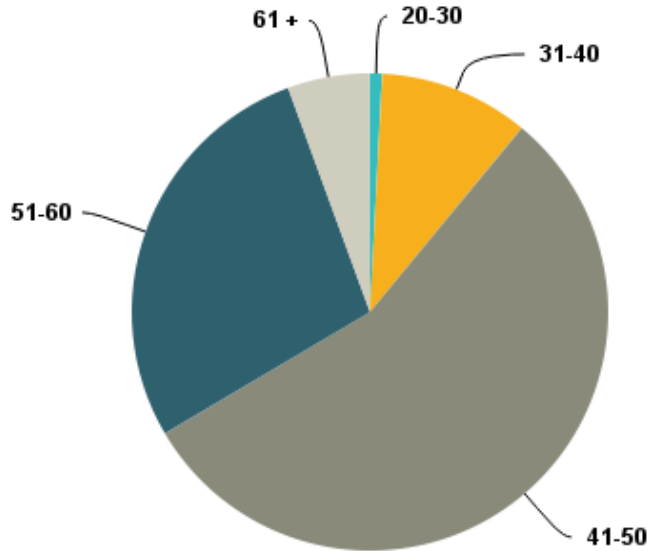
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	\$50 – \$60	\$61 – \$80	\$81 - \$100	\$101 - \$150	\$151 – \$200	\$201 – \$300	\$300+
CEO	9 – 2.9%	37 – 12%	67 – 21.5%	117 – 37.6%	31 - 10%	30 – 9.6%	10 – 3.2%
2ICs	8 – 7.2%	30 - 27%	37 – 33.3%	23 – 20.7%	11 - 10%	1 - .9%	1 - .9%
Gaming Mgr	2 – 7.4%	10 -37%	6 - 22%	9 - 33%	0	0	0
Finance Mgr/Control.	1 - 4%	6 - 24%	7 - 28%	7 - 28%	4 - 16%	0	0
HR Mgr	2 – 8.7%	9 - 39%	8 - 34%	4 - 17%	0	0	0
Duty Mgr	12 – 22%	35 - 66%	5 – 9.5%	0	0	0	0
Mkting Mgr	2 – 16.6%	6 - 50%	3 - 25%	0	18.3%	0	0
F&B/Bev Mgr	6 - 40%	8 - 53%	1 - 6%	0	0	0	0
Function Mgr	3 - 25%	4 -33%	5 – 41.5%	0	0	0	0

Q13: How many hours do you work per week?

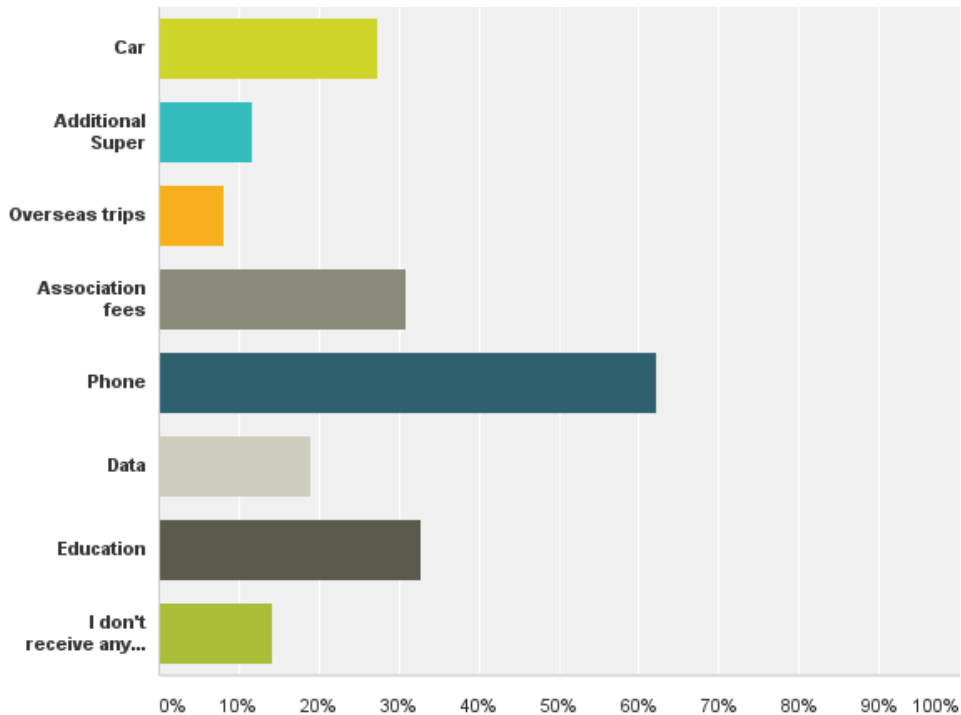
Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Less than 20	0.00%	0
20-30	0.82%	5
31-40	10.18%	62
41-50	55.50%	338
51-60	27.91%	170
61 +	5.58%	34
Total		609

