

Mansfield Golf Club

STAFF HANDBOOK



TERMS, CONDITIONS

AND

GENERAL RULES

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INTRODUCTION

WELCOME TO OUR CLUB

“The way we do the things we do!”

Whether you join us in a permanent or casual capacity, be assured that your importance to our Club is recognised equally.

You are a person who is able to sensitively assist people, has good organisational abilities, is able to quickly find out information and use relevant technology, who is alert and quick thinking in dealing with the unexpected. The main responsibility you have is to ensure that your customers gain a lasting impression of courtesy and efficiency.

Your job is essentially one of public relations and customer service. Whatever the customer thinks the first time is how they will remember you, and this will reflect on their attitude to the Club. Confidence and appearance are very important in this regard.

OUR TOTAL IMAGE - BASED ON YOUR PRESENTATION AND YOUR MANNER OF BEHAVIOUR - SAYS A GREAT DEAL ABOUT YOU BEFORE A WORD IS SPOKEN.

In addition to welcoming you to the Club, this handbook is designed to serve as a handy source of answers to questions that might arise during your employment, so please read it carefully. It also sets out the expectations of management and the rules that all employees must abide by.

If there is anything in the handbook about which you are unsure, or would like to discuss further, please talk to your manager.

You and your colleagues are the Club's most important asset. The ongoing success of the Club depends on you.

I am always interested and pleased to hear new ideas and comments so please feel free to discuss them with me at any time.

We are proud to say we are an equal opportunity employer and while considering the needs of our staff and business we strive to ensure our employees all enjoy work and life balance. We are pleased to have you join us, and hope you enjoy the experience of working at the Club.

Welcome.

Geoff Payne

General Manager

OUR MISSION

- To promote the game of golf for our Members and their guests
- To be recognized as a stylish family orientated Club
- We will be successful through personalized, consistent and responsive service to our Members, their guests and patrons.
- We will achieve this through a highly motivated and committed team using innovative and creative ideas.

The Club

People often refer to the “Club” as if it were one person, or perhaps, a small group of people. What really is a good definition of a Club?

A “Club” is a meeting place for people with like interests for the mutual enjoyment of social, recreational and sporting opportunities, enjoying food and services offered through appropriate amenities, in the most gracious surroundings the membership can afford.

The Club is you... and all others who belong to it. It is the combined cooperative effort of every one directed towards achieving a goal of productivity and excellence of service.

Mansfield Golf Club enjoys a fine reputation, both locally and statewide. We have a wonderful golf course - rated in the top three country golf courses (Ray Drummond March 1994) and a new clubhouse with perhaps some of the finest views in the country.

Reputation is the end result of our efforts and is a very important part of our future. We need to protect this reputation through a mix of dedicated teamwork and conscientiousness. A successful Club is measured through its ability to win the confidence of members, gain the loyalty of staff and earn good community acceptance.

CLUB STRUCTURE AND CONTACT DETAILS

GENERAL COMMITTEE/BOARD:

President: John Plummer
Captain: Tim Rielly
Treasurer: Chris Anderson
Committee: Andrea Marsden
Peter Smiles
Laurie Harcus

STAFF STRUCTURE:

General Manager/Secretary: Geoff Payne
Course Superintendent: Tony Cooksey
Bar/Gaming Supervisor: Greg Myers
Restaurant and Functions Manager: Ben Browning
PGA Professionals: Alison Munt and Nicola Moulton

STAFF REPRESENTATIVES:

OHS Representatives: Greg Myers/Tony Cooksey
EEO Officer: Geoff Payne
Responsible Gambling Coordinator: Geoff Payne/Greg Myers

CLUB CONTACT DETAILS:

Address: 24 Kidston Parade – PO Box 130, Mansfield Vic 3722

Telephone: 57752628
Facsimile: 57751522
Email: manager@mansfieldgolfclub.com.au

TRADING HOURS (Bar/Gaming)

SUNDAY	11am – 11pm
MONDAY	11am – 12 midnight
TUESDAY	11am – 11pm
WEDNESDAY	11am – 11pm
THURSDAY	11am – 11pm
FRIDAY	11am – 12 Midnight – 1am (Saturday)
SATURDAY	11am – 12 Midnight – 1am Sunday

BISTRO

LUNCH	12 Noon – 2pm
DINNER	6pm – 8:30pm

Note: these trading and operating hours are subject to change from time to time at the discretion of management

RESPONSIBLE SERVICE OF GAMBLING

CODE OF CONDUCT COMPLAINTS PROCESS & SELF EXCLUSION PROGRAM

This club is an integral part of its community. It is run for and by its members on a not-for-profit basis to meet the community purposes for which it was founded, both now and into the future.

The club is committed to the wellbeing of its members, visitors, employees and the wider community that it serves. It strives to deliver all its services in a responsible and sustainable manner. As part of this commitment, the club has adopted a Responsible Service of Gambling Code and Self Exclusion Program (SEP) and provides the necessary resources (financial and human) to support the proper operation of the code and SEP at the club's premises and the code office. The code and SEP are designed to assist the club to provide gambling in a socially rewarding, enjoyable and responsible manner. If you would like to make comment on the operation and effectiveness of the programs an employee feedback form is available with the responsible gambling incident register.

Interaction with employees

1. The club is concerned to ensure the safety of its employees and the perceived integrity of the gambling products sold by the club.
2. Gaming room employees are, by law, not permitted to play gaming machines during their shifts, including during breaks in their shifts. Management would prefer that staff not use the club's gaming facility at any time.
3. Information about responsible gambling and problem gambling support services is included in the Responsible Service of Gambling brochures available at the club.
4. If an employee is having problems with gambling, this can be discussed with the manager or a board member. Alternatively Gamblers Help Services can be contacted on 1800 858 858. This is a 24-hour toll free telephone service.
5. In determining what action is appropriate in any situation involving an employee, the club will ensure that every attempt is made to be discreet, and to draw as little attention as possible to the situation and to the employee.
6. Action taken in accordance with Responsible Service of Gambling code will be recorded on the employee's employment file, and not on the *responsible gambling incident register*. Copies of any inclusions on an employee's employment file made in accordance with the code will be made available to VCGR inspectors upon request.

INDUSTRY CODE OF PRACTICE

ClubsVIC seeks the cooperation of members and their employees in implementing this code. It is designed to encourage responsible and professional trading practices by members.

1. SPIRIT OF THE CODE

Undertake to conduct all aspects of their business in a professional and responsible manner in keeping with the spirit of this code.

2. BUSINESS CONDUCT

Undertake to apply this code in a manner that encourages the responsible behaviour of patrons so that all customers and guests can enjoy the facilities, service and social aspects of the venue.

3. COMMERCIAL INTEGRITY

Deal with all business partners and the public with honesty and fairness. Ensure that all advertising and promotions are not false or misleading and to not harm the professional reputation and service of a fellow member.

4. STAFF DEVELOPMENT AND TRAINING

Commit to principles of staff training to ensure personal development of work and social skills with the aim of developing and maintaining high standards of service.

5. EMPLOYMENT CONDITIONS

5.1 Ensure that all staff is aware of the new modern award and/or workplace agreements, and that employees receive the benefits of the award or workplace agreements.

5.2 Recognise that employees are an important asset and encourage the full development of their skills.

6. FOOD AND SERVICE QUALITY

Ensure that all food and beverage served to customers are of the highest quality and optimum value. Provide the appropriate level of service, observing the need for courtesy, attentiveness, efficiency and a pleasant atmosphere.

7. ALCOHOL CONSUMPTION

Ensure that all customers who consume alcohol do so responsibly, and encourage all patrons to maintain proper behaviour in the interest of the public.

8. UNDERAGE PERSONS

8.1 Ensure that management and staff are adequately trained and instructed in detecting underage persons seeking to purchase or consume alcohol illegally.

8.2 Ensure that liquor service is refused to underage persons seeking to purchase liquor.

8.3 Be conscious of the promotion of the venue so as not to encourage minors to seek to purchase or consume alcohol.

8.4 Encourage the presentation of Proof of Age Cards and other approved forms of identification before providing services to persons suspected of being underage.

9. ADVERTISING AND PROMOTIONS

Direct their promotional marketing strategies to promote the responsible consumption of alcohol and should avoid any promotions that lower the high standards of the industry.

10. HEALTH AND SAFETY

- 10.1 Conduct their business in such a manner as not to infringe on the amenity of the local area.
- 10.2 Be conscious of the community's increasing expectations in term of lifestyle and provide a range of services to meet those expectations.
- 10.3 Staff should be aware of the guidelines for the "Responsible Serving of Alcohol" and provide responsible, professional and friendly service in a manner consistent with the spirit of the code.

11. ROAD SAFETY

Participate in appropriate safety campaigns that encourage responsible use of alcohol, such as drinking sensibly and driving safely.

12. GAMING AND WAGERING

Members providing gaming and wagering facilities must be aware of the relevant legislation and ensure that their operation is conducted in an appropriate manner and ensure minors do not participate in gambling

13. COMPETITIVE PURCHASING

Purchase goods and services from reputable purveyors on a competitive basis.

14. FAIR COMPETITION

Engage in fair and open competition based on truthful representation of products and services offered. Not intentionally injure the professional reputation of practice of a fellow member.

15. COMMUNITY INVOLVEMENT

Contribute to community life by participating in civic and business programs through associations and co-operation with responsible authorities.

16. INDUSTRY DEVELOPMENT

Contribute to, and promote the growth of, the hospitality industry through dedication to service of the public.

17. LEGISLATION REQUIREMENTS

Abide by the relevant legislation and standards applicable to the industry.

18. AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY

Observe the principles of above.

PROVIDING EXCEPTIONAL CUSTOMER SERVICE

1. Greet/farewell all members and guests entering/leaving the Club with a natural and friendly manner.
2. Keep the venue at a comfortable temperature year round during opening hours. Light and keep the open fire going during winter periods.
3. Answer the phone within three rings and conduct conversations in a friendly and professional manner following our standard Club script.
4. Recognise and acknowledge regular members by name and introduce yourself and the Club's facilities to new members and guests to ensure they feel welcome.
5. Ensure you have an excellent knowledge of all areas of the Club eg. trading hours, services provided, details of promotions and special offers, gambling services, prices, specials on the menu, coming attractions and shows etc.
6. Ensure that you are familiar with all equipment and procedures.
7. Do all that you can to create a friendly welcoming environment.
8. Always be aware of customers and approach them with confidence.
9. Aim to be both efficient and effective in performing regular tasks.
10. Be well mannered and courteous at all times.
11. Up-sell and promote other facilities within the Club through suggestion and encouragement.
12. Interact with members and offer service whilst cleaning and tidying in all areas of the Club eg. picking up glasses, wiping tables, benches.
13. Be attentive to members – smile and interact as appropriate.
14. Respond positively to requests for service and information. NEVER use language like 'we don't' or 'you can't' or 'you'll have to'.
15. Handle member's queries and complaints with professionalism and ensure you follow through with action.
16. The customer is right 99% of the time and the other 1% of the time you're wrong!!
17. Maintain a high attention to detail to ensure that the Club facilities are kept as clean and tidy as possible **AT ALL TIMES**.
18. Support and encourage your fellow team members in achieving all of the above.

HANDLING GENERAL COMPLAINTS

(Excludes complaints about a breach of the Responsible Service of Gambling Code of Conduct)

- ✓ Introduce yourself.
- ✓ Listen to the problem/complaint.
- ✓ Be polite, look interested – stay calm, maintain an even tone.
- ✓ Don't make judgments.
- ✓ Thank them for bringing the problem to your attention.
- ✓ Refer to supervisor or manager if warranted.
- ✓ If necessary move person to a quieter area to ensure that public awareness is minimal.
- ✓ Sit the person down, offer refreshments calmly.
- ✓ Reassure member that their complaint will be dealt with promptly.
- ✓ Acknowledge understanding of the complaint.
- ✓ If necessary consult any witnesses.
- ✓ Take appropriate action.
- ✓ Fill out an incident report.
- ✓ Identify preventative measures that could be taken in the future.
- ✓ Communicate with other staff (where relevant).
- ✓ Ensure follow-up procedures are complied with.

TERMS AND CONDITIONS OF EMPLOYMENT

AWARD

You will be employed under the *Registered and Licensed Clubs Award 2010* or a previously registered workplace agreement. Your classification and rate of pay will be as specified in your appointment letter; terms and conditions of employment and your entitlements are as stated in the award or workplace agreement and will comply with the *National Employment Standards* as provided for in the *Fair Work Act 2009*. A copy of the *Fair Work Information Statement* will be provided to you on commencement of your employment. The Statement provides basic information on matters that will affect your employment. A copy of the *Registered and Licensed Clubs Award 2010* is available on the club's website or from management.

PERSONNEL FORMS

On your first day, the following forms should have been completed and returned to management or the administration staff.

1. Application for Employment form
2. Taxation-Employment Declaration
3. Superannuation form
4. Bank Account details
5. Signed letter of appointment
6. Signed Job Description
7. Copies of RSA, RSG and RSF and other relevant qualifications.
8. Signed Acknowledgment for receipt of Staff Policy Handbook

PROBATIONARY PERIOD

In order for an adequate assessment of your capacity to fulfil the position criteria as specified in the position description, a qualifying or trial period of between three to six months will apply for all permanent and casual positions.

This period gives you the opportunity to evaluate your new position, and similarly, gives your supervisor/manager the opportunity to evaluate your suitability to perform the work required.

DUTIES

It is each staff member's responsibility to be aware of their job description and to fulfil any task within these criteria or requested of them by their supervisor or manager. It is also the staff member's responsibility to be aware of correct procedures and policies and to ensure they are correctly carried out. Please ask questions if you are unsure of anything. Any serious breach of procedures or policy may result in disciplinary action, which could include termination. There must at all times during gaming room opening hours be a minimum of two licensed gaming staff on duty in the club house. Licensed staff members leaving the premises for any reason causing a breach in this regard may face instant dismissal.

APPRAISALS

Ongoing appraisals of your performance will be carried out at regular intervals. These are a way of staff and management liaising and addressing any ongoing problems that may be occurring. These will also serve as valuable information when assessing internal promotions and training courses. This is also an opportunity to voice any concerns, in a confidential manner that you may have regarding your job or the workplace.

SALARY AND WAGES

All employees will be paid at the rate of pay relevant to their job classification, as set down by the *Registered and Licensed Clubs Award 2010* or workplace agreement, or adjustment to the Australian Fair Pay and Conditions Scales.

Our pay week commences on a **Wednesday** and concludes on a **Tuesday**. Time sheets must be completed at the commencement and finish of each shift (including breaks) signed and dated by the employee and authorised by a manager or supervisor. Wages will be paid weekly *unless*

otherwise agreed and stipulated on your appointment letter on a Wednesday by Electronic Funds Transfer to your nominated bank account. Pay advice slips will be made available to you.

TIME SHEETS

No employee shall sign in earlier than five minutes before the rostered commencement time of each shift. Time will only be paid from the rostered commencement time of the shift unless prior authorisation is given for overtime.

Please refer to the Award or workplace agreement for your entitlement to breaks, which should be recorded on your time sheet.

Any irregularities to normal rostered shifts, including additional hours, must be authorised by a supervisor. Payment will be in accordance with the Award or workplace agreement.

Failure to sign on or off may result in pay being withheld until verification can be made by the supervisor for that shift. No employee is to sign off early without approval. It is deemed a breach of Club policy for an unauthorised employee to sign another employee on or off and will result in disciplinary action for both parties.

ROSTERS

Rosters will be posted on a **fortnightly** basis, and must be checked daily for changes. A manager must approve shift changes or supervisor with at least 48 hours notice given where possible. If you are sick and unable to present for work as rostered, where possible, at least two hours notice should be given.

Rosters may be changed from time to time; this may be due to sickness of other staff, staff rotation or the training of new staff. Where possible seven days notice will be given of the change.

MISREADING OF ROSTERS

You are expected to be present and fulfil each rostered shift. As you must appreciate misreading of rosters causes an additional burden on your team members, so please check your shift start times carefully and initial the sheet to confirm that you have read it.

WEEKEND AND PUBLIC HOLIDAY WORK

Working on weekends and public holidays is a major part of work in the hospitality industry. Although provisions can be made for special occasions and emergencies, please be aware that you will be rostered on some weekends throughout the year. This also applies to public holidays and busy periods such as Christmas and Easter, as this is when our business demands are greatest. Although every effort will be made to accommodate your requests, it is unlikely that you will be able to swap weekend work. Each case will be judged on its merits and upon availability of replacement staff. Discuss your requests with the manager or supervisor.

If there is a particular public holiday that you are unable to work due to a specific reason, eg. Religious observance or family reasons please provide at least two weeks notice so that alternative arrangements can be made. All reasonable efforts will be made to accommodate your request.

DERELICTION OF DUTY (WALKING OFF SHIFT)

Walking off shift and/or leaving the Club premises whilst on duty without the approval of a supervisor or manager, may be defined as misconduct and may result in disciplinary action including termination of employment. There must at all times during gaming room opening hours be a minimum of two licensed gaming staff on duty in the club house – leaving the club house may cause a breach of this rule and may result in instant dismissal.

GENERAL UNAVAILABILITY

In the interest of work/life balance our Club will endeavour to meet staff requests for unavailability. To assist us with rostering requirements please give a minimum of two weeks notice when you

may be unavailable to work. Requests will not be accepted once rosters have been posted, except in special cases or emergencies.

PUNCTUALITY AND FITNESS FOR WORK

Economic and efficient rostering requires that staff be attired in their prescribed uniform and in their designated work area by the rostered commencement time. When an employee is consistently late for shift or absent without reasonable explanation, you may be required to attend a counselling session with management. If the lateness and/or absenteeism continue, further disciplinary action may be taken which may include termination of employment.

You are required to attend your rostered shifts in a state that will not affect your safety and the safety of those around you. Consuming alcohol before starting work may impair your performance and safety. Therefore be sure to plan ahead, as an absent or late staff member increases the workload for the rest of the team. Under no circumstances will a staff member be allowed to start or continue working a shift whilst they're impaired by alcohol or substances, and disciplinary action, which may include termination, may follow if a staff member arrives to work in such a state.

VISITING CLUB OFF DUTY

You are allowed on the Club premises fifteen minutes before the commencement of your shift and for half an hour at the completion of your shift. If you are a member of the Club and wish to utilise the Club's facilities after your shift you may do so **after leaving the Club, changing out of your uniform and removing any identifying club badges before returning to the Club**. The Club would encourage staff members not to use the club's gaming facility at anytime.

Staff are required to set an example; when visiting the Club whilst off duty, do not cause your fellow workmates embarrassment by being asked to leave the Club for any reason such as improper and/or inappropriate behaviour including swearing, intoxication, incorrect dress etc.

LEAVE ENTITLEMENTS

Paid and unpaid leave entitlements are as provided for in the *National Employment Standards (NES)*. The *Registered and Licensed Clubs Award 2010* is based on the NES. Check your entitlements with management.

