

**School of Tourism and Hospitality Management  
Southern Cross University  
Submission to the Review of the Registered Clubs Industry in NSW**

This submission relates to the following key issues as set out in the Terms of Reference to this Review:

**Financial viability and strengthening performance:**

- Training and development needs for the Registered Clubs industry and cost efficient and effective ways for the provision of these needs.

It comments on the following questions, as articulated in the Issues Paper:

- What are the training and professional development needs of the registered clubs industry?
- How effective are the current arrangements for training and development? And how might these arrangements be improved?

**INTRODUCTION**

This submission aims primarily to highlight the long-standing role of Southern Cross University in the provision of training and education for the registered clubs industry, both in NSW and in other Australian jurisdictions.

The Issues Paper for this Review notes that, 'at present, the training provided within the clubs industry for directors, managers and staff is influenced by the Registered Clubs Act, Club Management Development Australia and ClubsNSW. In addition, clubs may have their own professional training programs' (p. 56).

In addition to these organisations, Southern Cross University plays a key role in the provision of training and education for the clubs industry, particularly in NSW, through its Bachelor of Business in Club and Gaming Management, Associate Degree of Business in Club and Gaming Management and Graduate Certificate in Gaming Management. The University also promotes professional development for managers and staff in the NSW clubs industry by way of seminars and workshops and the conduct and dissemination of research.

This submission provides a brief overview of Southern Cross University and its School of Tourism and Hospitality Management, before explaining key aspects of its club and gaming courses and other activities relevant to training, education and professional development in the industry.

**SOUTHERN CROSS UNIVERSITY**

Southern Cross University is an Australian Government University that is recognised by governments and professional bodies throughout the world. It is an innovative university with a tradition of learning spanning over thirty years. Southern Cross University provides opportunities for high quality university education with a strong student focus. Our programs are innovative, linked to targeted research and the needs of our partners in industry and the professions. It has campuses in Lismore, Coffs Harbour and Tweed Gold Coast, has a large distance education program, and numerous offshore partnerships.

## **SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT**

The School of Tourism and Hospitality Management is part of Southern Cross University's Faculty of Business, which also encompasses the School of Commerce and Management, The Hotel School in Sydney, the School of Law and Justice, and the Graduate College of Management.

Our priority is to give all our students the business skills they need to succeed within the global tourism and hospitality industries. We lead the way in providing industry relevant undergraduate and postgraduate tourism, hotel and event education and all our courses are accredited by the Australian Government's International Centre for Excellence in Tourism and Hospitality Education (THE-ICE). More than 90% of our students are employed by the time they graduate, having taken part in our Industry Internship Program, and increasing numbers of them study overseas as part of our International Exchange Program.

Our School has an Industry Advisory Board of seven tourism leaders who ensure that our programs are relevant and responsive to current industry needs. Entrepreneurial activities have led to strong relationships with leading industry associations, including the InterContinental Hotels Group (IHG), the Club Managers' Association Australia (CMAA), the Australian Tourism Export Council (ATEC), Meetings and Events Australia (MEA) and the Pacific Asia Travel Association (PATA). We also have educational partnerships with a range of tertiary education providers domestically and overseas.

Our academic and administrative team pride themselves on offering a high level of support to students. Academic staff in the School also publish extensively in academic literature and are consultants for the private and public sectors throughout Australia and the Asia Pacific. The School is a core partner in the Cooperative Research Centre for Sustainable Tourism, a \$60 million research enterprise. The School also hosts the Australian Regional Tourism Research Centre and the Centre for Gambling Education and Research. The School won the New South Wales Awards for Excellence in Tourism Industry Education in 1997, 1998, 1999 and 2002; and Australian Tourism Award for Industry Education in 1999 and 2004.