Q14: Please select what fringe benefits form part of your pay package (select more than 1 if applicable)

Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Car	27.42%	167
Additional Super	11.66%	71
Overseas trips	8.05%	49
Association fees	30.87%	188
Phone	62.23%	379
Data	19.05%	116
Education	32.84%	200
I don't receive any fringe benefits	14.29%	87
Total Respondents: 609		

Q14: Please select what fringe benefits form part of your pay package (select more than 1 if applicable)

Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	Car	Additional Super	Overseas Travel	CMAA Fees	Phone	Data	Education
CEO	133 – 42.8%	48 – 15.4%	27 – 8.7%	126 – 40.5%	235 – 75.5%	70 – 22.5%	98 – 31.5%
2ICs	21 – 19%	10 – 9%	11 – 10%	28- 25%	74 – 66.5%	22 – 20%	32 – 29%

Other Fringe Benefits offered to CEOs:

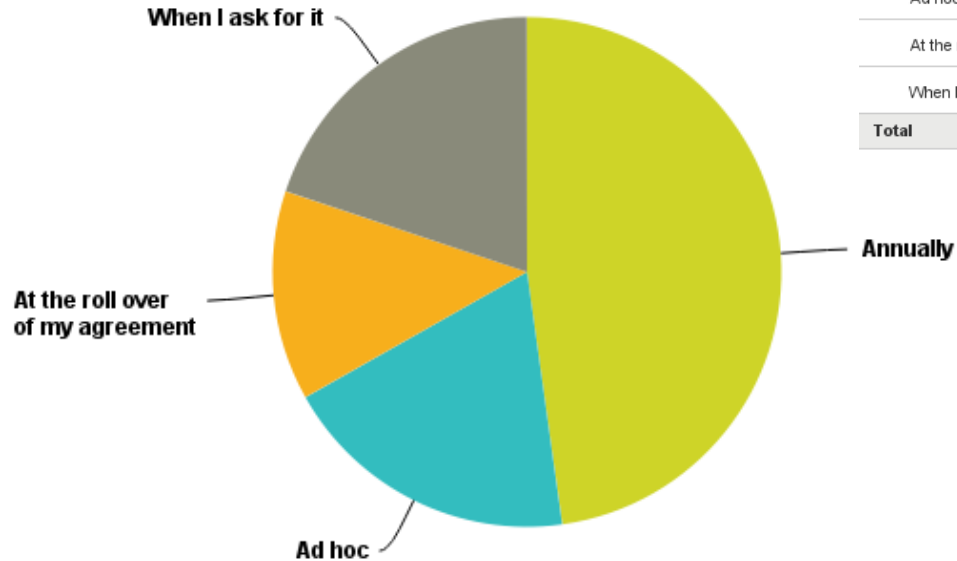
- Rent free accommodation, lap top and ipad, oncome and life insurance protection, health insurance, golf membership and fuel

Other Fringe Benefits offered to 2ICs:

- Uniform, lap top and ipad, bonus

Q15: On what basis is your salary reviewed?