LEAVE ENTITLEMENTS – CASUAL EMPLOYEES

The hourly rate paid to casual employees is inclusive of paid annual leave and paid personal/carers and compassionate leave entitlements; however by agreement casual employees may arrange unpaid leave.

Casual employees must provide the same amount of notice, where practicable, and provide the same evidence as a permanent employee for any period of leave.

ANNUAL LEAVE

Annual leave is to be taken at a mutually agreed time and to suit the operational requirements of the Club. Applications for leave during heavy trading periods may be refused (such as December, January and Easter).

Allow as much time as practicable for the approval of leave applications. At least four weeks in advance of departure date would be expected, however if this were not possible, by mutual agreement. Applications will be considered in order of submission and may not necessarily be granted, as there may already be other staff rostered to take leave. Only one staff person to be on leave at any one time.

Annual leave must be taken within 12 months of it falling due and/or subject to Club policy and accrues on a monthly basis. Check your entitlements with management.

PERSONAL /CARERS LEAVE

The *Fair Work Australia Act 2009* provides for the minimum terms and conditions of employment through the National Employment Standards (NES) for personal / carers leave entitlements. Full time and part time staff entitlement is 10 days per year and accrues on a monthly basis.

Paid personal leave is available when absence is due to:

- Personal illness or injury (**sick leave**)
- For the purposes of caring for an immediate family member or member of the employee's household who requires care or support because of;
 - Personal illness, or personal injury, or unexpected emergency affecting the member (**carers leave**)

Personal leave accrues from year to year.

An employee is entitled to two days of unpaid carer's leave for each occasion when a member of the employee's immediate family or household requires care or support and there is no longer an entitlement left for paid personal/carers leave.

COMPASSIONATE LEAVE

Full time and part time staff are entitled to take up to two days paid leave for each occasion on compassionate grounds, when a member of the employee's immediate family or household has died, or a member of the employee's immediate family or household has a personal illness or injury that poses a serious threat to their life.

Casual staff are entitled to take two days unpaid leave per year on compassionate grounds.

EVIDENCE SUPPORTING CLAIM

Claims for personal/carers leave and compassionate leave must be supported by satisfactory evidence of inability to attend for duty. A medical certificate or statutory declaration must be provided for all leave **exceeding** one day at a time. If requested by management, a medical certificate or statutory declaration must be supplied for single sick days taken, in particular preceding or following a public holiday. **Failure to do so may result in loss of wages for time absent.**

LONG SERVICE LEAVE

Casual and permanent employees are entitled to long service leave in accordance with the provisions of the Victorian Long Service Leave Act 1992. If you are employed under a workplace agreement and the workplace agreement incorporates provisions for long service leave, then the terms of the agreement will prevail over the terms of the Long Service Leave Act.

SUPERANNUATION

Employee contributions shall be as per the Superannuation Guarantee (Administration) Act 1992, and at the deemed current legislative rate. Employees may choose their preferred superannuation fund. If an employee does not choose a superannuation fund, any superannuation fund covered in the *Registered and Licensed Clubs Award 2010* applies. Please advise management of your preferred superannuation fund.

RECRUITMENT AND SELECTION

In recruiting staff for existing positions that have become vacant, the Club will, wherever practicable, advertise both internally and externally to fill such positions. Remember we are an equal opportunity employer.

Where new positions are to be created, the Club will, wherever desirable and practicable, offer existing employees advancement opportunities according to their levels of skills, expertise and their previous employment record with the Club.

For OH&S reasons it is important that you disclose any previous illness or injury that may affect your ability to perform the role. Failure to do so may limit your ability to claim compensation. The Club will make reasonable accommodations in order to prevent aggravation of these injuries. Please refer to attached OH&S policies.

STAFF SUGGESTIONS

Management is keen to listen to any suggestions for better workplace, staff relations and work life balance; we may be able to assist in any personal problems you may have. This includes suggestions on rosters and improved occupational health and safety in the workplace.

CHANGE OF ADDRESS

In order to ensure our records are accurate and for the purpose of correspondence, you should notify management of any change in name, address, email address, contact telephone numbers and emergency contact numbers.

GENERAL RULES

To maintain a safe, legal and customer focused environment, the following rules have been formulated by the Club and must be strictly adhered to. Your cooperation is required in administering these rules and we welcome further suggestions. Violation of certain Club rules may result in disciplinary action or termination.

ACCESS TO PREMISES

All employees are required to enter and leave the building through the designated entrance. Similarly, all staff purchases are to be removed through the front entrance, except in cases where management approval has been given and a supervisor is in attendance at the time of removal.

A receipt must be obtained from the office to verify payment and/or authorise removal of goods. If no receipt or authorisation can be presented, the matter may be referred to the police.

APPEARANCE AND DRESS

The required uniform is a club provided shirt with club logo worn with black slacks (male and females) or skirt (females) and black shoes. Your uniform must be kept clean and pressed at all times. Appropriate footwear must be cleaned and well maintained at all times. Club uniform may vary from time to time at the discretion of management.

Employees should be dressed in full-prescribed uniform before entering their work areas. Name badges are supplied and must be worn at all times – this includes your Industry Gaming Licence.

Gaming staff must not wear bangles/bracelets when accessing gaming machines or electronic equipment. This is for your health and safety.

When on duty, visible body-piercing jewellery is limited to earrings only with a maximum of two earrings each ear. When on duty jewellery must be kept to a minimum, including bulky necklaces, earrings and bracelets etc. This is for your health and safety.

Neat appearance is expected **at all times**. Clothing must be maintained in good condition. Hair must be well groomed and tidy, and tied back if longer than shoulder length. Hands and fingernails should be kept clean and well manicured. Ensure good personal hygiene.

Please remember that a customer makes many judgments about the Club by the way in which staff present themselves. Please do your best to make sure that the customer makes the right judgment about our Club.

Remember that first impressions count!

INDUSTRY GAMING LICENCE

An employee working in the gaming room must have a current Industry Gaming Licence. If the licence is revoked or cancelled the Club may not be able to offer continued employment.

All staff that hold a gaming licence and are working in that area must display their licence in a prominent place at all times (not under a jacket or vest). If an employee arrives for a shift without their licence they will not be allowed to commence their shift. It is the employee's responsibility to advise the VCGR of a change of address and to ensure their gaming licence is current. The club is required to have a minimum of two licensed gaming staff on duty in the club house during gaming room opening hours.

COMPLIANCE COURSES

It is a requirement that all hospitality staff complete the following relevant courses:

Bar staff	Responsible Serving of Alcohol
Gaming staff	Responsible Serving of Gaming
Responsible Gaming Coordinator	Advanced Responsible Service of Gaming
Kitchen staff	Responsible Service of Food
Head Chef	Food Safety Supervisor's Course

RESPONSIBLE SERVICE OF ALCOHOL

Let the principles and guidelines you have learnt during these courses guide the decisions you make in regards to serving suspected intoxicated persons. Again, when in DOUBT – SHOUT. This means if you feel someone is showing signs of intoxication immediately notify a supervisor or manager and voice your concern. All incidents, including the 'refusal of service of alcohol', are to be recorded in the Incident Report Register by the manager or supervisor. All relevant details must be recorded including the date, time, nature of the incident, action taken and must be signed by the person recording the details.

Remember: It is illegal to serve alcohol to a minor and it is illegal to serve alcohol to a drunk. You are liable for personal fines, as is the Club, so it is imperative that you always observe the Responsible Serving of Alcohol guidelines and procedures. Failure to do so may lead to disciplinary action which could include termination.

RESPONSIBLE SERVICE OF GAMING

This club is committed to the delivery of its gambling services in a responsible and sustainable manner. Recent legislation requires all venues to adopt a Code of Conduct and Self Exclusion Program approved by the VCGR. This club has adopted the ClubsVIC Code of Practice and ClubsVIC Self Exclusion program. Staff training will be provided in the provision of our Code and Self Exclusion Program. Always adhere to the venue Code of Conduct and responsible gambling principles. Refer any gambling concerns to the Responsible Gambling Coordinator and note all gambling related incidents in the Incident Register.

MINORS

It is law that no minor under the age of 18 years may be served alcohol, unless partaking in a meal in the company of a parent/responsible adult, nor participate in any form of gambling on the premises. This includes gaming, wagering, bingo and Club Keno. Should you have any doubt as to the age of a patron do not hesitate to ask for identification. Should they not be able to produce a suitable form of identification, inform security, a supervisor or manager and explain why you are refusing service.

GAMBLING ON AND OFF DUTY

Staff are not permitted to gamble whilst on duty or in uniform. This includes gaming, wagering, bingo and Club Keno. Staff are not permitted to give money to any other persons with which to play gaming machines, Club Keno or play bingo on their behalf whilst on duty. The playing of gaming machines, or gambling activity of any kind whilst on duty is illegal, as per the Rules and Regulations of the VCGR.

Staff are permitted to participate in raffles conducted by the Social Committee of the Club. Staff are not permitted to participate in gaming machine promotions or other promotions or raffles without the written consent of management.

Employees behaving in contravention of Club policy, the Codes of Practice or Industry Gaming Licence, or other relevant legislation will be subject to disciplinary action which may include termination.

SMOKING ON DUTY

Staff are not permitted to smoke while on duty nor during breaks on club property.

ILLEGAL GAMBLING

The only type of gambling permissible on the Club premises are gaming machines, wagering, , bingo, football tipping and other forms of gambling authorised by management. If any other forms of gambling are observed, report the matter immediately to security, a supervisor or manager.