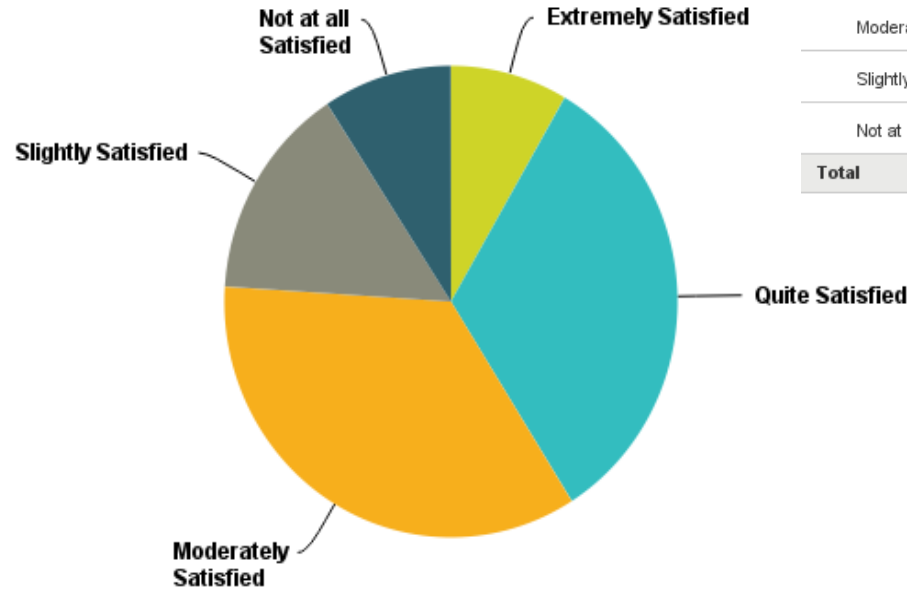
Answered: 609 Skipped: 0



Answer Choices	Responses
Annually	47.78% 291
Ad hoc	19.05% 116
At the roll over of my agreement	13.30% 81
When I ask for it	19.87% 121
Total	609

Q16: Are you satisfied with your current salary range?

Answered: 609 Skipped: 0



Answer Choices	Responses	
Extremely Satisfied	8.37%	51
Quite Satisfied	32.68%	199
Moderately Satisfied	34.98%	213
Slightly Satisfied	14.78%	90
Not at all Satisfied	9.20%	56
Total		609

Q16: Are you satisfied with your current salary range?

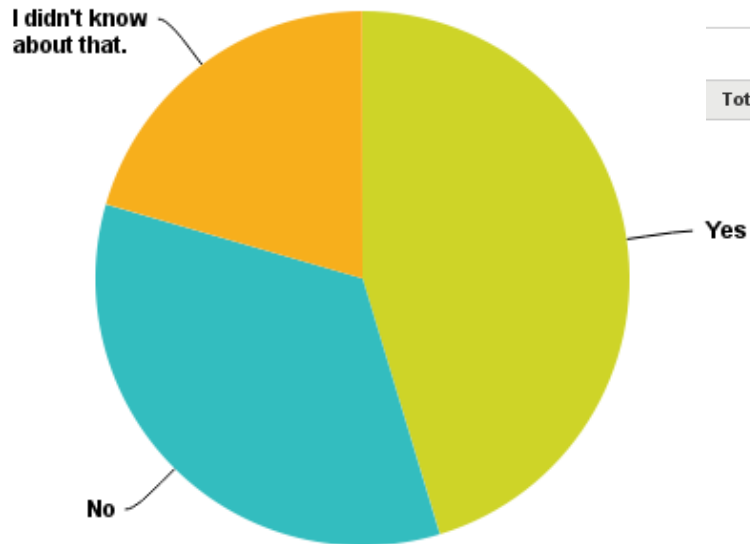
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	Moderately to Extremely satisfied	Not at all satisfied
CEO	250 – 80%	18 – 5.8%
2ICs	86 – 77.5%	7 – 6.3%
Gaming Mgr	23 – 85%	1 – 3.7%
Finance Mgr/Control.	19 – 76%	4 - 16%
HR Mgr	12 – 52%	7 – 30.5%
Duty Mgr	28 – 52.8%	8 – 15%
F&B/Bev Mgr	7 – 46.5%	5 – 33.3%

Q17: The Registered and Licensed Clubs Award entitles you to 5 days paid professional leave per year. Do you make use of that benefit?

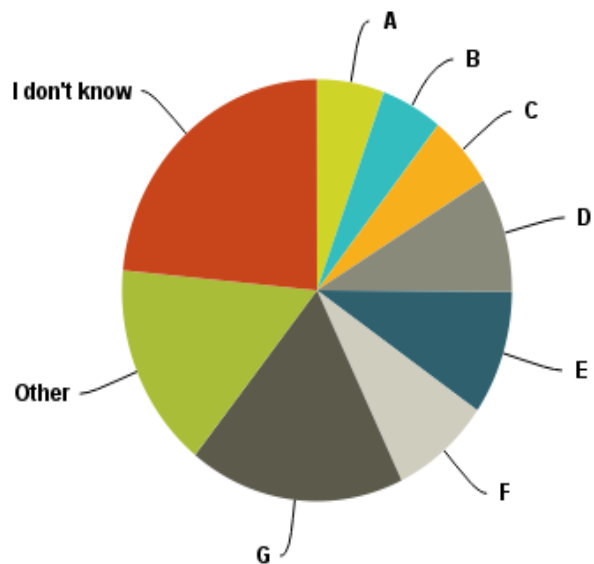
Answered: 609 Skipped: 0



Answer Choices	Responses	
Yes	45.32%	276
No	34.15%	208
I didn't know about that.	20.53%	125
Total		609

Q18: What is your management classification under the Club Managers award?