ANTI MONEY LAUNDERING/COUNTER TERRORISM PROGRAM

This club has adopted the ClubsVIC anti-money laundering and counter terrorism-funding (AML/CTF) program. Training in the requirements of the program and the legislation will be provided for employees who deliver gaming and/or wagering services. It is essential that employees who deliver gaming and/or wagering services are familiar with these AML/CTF requirements and that they comply with the Club's AML/CTF program.

Failure to comply with the Club's AML/CTF program is a very serious matter and will result in disciplinary action being taken.

GAMING OPERATORS INSPECTIONS AND MYSTERY SHOPPERS

From time to time the gaming operator may perform random inspections at each of its venues. These visits are often not announced and are designed to capture the true atmosphere and operations at each venue. Staff are assessed on such things as service quality and efficiency as well as product knowledge and general appearance of the staff and Club. For this reason it is important that we always maintain a high standard of productivity, cleanliness and service.

OTHER INSPECTORS

In addition, VCGR inspectors, Liquor Compliance inspectors, EHO inspectors, OH&S officers and WorkSafe representatives will visit unannounced from time to time. They are required to produce their ID and are to be totally complied with and treated with the utmost respect and courtesy. Please inform management when these visits occur.

CUSTOMER REWARDS AND PROMOTIONS

The Club regularly holds promotions and rewards programs. Some of these are gaming operator initiatives while some are 'in house' initiatives. It is your responsibility to keep updated on current promotions, and to know all relevant details of each promotion. All staff will be briefed on any new promotions either verbally or by written notice. If you are unsure ask your supervisor or manager for details.

Whilst on duty staff are not permitted to use their own membership card in order to accrue reward points from purchases made by members, and are otherwise not permitted to abuse the rewards points system in any way.

CLUB KEYS AND GAMING MACHINE KEYS

Gaming machine keys must be signed for at the beginning and end of shift. Under no circumstances are the keys to be taken off the Club premises. This is a breach of the VCGR rules and a breach of security and may result in disciplinary action, which may include termination.

General keys to various areas of the Club must not be taken off the Club premises unless authorised by management. This is a breach of security and may result in disciplinary action which may include termination.

STAFF BEVERAGES

During a shift and/or break a post-mix soft drink or coffee/tea is available (excluding cappuccino/hot chocolate). Under no circumstances is alcohol to be consumed. Any person found doing this will be subject to disciplinary action which may include termination.

KNOCK-OFF DRINK POLICY.

It is the policy of the Club that staff are permitted to consume a free 'knock-off' alcoholic drink at the end of their shift. The 'knock-off' drink must be OF A VALUE equal to or less than either a pot of beer or a glass of house wine and must be rung up as a staff drink or recorded as management determines. Staff drinks do not accrue. Abuse of this privilege may lead to disciplinary action including termination. Packaged beverages are not to be taken from the Club premises unless paid for, receipted and with the permission of management.

CORRECT PRICES

Staff are not permitted to issue free beverages to any member or visitor unless it has been authorised by management. Staff must not accept less than the scheduled selling price for any goods dispensed. A staff member witnessed giving or accepting free goods may be subject to disciplinary action, which may include termination.

All drinks purchased by the entertainment groups in the Club are to be paid for at full price, unless authorised by the manager.

OVER-RINGS

Staff are not permitted to void any over-rings on the till. If an over-ring occurs, you must immediately call a supervisor or manager for rectification. The over-ring must be documented, authorised and signed by the shift supervisor and staff member.

PERSONAL AND MEMBER IOUS

Personal IOUs will not be permitted in any of the cash floats including Gaming, Bingo, EFTPOS, promotions and bar tills etc. If IOUs are taking place, disciplinary action will result. Customer IOUs as above are not permitted at any time, also the lending of money to members from any cash floats is forbidden.

STAFF BREAKS

Staff are allowed to purchase bistro meals from the kitchen (when available) as per the staff menu or management determined discount off the advertised meal price, to be consumed in their breaks not taken off premises.

All meals are to be consumed in the staff room or designated areas only. Staffs taking their breaks are not permitted to do so in the public areas of the Club unless authorised.

EATING, DRINKING, SMOKING and DRUGS

Smoking is prohibited on club property while on duty. Staff are reminded of the rule requiring two licensed staff to be on club premises during gaming room opening hours.

Eating and drinking are not allowed in the service areas whilst on duty – this also includes the chewing of gum.

An employee presenting for duty adversely affected by alcohol or any other substance will not be allowed to commence duty and will be subject to disciplinary action, which may include termination.

SMOKE-FREE AREAS – Club Patrons

Smoking is prohibited within a licensed premise effective 1 July 2007 and is only allowed within the external smoking areas of the Club. Appropriate signage must be displayed and ashtrays removed from all internal areas of the Club.

If a patron is smoking inside the Club, you should:

- Ask the patron to stop smoking and inform them that it is an offence to smoke inside;
- Ask the patron to temporarily leave that area or room if they wish to smoke; and
- Ensure that the appropriate no smoking signage is displayed, and that there are no items available that may facilitate smoking, such as ashtrays.

If the patron continues to smoke after a request has been made to stop a supervisor or manager must be notified.

TIPS, GRATUITIES, GIFTS, PRIZES

Employees shall not seek tips nor accept free merchandise or other considerations from customers, salespeople, vendors or delivery people. Gaming employees may not accept tips at any time (VCGR recommendation). All merchandise samples belong to the Club.

All major prizes awarded to the Club as part of the gaming operator's incentive program will belong to the Club, and as such will be used at the discretion of the Club's Committee/Board. Ordering of stock and goods is by management or authorised staff only.

NEWSPAPERS/MAGAZINES

Newspapers and magazines are not permitted to be read by staff in the service areas, whilst on duty.

TELEPHONE CALLS

Staff are reminded that we receive an itemised telephone bill, which includes the itemising of local calls as well as STD and mobile calls. In the interest of work life balance incoming phone calls are allowed however please restrict personal calls to a three-minute duration. Outgoing calls should be made during the meal break period, except for any emergency situation, where supervisor approval may be obtained. This includes the use of mobile phones during your shift. Misuse of the Club's telephone may result in disciplinary action.

Private telephone numbers of staff and management (including mobile phones) must not to be given to a member of the public under any circumstances.

COMPUTERS & INTERNET

Club computers, internet and website facilities must not be used for personal use at any time. For personal use/loan of any other Club property or equipment prior permission must be obtained from the manager. Misuse of Club property may result in disciplinary action which could include termination.

TRAINING COURSES, SEMINARS AND CONFERENCES

You may be required to attend appropriate training courses, seminars and conferences that will be arranged at the discretion of the manager. All courses taken by staff are recorded in the training register. Training needs are reviewed during the year and are arranged as needed.

SECURITY

As security is of a high priority to the Club, a range of different procedures to monitor stock and cash are put into place to make this Club secure.

Staff should note that the Club is under overt video surveillance at all times in various areas and parts of the Club building and car park. This surveillance is not only for security purposes, but also for the safety of employees and patrons.

CAR PARK

Cars driven by staff whilst on duty must not be parked in the 'central car park area' during peak business hours. Security lighting is installed in the car park, however staff wishing to be accompanied to their car after finishing an evening shift should speak with a supervisor or manager on duty.

CLUB PROPERTY

Club property must not be removed from the premises at anytime or loaned to any person or organisation without prior approval of management or the Committee/Board. Unauthorised removal of Club property amounts to theft, which is a chargeable offence, and may result in disciplinary action which could include termination.

LOST AND FOUND

Staff are to hand in any items, including money and valuables found in the public areas (staff or patrons) to the manager on duty. The lost property is located in the office. Always have a witness when you are investigating an article. Notify supervisor or manager on duty if any valuables (ie. wallets, jewellery) are not claimed within 24 hours.

PERSONAL ITEMS

All personal items including wallets/purses, keys and mobile phones are to be stored in your allocated locker or held by management for the duration of your shift. To avoid any confusion no money should be carried in your pockets in the cash handling areas during your shift.

LOCKER/BAG SEARCHES

You are reminded that valuable items should not be brought into the Club. Items such as uniform, keys, phones, hygiene, medical or other items that are necessary should be kept in lockers or an appropriate place.

Where the Club has a substantial reason for believing that an employee has removed or is in possession of Club property, an investigation into the matter will be conducted by management. There shall be no search of a bag/locker without the express consent and presence of the employee. The employee may ask for the attendance of a witness to be present at the inspection.

If an employee does not cooperate in the security process and/or if management on reasonable grounds believes that the employee has committed an offence, the police may be called and the employee supervised until the police arrive. If theft has occurred, disciplinary action will follow which may lead to termination.

THEFT/ILLCIT DRUGS

Any knowledge of theft of money or stock, or illicit drug use, must be reported to the manager immediately. Theft of money or stock may result in a police investigation and disciplinary action will follow, which may lead to termination.

CLUB STATIONERY

Club stationery (letterhead etc.) is to be used by Committee/Board Members, Secretary or manager only. References given on Club stationery are to be signed only by the manager or a Committee/Board Member. Supervisors and/or administration staff **must not** give a reference or provide a letter on Club letterhead at any time.

MEDIA

All media comment and any other public comments concerning the Club are to be made only by a person appointed by the Committee/Board.

PUBLIC RELATIONS

Staff are not to smoke nor hold personal conversations in the reception area. Staff are not allowed to engage in lengthy conversations with personal visitors in the reception area or any other area of the Club – remember this is a work place. You should be mindful of what is said in front of customers, whether on duty or off duty, negative or positive.

CONFIDENTIALITY

Employees will not at any time either during the continuance of employment or after termination, for any reason divulge any of the affairs or secrets of the Club to any other person or company. The information to which this undertaking relates includes, without limitation, details of the financial operations, gaming activities, food and beverage activities, marketing and promotional plans, operational procedures, surveillance and security procedures or anything else written, copied or photocopied related to the business activities of the Club. A breach of this will lead to disciplinary action which may include termination.

PRIVACY

This Club complies with the National Privacy Principles and all staff are required to adhere to these principles. If you feel that there is a privacy issue that requires addressing, please speak to a manager immediately.

MEMBER COMPLAINTS

All staff are protected against reprimands from members as provided in the Club's Rules. It is therefore extremely important that courtesy be extended to Members at all times. Should a member or visitor have a problem or complaint that you cannot resolve, DO NOT engage in an argument. Follow the procedure noted earlier in this handbook and if necessary refer the matter to the supervisor or manager.

OCCUPATIONAL HEALTH AND SAFETY

Each employee is required to work in a safe and responsible manner towards fellow staff. For your protection you are required to report all accidents, incidents and near misses as soon as possible to your elected representative, a member of the Occupational Health & Safety Sub-Committee or the manager. You should also report any dangerous working conditions or any condition likely to cause injury to anyone within the Club.

Remember accidents do not just 'happen', they are caused by an unsafe act or conditions and can be avoided, or at least minimised, by following procedures, using proper precautions and a common sense approach to your duties.

The Club has Occupational Health & Safety Policies in place. Please ensure that you have received, read and understand all Club policies.

INCIDENTS AND ACCIDENTS

Any incident or accident involving patrons, whilst on the premises, is to be reported to management immediately and recorded in the register of injuries located in the Administration area. Please see the supervisor regarding accident procedures.

FIRST AID

First Aid facilities and equipment are provided in various work areas. A number of staff across all work areas has completed first aid training. Look at the list on the Health and Safety noticeboard near where you work.

INAPPROPRIATE BEHAVIOUR

Club management and the Committee/Board Members do not condone and will not tolerate any form of sexual harassment, discrimination or bullying. Please ensure that you have received, read and understand the Club's Conduct & Behaviour Policy attached to this manual.

GRIEVANCE PROCEDURES

Please refer to the grievance policy for the procedure for handling grievances between staff or between staff and management.

A FURTHER REMINDER

All staff are reminded that they are individually responsible to management to ensure that the correct prices are charged for goods and paid for at the time of the sale.

No member of staff shall be permitted to entertain off duty staff or guests on the premises after the Club has closed. This will result in disciplinary action which may include termination.

No staff member shall enter the cashiers, strongrooms, storerooms or office areas without the appropriate authority or approval.

All staff are reminded that smoking, gambling, partaking of alcohol or substances whilst on duty will result in disciplinary action which may include termination.

POLICIES AND PROCEDURES

CLUB CONDUCT AND BEHAVIOUR POLICY

1. INTRODUCTION

The Club movement is committed to a safe and comfortable environment free from inappropriate and offensive behaviour. All member Clubs of ClubsVIC subscribe to this policy. This policy is a comprehensive document that sets out in detail the legal and procedural requirements in this area and the ramifications of breaches of the policy.

A précis of this policy can be accessed by contacting ClubsVIC (details at the end of this document). This document and its accompanying précis are designed to provide all people involved in the Club movement with an understanding of their rights and responsibilities in this area.

Employees, volunteers and officials have the right to work positively and productively without being subjected to behaviour that is not wanted and that humiliates, offends or intimidates them. Members and visitors are also entitled to enjoy the facilities at the Club free from illegal and unwanted behaviour.

Accordingly, this Club is committed to the elimination of inappropriate behaviour. The Club is also committed to the implementation of strategies and the promotion of awareness to prevent such behaviour from occurring.

2. TO WHOM DOES THIS POLICY APPLY?

This policy applies to all elected officials, members, visitors, volunteers, agents, contractors and employees of the Club (referred to as “Club personnel” throughout this policy). “Club personnel” includes individuals who participate in sporting and recreational activities within, or sanctioned by, the Club and spectators and sponsors of such events. “Club personnel” also includes all officers, executive members, council members and any contractors who are engaged to perform work for the Club.

3. WHAT DOES THIS POLICY COVER?

This policy, including its complaints procedure, is designed to ensure that all Club personnel understand what constitutes inappropriate behaviour, consisting of sexual harassment, discrimination and bullying, how it occurs, what the effects are, and what a person should do if they are subjected to any inappropriate behaviour.

This policy is also intended to make Club personnel aware of their responsibilities and the Club’s responsibilities in regards to inappropriate behaviour.

The law makes distinctions between different types of inappropriate behaviour (sexual harassment, discrimination and bullying), and provides different kinds of remedies for each type. This policy does not make these distinctions and is designed to protect Club personnel against all types of unwanted, unreasonable, and inappropriate behaviour. In this policy such behaviour is referred to as “inappropriate behaviour”.

4. WORKING WITH CHILDREN LEGISLATION

Pursuant to the *Working With Children Act 2005 (Vic)* all persons engaged in “child related work” are required to undergo a working with children check. For Clubs this requirement means Club personnel who are, or likely to, interact with persons under 18 years of age and given the broad definition of direct contact, this could involve persons in positions such as;

1. Coaches (paid or volunteers) and the Club’s contracted or employed golf professionals (“the professionals”);
2. The honorary conveners of the Club’s junior development program (“the conveners”);

3. The honorary managers of the Club's junior pennant golf teams ("the managers"); and
4. Volunteer personnel assisting with the junior development program, who will or are likely to have contact or travel away with teams of players under 18 years of age ("volunteers"),

Relevantly, section 9 of the Act defines child related work as being paid or volunteer work *"that usually involves or is likely to involve, regular direct contact with a child in connection with a service, body, place or activity specified in subsection (3) (sporting activities are so specified) in circumstances where that contact is not directly supervised by another person"*.

Section 3 of the Act defines direct contact to mean *"any contact between a person and a child that involves:*

- a. physical contact;*
- b. face to face oral communication; or*
- c. physically being within eyeshot"*.

In relation to the volunteers the requirement to undergo the check will vary depending on their individual circumstances. For example, section 27 of the Act provides that *"a parent engaging in work as a volunteer in relation to an activity in which his or her child is participating or ordinarily participates is exempt from a working with children check"*. Accordingly, any volunteer whose child is participating in the junior development program does not need to undergo the check even if their child is absent on a given day or if the volunteer is working with other children.

Similarly, non-parent volunteers will not need to undergo the check if they are being supervised. Section 9(2) of the Act indicates that supervision is to be afforded its normal everyday meaning. As such, the volunteers do not need to be accompanied by a Club official at all times. The Club will, however, need to ensure that the volunteers are periodically supervised. To this end, it is assumed that the professionals or the conveners are present on the course to provide supervision and tuition throughout the day, therefore the non-parent volunteers are not required to undergo the check.

Even if volunteers do not attend on a 'regular' basis, the Club should not rely on this concept to avoid requiring that a check be done. This view is based on the fact that the word "regular" is used in context of "regular direct contact with a child". As such, it should be read as referring to the level of contact a volunteer has with children when they are in attendance, and not a reference to how often they attend.

The "regular direct contact" requirement would, however, allow Club employees, not usually involved with the junior program, to assist on an irregular basis. To avoid breaching the Act, it is suggested that such employees only become involved with the junior program in limited circumstances, such as, where the regular participants are sick or otherwise unable to attend.

5. WHAT IS SEXUAL HARASSMENT?

Sexual harassment is any unwelcome conduct of a sexual nature that offends, humiliates or intimidates the person to whom it is directed. It often involves an abuse of power or trust and is often directed at someone who is unable to stop it easily. Sexual harassment has nothing to do with mutual friendships, which are a private concern, or any interaction that is consensual, welcomed and reciprocated.

Sexual harassment may consist of some or all of the following:

- sexual comments, jokes and innuendo;
- displaying offensive, obscene or pornographic material;

- sexual propositions or persistent requests for dates and the subsequent harassment of a person in the event of a refusal;
- physical contact such as patting, pinching, touching or brushing against a person;
- unwelcome and inappropriate remarks about a person's sex, sexuality or private life;
- suggestive comments about a person's appearance or body;
- staring, leering, catcalls, obscene gestures and wolf whistles;
- indecent exposure;
- subtle or direct requests for sexual favours; and
- sexual assault and rape (which would amount to criminal offences).

An example of sexual harassment would be a Clubhouse supervisor making an inappropriate advancement to a female worker by slapping the worker on the buttocks when the worker walked past.

6. WHAT IS DISCRIMINATION?

Discrimination is any behaviour which is offensive, abusive, belittling or threatening and which is directed at a person or group because of a particular protected attribute. The law sets out which attributes are "protected":

- Age
- Breastfeeding
- Carer status
- Disability/impairment
- Gender identity
- Industrial activity
- Lawful sexual activity
- Marital status
- Parental status
- Physical features
- Political belief or activity
- Pregnancy
- Race
- Religious belief or activity
- Sex
- Sexual orientation
- Personal association with someone who has, or is assumed to have, one of these personal characteristics.

It is against the law to treat someone unfairly or discriminate against them, directly or indirectly, because they possess or are assumed to possess one of these characteristics.

Discrimination may include, but is not limited to:

- verbal abuse or comments that put down or stereotype people;
- mimicking someone's accent, or the habit of someone with a disability;
- offensive gestures; and

- displaying or circulating racist or other offensive material.