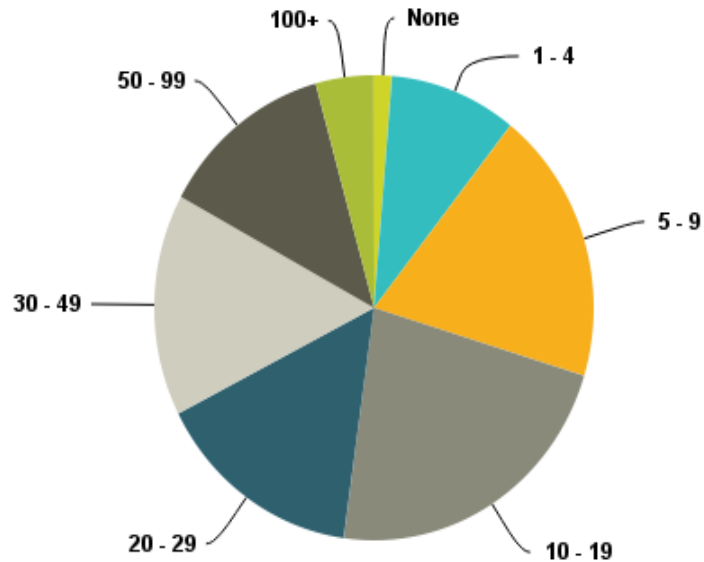
Answered: 609 Skipped: 0



Answer Choices	Responses	
A	5.58%	34
B	5.09%	31
C	5.58%	34
D	8.87%	54
E	9.52%	58
F	8.21%	50
G	17.90%	109
Other	15.76%	96
I don't know	23.48%	143
Total		609

Q19: How many direct reports do you have (ie how many staff do you supervise)?

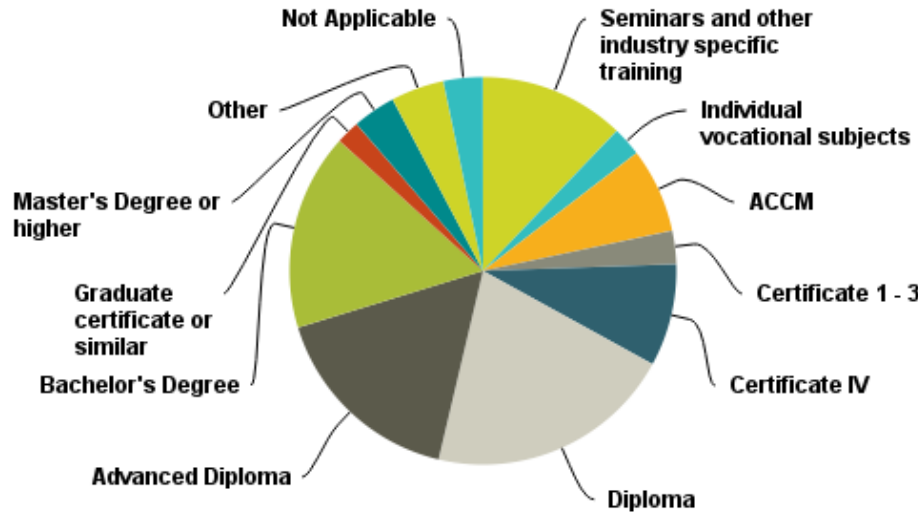
Answered: 609 Skipped: 0



Answer Choices	Responses
None	1.31% 8
1 - 4	9.36% 57
5 - 9	19.05% 116
10 - 19	22.50% 137
20 - 29	15.27% 93
30 - 49	15.44% 94
50 - 99	12.81% 78
100+	4.27% 26
Total	609

Q20: Your highest level of education (or training) you may have completed after secondary school

Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Seminars and other industry specific training	12.15%	74
Individual vocational subjects	2.46%	15
ACCM	7.06%	43
Certificate 1 - 3	2.79%	17
Certificate IV	8.54%	52
Diploma	20.69%	126
Advanced Diploma	16.58%	101
Bachelor's Degree	16.42%	100
Graduate certificate or similar	1.97%	12
Master's Degree or higher	3.61%	22
Other	4.43%	27
Not Applicable	3.28%	20
Total		609

Q20: Your highest level of education (or training) you may have completed after secondary school