Direct discrimination

Direct discrimination occurs if a person treats, or proposes to treat, someone with an attribute less favourably than the person treats or would treat someone without that attribute, or with a different attribute, in the same or similar circumstances.

An example of direct discrimination would be a Club policy refusing a member access to use the Club facilities because they are in a wheelchair, or a Club policy saying that no Sikhs are allowed at the Club.

Indirect discrimination

Indirect discrimination occurs if a person imposes, or proposes to impose, a requirement, condition or practice:

- that someone with an attribute does not or cannot comply with; and
- that a higher proportion of people without that attribute, or with a different attribute, do or can comply with; and
- that is not reasonable.

An example of indirect discrimination would be the Club having no ramps and therefore no disabled access. Another example would be having a requirement that all cricketers in the cricket Club wear a baggy cap when playing cricket. A person that wears a turban due to religious beliefs would be indirectly disadvantaged by this requirement.

This policy is broader than the strict law, and seeks to protect Club personnel from all unreasonable discriminatory behaviour – regardless of whether it is direct or indirect, based on a protected attribute or not.

Requesting, assisting, instructing, inducing or encouraging another person to engage in discrimination is also prohibited under this policy and the law.

7. WHAT IS BULLYING?

Bullying is repeated, unreasonable behaviour directed towards a person or group of people that creates a risk to health and safety. It often involves a person who is in a position of power subjecting another person to unfavourable treatment.

In order for behaviour to amount to bullying the behaviour must be persistent and unreasonable; however single incidents of bullying-style behaviour and violence are not condoned and may still be prohibited by this policy.

The following types of behaviour could be considered bullying:

- verbal or physical abuse;
- jokes, pranks or initiation;
- intimidation;
- inappropriate comments and touching; and
- degradation or excessive criticism.

In a work context, reasonable and lawful directions and constructive performance-related activities do not amount to bullying.

An example of bullying would be a bowling skipper continually subjecting another bowler to hostile and inappropriate comments on the bowling green about their performance, leading to the bowler becoming stressed and anxious. Another example of bullying would be an apprentice being subject to physical abuse and being required to perform unreasonable tasks as part of "initiation".

Inappropriate behaviour means sexual harassment, discrimination and/or bullying. This Club does not condone any inappropriate behaviour.

8. WHEN IS BEHAVIOUR INAPPROPRIATE?

Inappropriate behaviour does not refer to compliments or behaviour that neither party finds offensive. However, it is sometimes difficult to know whether other people will find your behaviour acceptable. You should be careful not to risk being misunderstood as misunderstandings often lead to complaints. Remember that some people find particular types of behaviour offensive even though other people would not. The behaviour must always be considered from the point of view of the person receiving it. It is no defence that you did not mean to cause offence.

Inappropriate behaviour is not just unacceptable at the Club itself or during working hours; it is unacceptable in any Club or work related context including staff Christmas parties and interclub sporting events.

9. WHAT ARE THE EFFECTS OF INAPPROPRIATE BEHAVIOUR?

Our Club strives to provide a happy and healthy environment for work and leisure. Inappropriate behaviour is disruptive to the wellbeing of the Club.

Inappropriate behaviour towards Club personnel can lead to embarrassment, intimidation, anger, humiliation, anxiety, fear and/or physical illness. It can lead to severe distress to individuals as well as conveying a poor image of the Club, and making the Club an unhappy and unhealthy environment for the victims.

10. WHAT DOES THE CLUB UNDERTAKE TO DO?

- To ensure that Club personnel are aware of this policy;
- to appoint a person, being an elected official or manager of the Club, to be the contact person for the purposes of this policy or an alternative contact person if required (see below for the contact person's details);
- to ensure that all persons understand that inappropriate behaviour will not be tolerated under any circumstances;
- to ensure that the Club promotes a happy and healthy environment in which all Club personnel are treated fairly and equitably and are not subject to inappropriate behaviour;
- to monitor the Club environment to ensure acceptable standards of conduct are observed at all times;
- to ensure complaints are treated seriously and fairly and investigated thoroughly and promptly with due regard to confidentiality; and
- to take disciplinary action, and possibly criminal charges in extreme cases, against anyone found to be breaching this policy.

11. WHAT ARE THE RESPONSIBILITIES OF CLUB PERSONNEL?

- to treat other Club personnel fairly and with respect;
- to report any incidences of inappropriate behaviour at the Club; and
- to maintain complete confidentiality if they provide information during the investigation of a complaint.

12. WHAT SHOULD YOU DO IF YOU OBSERVE INAPPROPRIATE BEHAVIOUR?

Any Club personnel who become aware of inappropriate behaviour should make reasonable attempts to stop the behaviour, and as soon as possible refer the matter to the contact person. If the contact person is unavailable or is a party to the complaint or has a relationship with those involved such as would compromise the contact person's impartiality, the matter should be referred to an elected official of the Club or the manager.

13. WHAT SHOULD YOU DO IF YOU HAVE BEEN SUBJECTED TO INAPPROPRIATE BEHAVIOUR?

It is important that you come forward with any complaint you may have. This will ensure that your rights are protected and that others are also not subjected to the same behaviour. All reasonable attempts to resolve the matter satisfactorily will be made in-house. Any complaints will be dealt with seriously and confidentiality will be respected at all times.

It is unlawful to victimise or penalise a person for making a complaint in good faith. The Club has a commitment to make sure that anyone who makes a genuine complaint is supported and is not penalised in any way.

What steps should you take?

Firstly if you feel able to speak with the offender/s, tell them in a firm manner (verbally or in writing) that their behaviour is offensive and unacceptable and that you want the offensive action to cease. Generally they are unaware that their behaviour is upsetting, and usually the behaviour will stop.

If you feel you do not wish to complain directly to the person, or if you have complained and the behaviour is still ongoing, then you should:

- speak to your immediate manager/supervisor or the nominated contact person who will attempt to mediate on the complaint or will assist you to access the *Complaint Resolution Procedure* below; or
- you can immediately access the *Complaint Resolution Procedure* yourself and make a complaint (note: Club members can also access the grievance handling procedures in the Club rules).

If you do not feel comfortable speaking to anyone at the Club then you can also contact the Equal Opportunity Commission on (03) 9281 7100 or 1800 134 142 (toll free) for confidential advice and information.

14. WHAT SHOULD YOU DO IF YOU ARE ACCUSED OF INAPPROPRIATE BEHAVIOUR?

If you have been accused of inappropriate behaviour you should take the matter seriously. It is important that you try to understand the point of view of the person who believes he or she has been subjected to the behaviour. You may need to modify your behaviour to ensure that you do not offend or distress other Club personnel.

If the issue proceeds you are required to cooperate with the *Complaint Resolution Procedure*. The Club will make every attempt to treat those involved with respect and fairness, and to ensure that everyone is given the opportunity to be heard.

15. WHAT IS THE COMPLAINT RESOLUTION PROCEDURE?

The *Complaint Resolution Procedure* is the process by which the Club handles complaints. It is flexible and it provides an opportunity for action to be taken that is suitable in each individual case. This could include informal resolution, mediation and/or disciplinary action.

The primary aims of the *Complaint Resolution Procedure* are to ensure that:

- the behaviour stops;
- there are no reprisals for making the complaint; and
- where disadvantage has occurred, it is redressed.

The guiding principles are:

- the right of individuals to be treated with respect and to be heard and respond to any allegations;
- observance of confidentiality; and
- preservation of a non-judgmental and non-adversarial approach by those involved in the *Complaint Resolution Procedure*.

16. WHAT IS THE PROCESS OF THE COMPLAINT RESOLUTION PROCEDURE?

The following is to be used as a guide to resolve complaints. It is not required that each step be followed in a sequential order:

1. the victim or the person observing the unreasonable behaviour contacts or approaches the contact person and informs them of the complaint or behaviour;
2. if the contact person feels they are not impartial to the complaint, the matter will be referred to an elected official of the Club or the manager;
3. if the matter is referred to someone other than the contact person, that person becomes the contact person for the purposes of this procedure;
4. the person making the complaint ("the complainant") will be interviewed and the nature of the complaint clarified, and the complainant will be encouraged and assisted to put the complaint in writing;
5. the complainant will be notified of the options available for resolving the complaint, such as resolution through this process, the Club's rules or through the Equal Opportunity Commission;
6. a full explanation of the *Complaint Resolution Procedure* and possible outcomes of such action will be given to the complainant, as well as a copy of this policy;
7. the complaint will only proceed with the agreement of the complainant;
8. the contact person will arrange a meeting between the contact person and the person complained about ("the respondent");
9. the respondent will be fully informed of the complaint, the name of the complainant, any evidence that may have been submitted by the complainant, and also given a copy of this policy;
10. the respondent will be given the opportunity to fully respond to the allegations and to assist in the resolution of the complaint;
11. it will be at the contact person's discretion as to whether any witnesses named by the complainant and respondent will be asked to provide a written statement and/or possibly attend an interview regarding the complaint;
12. any interviews performed or statements obtained from witnesses will be performed or obtained bearing in mind the confidentiality and sensitivity of the matter;
13. the complainant will be informed of the discussion and outcomes of the meeting between the contact person and the respondent, and any proposal for resolution will be discussed;
14. if an agreed resolution is not reached, the contact person may arrange, if the contact person feels that it would be appropriate, for the parties to meet and discuss the matter;

15. if an agreed resolution is still not reached, the contact person will arrange to have a mediator attempt to guide the parties to an appropriate outcome and mediate a formal resolution between the complainant and the respondent;
16. the mediator must be a person chosen by agreement between the parties or in the absence of agreement a person appointed by the Board, unless the matter involves a member of the Board, in which case the mediator will be a person who is appointed by ClubsVIC;
17. a member of the Club can be a mediator, but the mediator cannot be a member who has an interest in the matter;
18. the parties to the matter must, in good faith, attempt to settle the dispute by mediation;
19. the mediator, in conducting the mediation, must:
20. give the parties to the mediation process every opportunity to be heard; and
21. allow due consideration by all parties of any written statement submitted by any party; and
22. ensure that natural justice is accorded to the parties throughout the mediation process;
23. the mediator must not determine the matter;
24. if an agreed resolution is not reached after mediation, the contact person will advise the complainant of the options that are available for taking the complaint further, for example referral to the Equal Opportunity Commission, referral to the governing sporting body or ClubsVIC, formal arbitration or mediation through the Dispute Settlement Centre of Victoria (Department of Justice), and the contact person will assist the complainant to take the appropriate next step.