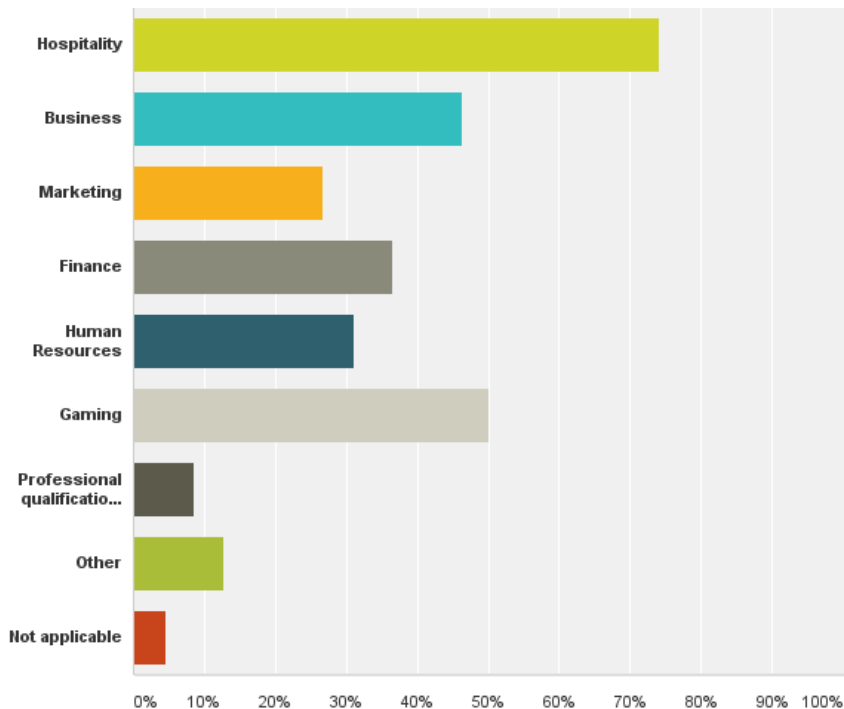
Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	Non Accredited Training	ACCM	Pre University Qualifications (Ind. Units, Cert1 - Adv Dip)	University Qualifications (BA – Masters)
CEO	41 - 13%	24 – 8%	144 – 46%	70 – 22.5%
2ICs	8 – 7%	8 – 7%	68 – 61%	25 – 22.5%
Duty Mgr	9 – 17%	4 – 7.5%	25 – 47%	6 – 11%
Gaming Mgr	4 – 15%	2 – 7.5%	10 – 37%	5 – 18.5%
Finance Mgr/Control.	0	2 – 8%	8 – 32%	15 – 60%
Mktg Mgr	1 - 8.3%	1 – 8.3%	4 – 33%	5 – 41.5%

Q21: If applicable, please indicate the main areas you have studied (multiple answers accepted)

Answered: 609 Skipped: 0



Answer Choices	Responses	Count
Hospitality	74.06%	451
Business	46.31%	282
Marketing	26.77%	163
Finance	36.62%	223
Human Resources	31.20%	190
Gaming	50.08%	305
Professional qualification eg Accountant, Lawyer etc	8.54%	52
Other	12.81%	78
Not applicable	4.60%	28
Total Respondents: 609		

Q21: If applicable, please indicate the main areas you have studied (multiple answers accepted)

Key findings

Number of responses to the question per job title as a percentage of the total number of responses per job title to the whole survey

Job Title	Hospitality	Business	Marketing	Finance	Human R	Gaming	Prof. Qualification eg: Accountancy, Law
CEO	229 – 73.5%	159 – 51%	104 – 33%	140 – 45%	93 – 30%	129 – 41.5%	25 – 8%
2ICs	71 – 64%	10 – 9%	27 – 24%	31 – 28%	44 – 40%	56 – 50.5%	6 – 5.5%
Gaming Mgr	23 – 85%	10 – 37%	7 – 26%	6 – 22%	8 – 29.5%	26 – 96%	2 -7.5%
Finance Mgr/Controll	7 – 28%	14 – 56%	3 – 12%	21 – 84%	5 – 20%	2 – 8%	14 – 56%
HR Mgr	21 – 91%	11 – 48%	1 – 4%	5 – 21.8%	19 – 82.5%	6 – 26%	0
Duty Mgr	40 – 75.55	9 – 17%	7 – 13%	7 – 13%	10 – 19%	23 -43%	0
Mkting Mgr	6 – 11%	7 – 13%	6 – 11%	2 – 4%	2 – 7.5%	2 - 4%	1 - 2%
F&B/Bev Mgr	11 – 73%	5 – 33%	1 – 6.5%	1 – 6.5%	0	1 – 6.5%	0
Function Mgr	11 – 91.5%	4 – 33%	4 – 33%	2 – 16.5%	3 – 33%	1 – 8%	0