Written records will be kept to establish the facts and all documents will be kept secure. Information about the complaint will only be accessible to those whose job it is to deal with complaints.

What may the outcome be of the complaint resolution procedure?

If an amicable resolution is reached by both parties during mediation, the complaint will have deemed to be settled and no further action will be taken by the contact person.

If the respondent is a member of the Club and the contact person considers that the respondent has breached this policy then the contact person is to refer the matter to the Board and the Board shall invoke the Club's disciplinary procedure as set out in the Club's rules.

If the respondent is an employee or contractor engaged to perform work at the Club and the contact person considers that the respondent has breached this policy, then the contact person is to refer the matter to the management and the Board and the matter will be handled in accordance with the Workplace Relations laws and the employment policies at the Club.

If the respondent is a non-member and non-employee at the Club and the contact person considers that the respondent has breached this policy, then the contact person is to refer the matter to the management and the Board and the matter will be handled in such manner as the Board considers appropriate.

The range of sanctions that may be imposed by the Club on a respondent who is found to have breached this policy will depend upon the status of the respondent as set out in the Member Protection Policy and may include:

- directing the offender/s to make an apology;
- directing the offender/s to change their behaviour;
- disciplinary action, including:
- transfer, demotion or dismissal or the issuing of a warning when the behaviour is performed by an employee

- disciplinary procedures as per the Club's rules when the behaviour is performed by a member
- cancellation of contracts when the behaviour is performed by contractors and/or agents to the Club
- withdrawal of invitation to use Club facilities when the behaviour is performed by non-members
- counselling support;
- where there has been damage to property, directing that the offender/s pay compensation to the relevant organisation or person/s;
- a fine;
- withdrawal of any awards, placings or records won in any activities held by the Club;
- direct the offender/s to repay all or part of any relevant financial assistance; and
- any other such penalty considered appropriate.

Any person who, after proper investigation, is found to have breached this policy **will** face disciplinary action. If, however, the investigation finds that the complaint cannot be substantiated, both parties will be informed of the reasons.

If you are found guilty of inappropriate behaviour you may incur personal financial costs. Under no circumstances will the Club reimburse any such costs.

If the investigation finds that the complaint was deliberately fabricated, the person who made the complaint will be formally warned and counselled if they are an employee, or subjected to disciplinary action if they are a member. False allegations and complaints may also be subject to defamation laws.

17. WHERE CAN YOU GET FURTHER INFORMATION ABOUT INAPPROPRIATE BEHAVIOUR?

For further information about this policy, harassment, discrimination bullying or related issues, please contact either the contact person or the Club Secretary/manager. To obtain a copy of the ClubsVIC Conduct and Behaviour Policy, please contact ClubsVIC or visit their website.

Clubs Victoria Inc
PO Box 363
Carlton South VIC 3053
Ph: (03) 9349 2909
Fax: (03) 9349 4915
Email: admin@Clubsvic.org
Website: www.Clubsvic.org

The nominated contact person(s) for this Club is:

NAME: Geoff Payne

POSITION: General Manager

GRIEVANCE POLICY

At the Club we aim to foster good relations amongst employees and between employees and management. We acknowledge that the enjoyment you experience in your job is reflected in how well you work and how well you relate to your colleagues and Club patrons.

We also acknowledge that problems can arise at work that may sometimes cause you to feel aggrieved. These problems can arise from the behaviour or decisions of management or other employees.

The purpose of this policy is to allow you to have such problems, referred to as grievances, addressed in-house in a timely and confidential manner. This can avoid the need for employees to go outside the Club for assistance.

What is a grievance?

A grievance can be about anything done, or not done, by management or another employee or employees, which you feel affects you unfairly or unjustly.

A grievance can also be about discrimination, harassment, or any other employment related decision or behaviour which you think is unfair, unjust or upsetting – the Club has a workplace harassment policy that can also be followed if the conduct is of that particular nature.

This grievance handling policy gives you advice about what to do if you have a grievance and what will happen if you make a formal complaint.

How will your grievance be handled?

If you come forward with a grievance it will be treated with the utmost confidentiality and handled sensitively. It is important that you also maintain confidentiality in order to avoid idle gossip and the possibility of defamation proceedings.

If you decide to go ahead and make a formal complaint (see below), it will be taken seriously and investigated in an impartial manner. This may mean that you, the person complained about, and any witnesses will be interviewed. Again, confidentiality will be assured. No decision will be made until the investigation is complete.

If you do come forward with a complaint, you will not be treated unfairly or victimised as a result. If a complaint is made against you, be assured that you will not be prejudged. You will have an opportunity to tell your side of the story. You may bring someone with you at the time to give you some support.

Each complaint will be dealt with in as short a time as is possible.

What are your options if you do have a grievance?

Speak to the person causing the problem. While this may not be appropriate in many cases, it may be the easiest way of resolving the issue if you do feel comfortable with speaking to the person. You can tell them that their behaviour, decision, action, etc was unfair, offensive, discriminatory etc, and why you believe this to be so. The person may have been totally unaware of the effect of their behaviour or decision on you. By telling them you will give them a chance to redress the situation.

Speak to your manager or a grievance contact officer [where grievance contact officers are part of your procedure]. If you do not want to speak to the person directly, you can tell your manager or a grievance contact officer about your grievance. They will tell you what your options are. With your agreement, they may approach the

person complained about and talk to them informally about your grievance. Alternatively you may decide to make a formal complaint.

Make a formal complaint. If you do decide to make a formal complaint, this can be done by putting the complaint in writing and reporting it to your manager. You may have a fellow employee attend the meeting with you when you report the complaint. The written complaint should contain a description of the incident(s), decision, behaviour in question, the time and date of the incident(s) etc, the names of any witnesses, your signature, and date of the complaint.

If your grievance is not resolved after following one of the options presented, you may pursue another option. Reasonable time limits must be allowed for discussion at each level of authority.

The investigation

Once a formal complaint is made, the matter will be investigated by the manager. If the manager feels that there is a reason why they should not conduct the investigation (eg, they may be a friend of the person complained about), then another senior official from the Club will conduct the investigation to ensure impartiality.

The manager or senior official will then interview you, any witnesses, and the person against whom the complaint is made. You and the person against whom the complaint is made may have a support person with you when the interview is being conducted.

If the complaint is substantiated, the appropriate action will be taken (see below). If the complaint is unsubstantiated, you will be given an explanation as to why that finding was made.

If the complaint is found to have been completely fabricated, appropriate disciplinary action may be taken against you.

While an investigative procedure is being followed, normal work must continue, but if you have a reasonable concern about an imminent risk to your health and safety, please notify management immediately.

What are the outcomes?

If the investigation reveals that your complaint is a valid one, a number of actions may be taken, depending on the nature of the complaint. The person against whom the complaint is made may be required to give you a written apology; he/she may be given a written warning, counselling, transfer, demotion, or be dismissed.

If the investigation is inconclusive, ie the complaint cannot be proved due to lack of evidence, the Club may nevertheless take a number of actions. These may include counselling of those involved and training of all staff.

If the complaint is found to have been completely fabricated, appropriate action may be taken against you, including counselling, a written apology to the person complained about, an official warning, transfer, demotion, or dismissal, depending on the seriousness of the allegations.

If you are not satisfied with the way in which your grievance was handled, or you wish to appeal a decision that you are unhappy with, you may request to have the complaint mediated by a board/committee member(s). If members of the board/committee are involved in the grievance, the Club will seek the impartial mediation services of ClubsVIC.

If at any time you are not comfortable speaking to anybody within the Club about your complaint you may contact an outside agency such as the Equal Opportunity Commission on (03) 9281 7100 or 1800 134 142 (toll free) for confidential advise and information.

HOUSE POLICY ON RESPONSIBLE SERVICE OF ALCOHOL

As part of the Industry Code of Practice this Club advocates the Responsible Service of Alcohol. This Club values its members. We are concerned for their wellbeing, fitness and health and we want them to keep coming back. Accordingly, we look after them and actively discourage drunkenness.

1. It is illegal to serve a person who is drunk.

We rely on YOU in this regard. If you consider a member/guest to be drunk, you should advise the manager immediately and take appropriate action. Remember that our members/guests are our business. We do not wish to offend them. Always remain courteous even when enforcing this law.

2. It is illegal to allow a drunken person to remain on the premises.

Again, the manager should be consulted before any action is taken in this regard. Discretion is paramount. Removing members/guests from licensed premises is potentially dangerous and is best handled by management and/or persons employed specifically for the task.

3. It is illegal to allow a quarrelsome person to remain on the premises.

Other members/guests have a right to enjoy themselves without fear for their safety or comfort. As always, consult the manager prior to taking action and do nothing to further aggravate the situation. Remember, aggression breeds aggression. If you are required to remove a member/guest, be sure you fill in the incident book.

4. It is illegal to serve alcohol outside the hours permitted on the licence.*

Members/guests are allowed thirty minutes to finish their drinks following the close of trade. No service is to take place during this period.

**There are a few exceptions to these rules - refer to the manager if in doubt.*

5. It is illegal to serve persons who are under 18 years old. There are only four acceptable proof of age documents:

- a. Driver's Licence - may be an interstate licence. Always check the date of birth on Victorian and interstate licences;
- b. Passport;
- c. Proof of Age Card; and
- d. Commonwealth Key Pass Card.

Note: Birth Certificates, Student Cards and statutory declarations are not acceptable proof of age.

6. You should always discourage drunkenness.

Suggest members/guests eat as they drink. Use the McDonald's policy: "Would you like some chips with that sir?" Don't wait until the last minute. Monitor members'/guests' drinking and take action early.

7. Be aware of how much each person is consuming and how quickly.

Watch for signs of drunkenness. Drinkers have different levels of tolerance. If you have a concern, refer to management. Suggest low/no alcohol substitutes.

8. Advise other staff members of any person whose consumption you believe may lead to problems.

When you start your shift, ask other workers if any member/guest is a potential problem. At the end of your shift, advise the manager and other staff of any potential problem.

9. Members or guests who have been drinking should be discouraged from driving home.

If you think someone is over 0.05, always discourage the person from driving. Offer to call a cab or suggest the use of the courtesy bus. The house phone may be used. If you think a member/guest is drunk, you should do all you can to dissuade him/her from driving. If you believe a drunken person intends to drive, you should immediately inform the manager and take whatever action is reasonable to prevent him/her from driving.

10. Ensure all incidents are recorded in the Incident Book.

This includes all evictions and refusal of service (even if the person has not been served at this Club), all altercations and any injuries. Entries in this incident book should record the date and time, details of what happened and who was involved. The member of staff concerned and the manager must sign each entry.

11. Members and their guests are our livelihood and we should take reasonable care to ensure they arrive home safely.

A drunken person may cause harm to him/herself or others. Action should be taken to prevent a member/guest reaching this stage of intoxication. Early intervention is our policy. Advise the manager as soon as you believe a problem is brewing. If a member/guest does become so drunk as to be a danger to him/herself or others, reasonable care should be taken to ensure no harm is caused, eg. place the person in the care of a sober friend to take him/her home. Phone a cab for the member/guest. If you know the member/guest well, phone his/her home to arrange for someone to collect him/her and ensure the person waits for the transport home.

REMEMBER

Always refer matters to the manager

Always remain calm and polite

Always be discrete, speak quietly and, if possible, out of earshot of others

Never be aggressive or violent

SAFE CONDUCT OF WORK POLICY

This Club recognises its moral and legal responsibility to provide an environment that ensures the health, safety and welfare of all employees, contractors, members and patrons.

The Club aims to achieve this commitment by committing to the following:

- ✓ Providing and maintaining work environments, plant, equipment and systems of work that are safe and without undue risks to physical and psychological health.
- ✓ Adopting a risk management approach by identifying, assessing and controlling hazards that pose a risk of personal injury or illness. Where problems are identified, priorities will be set for corrective action.
- ✓ Providing supervision, information, instruction and training to increase personal awareness and understanding of workplace hazards and safe working procedures.
- ✓ Adopting a consultative approach to resolving workplace occupational health and safety issues, by disseminating information and involving and consulting employees on ways to identify, assess and control workplace hazards.
- ✓ Ensuring that employees have access to health resources and injured employees are effectively rehabilitated to allow early resumption of work.
- ✓ Conducting effective incident/accident reporting and investigation.
- ✓ Developing and implementing policies and plans to promote occupational health and safety awareness and action.
- ✓ Evaluations of health and safety management on a regular basis to ensure systems and control measures are operating effectively.

While Club management provides this commitment, it must be realised that a genuine team effort is needed so that safety and accident prevention becomes everyone's responsibility. The support and cooperation of staff is critical to the success of the Club's approach to health and safety management.

Duty Managers and Supervisors have the responsibility to and will be held accountable for implementing this policy in their area of responsibility and ensuring that resources are allocated to meet this commitment. Further, managers and supervisors have the responsibility to ensure that the workplace and the behaviour of all persons in the workplace is safe and without risks to health.

Employees and contractors have the responsibility to adhere to all safe work practices, instructions, policies and procedures. Employees and contractors also have the responsibility to immediately report any unsafe work condition or equipment to management, and take reasonable care and perform all work duties in a manner which ensures individual health and safety and that of all others who may be affected by their acts or omissions.

SAFE PURCHASING POLICY

This Club recognises that safe and healthy purchasing is an efficient and effective way of improving occupational health and safety management.

The Club is committed to taking into account the safety, health and wellbeing of all persons who are likely to work, use or operate on, to be around or near equipment or materials when purchasing. For example:

Material safety data sheets (MSDS) must be available for all chemicals purchased that list conditions of safe and healthy use including storage, transport, hazard ratings and first aid.

Ergonomic principles will be considered prior to the purchase of furniture and office equipment.

OH&S legislation, Codes of Practice and Australian Standards will guide our decisions about what are safe and healthy purchases.

This Club expects our suppliers to meet their legal obligations to provide us with safe and healthy equipment and materials. All purchases are made on the basis that the Club retains the right to reject unsafe or sub-standard materials and items.

ISSUE RESOLUTION PROCESS

The objective of this policy is to facilitate timely and satisfactory resolutions of health and safety issues which may arise within the Club. The policy seeks to promote an environment of consultation and cooperation where the common goal of a safe and healthy working environment can be achieved.

This policy applies to health and safety issues across all work areas and is applicable to all employees.

PROCEDURE

The following are vital for the effective and timely resolution of OH&S issues:

- health and safety issues should be reported to management, or the relevant employee health and safety representative;
- as soon as possible after the hazard or issue is reported, management must address the matter;
- the resolution will involve consultation with the affected parties and the relevant employee health and safety representative; and
- work is to continue throughout this procedure unless there is a direct threat to the health and safety of an employee.

The resolution of the issue will take into account the following factors:

- the requirement to report to the Victorian WorkCover Authority (if any);
- whether the hazard or risk can be isolated;
- the location and number of persons affected;
- whether appropriate temporary measures are possible or desirable to prevent adverse consequences;
- whether environmental monitoring is desirable;
- the time that may elapse before the hazard or risk is permanently corrected; and
- who is responsible for performing and overseeing the removal of the hazard or risk.

If a resolution is not reached the parties may seek to involve a suitably qualified third party ie. WorkCover field officer or specialist consultant.

As soon as possible after the resolution of the issue, all parties will be notified as appropriate with solutions and communications documented.

OCCUPATIONAL REHABILITATION POLICY

This Club is committed to providing a safe work place. However, if an injury is suffered by an employee, the Club is committed to ensuring that the employee is able to return to work as soon as is safe.

When an injured employee is unable to perform the work that he/she was performing prior to any injury, the Club will use its best endeavours to provide the employee with other work as is appropriate and available.

The name of the nominated return to work coordinator is:

Name: Geoff Payne

Telephone: 57752628

The name of the approved rehabilitation provider is:

Name: To be appointed

Telephone:

ARMED HOLD-UP

NO AMOUNT OF MONEY IS WORTH A LIFE!!!

DO NOT PANIC!!!

- Obey the robber's instructions, but do only what you are told and nothing more;
- If you are out of danger, stay out of danger;
- If you can leave the building with safety, do so, then raise the alarm;
- Only in the case of hold-up, and with safety, activate the alarm;
- A member of staff should telephone the police as soon as possible and keep the line open;
- Another staff member should, if possible, try to observe any vehicle used and if possible, the escape route taken;
- After the robbers have left, please leave the area, and anything they have touched completely alone until the police have arrived;
- Any witnesses present should observe as much as possible, speech, mannerisms, clothing, tattoos, scars etc;
- Note any observations in writing without conferring with fellow employees, so your impressions are not influenced by others;
- Your safety and that of your fellow workers and patrons must be the first consideration at all times;
- This Club has hold-up alarms in several areas. Please ensure that you are aware of their location and use.

FIRE EMERGENCY PROCEDURES

As part of your induction you will be instructed as to the location of all emergency exits. Please note where the fire extinguishers and fire alarm buttons are located.

Floor plans of the Club with a designated meeting place indicated are posted in prominent areas of the Club.

Please note the following procedures:

- Stay calm at all times - do not panic;
- Keep as many internal doors closed as possible;
- Make sure you show all customers to the nearest exits quickly and calmly;
- Check all toilets;
- Do not run through the building;
- Once outside check for your work colleagues;
- Management/supervisors, if safe to do so, make sure safes, filing cabinets and cupboards etc. are locked, and then proceed to evacuate customers and staff.

ACKNOWLEDGMENT

We trust you have read and understand all aspects of this Staff Handbook and the various policies and procedures.

We hope it has given a firm insight into the Club's goals and objectives and what is expected of you in your role at our Club.

We look forward to a long and prosperous union together and trust that you will quickly settle in and enjoy your time at our Club.

Again, please feel free to address any concerns you may have either at our regular staff meetings or in a more confidential forum with your supervisor or by making an appointment to see me.

Geoff Payne

WELCOME TO THE TEAM

Staff Handbook and Club Policies

I

.....
acknowledge receipt of the Club Staff Handbook and related policies and having read them, I accept all the Rules, Terms and Conditions as stated.

Signature:

Dated:.....