## **CENTRE FOR PROFESSIONAL DEVELOPMENT IN CLUB AND GAMING MANAGEMENT**

Established in 1993, the Centre for Professional Development in Club and Gaming Management is a joint initiative between Southern Cross University and the Club Managers' Association Australia. It was established specifically to cater for the educational and training needs of club industry management and staff. It has played a critical role in professionalising the industry, with its qualifications tied to the club industry's awards structure. The Centre's Board of Management consists of representatives from the Club Managers' Association Australia, the NSW registered clubs industry and Southern Cross University. Board members are:

- Mr Rob Smith, General Manager, Twin Towns RSL Club (Chair)
- Mr Ralph Kober, Education Manager, Club Managers Association Australia
- Mr David O'Neil, General Manager, Castle Hills RSL Club
- Professor John Jenkins, Head of the School of Tourism and Hospitality Management, Southern Cross University
- Associate Professor Nerilee Hing, Academic Coordinator of the CPD in Club and Gaming Management, Southern Cross University

The Centre for Professional Development in Club and Gaming Management offers tertiary programs in business management, theory and practice specifically to those seeking to advance their careers in the club and gaming industries. More than 500 people have already graduated from the Centre's club and gaming programs – the Bachelor of Business in Club and Gaming Management and the Associate Degree of Business in Club and Gaming Management, which have exit points at Certificate and Diploma levels.

## **BACHELOR OF BUSINESS IN CLUB AND GAMING MANAGEMENT AND ASSOCIATE DEGREE OF BUSINESS IN CLUB AND GAMING MANAGEMENT**

### **Program Development**

The Bachelor and Associate Degrees of Business in Club Management were developed over eighteen months and involved:

- an initial workshop to investigate the skills, knowledge and competencies that the program needed to address, based on tasks identified in the *Final Report of the Skills Audit, Training Needs Analysis and New Award Study of Managers in the Registered Clubs Industry* (Futuretech, 1991). Representatives from Southern Cross University, TAFE, the Registered Clubs Association of NSW (now Clubs NSW), the Club Managers' Association Australia and Tourism Training Australia provided input;
- a successful submission to the NSW Education and Training Foundation for provision of \$295,000 to assist with course development;
- a comprehensive syllabus design process which: developed hierarchical flow charts linking competencies, skills and identified workplace tasks; identified course exit points based on requirements of the seven club industry award levels; developed scope and sequence charts; and identified competencies, objectives and content areas for each unit of study;
- establishment of the Centre for Professional Development in Club and Gaming Management to administer the course under the auspices of Southern Cross University.

Thus, course development met expressed industry needs for club management education. The program was based upon identified key competencies for club managers, and was consistent with recommendations of the Finn Committee (1991) and the requirements of the Club Managers industrial award. The course was accredited by the Australian Hospitality Review Panel, the national education and training accreditation body.

Since its establishment, and in line with other courses at Southern Cross University, a formal review of the programs is conducted every four years, with updates of individual units occurring annually.

### **Course Structures**

To be eligible for the Bachelor of Business in Club and Gaming Management students must successfully complete 24 units of study, being 16 core units from Part A and eight option units from those listed in Part B in the Schedule of Units in Table 1.

To be eligible for the Associate Degree of Business in Club and Gaming Management students must successfully complete 16 units, comprising 12 core units from Part A and up to four option units from Part B (not including MKT01221- MKT01224 – four intern units).

The program also offers early exit points at:

- Diploma of Business in Club and Gaming Management (8 units)
- Certificate of Business in Club and Gaming Management (4 units)

There are two semesters of study each year. Full-time students normally undertake 4 units per semester to complete the degree course in 3 years. Part-time students usually undertake 2 units per semester completing the degree course in 6 years. However, most students study on a part-time basis as they must be currently employed in the clubs, hotels, casinos, tourism or hospitality sectors to undertake the course. We also offer a Summer School program, where students can take an additional 2 units between December and February each year to fast-track their studies.

**Table 1: Schedule of Units**

**Part A**

COM00207	Communications in Organisations
BUS00211	Gaming Management I: Introduction
MNG01413	Human Resource Management in the Tourism and Hospitality Industry
BUS00212	Gaming Management II: Analysis
MKT00127	Introduction to Tourism and Hospitality Marketing
MNG00440	Introduction to Tourism and Hospitality Management
MNG00415	Tourism and Hospitality Research and Analysis
SCI00419	Food and Beverage Management
ACC10249	Financial Information for Decision Making
BUS00213	Gaming Management III: Impacts
MNG01222	Facility and Risk Management for Hospitality Operations
LAW00203	Business Law and Ethics for Tourism and Hospitality
MNG00219	Contemporary Workplace Relations Issues for Tourism and Hospitality
MNG00417	Strategic Management for Tourism and Hospitality Enterprises
MKT01205	Inventory Management for Hospitality Operations
BUS00214	Gaming Management IV: Strategic Gaming Management

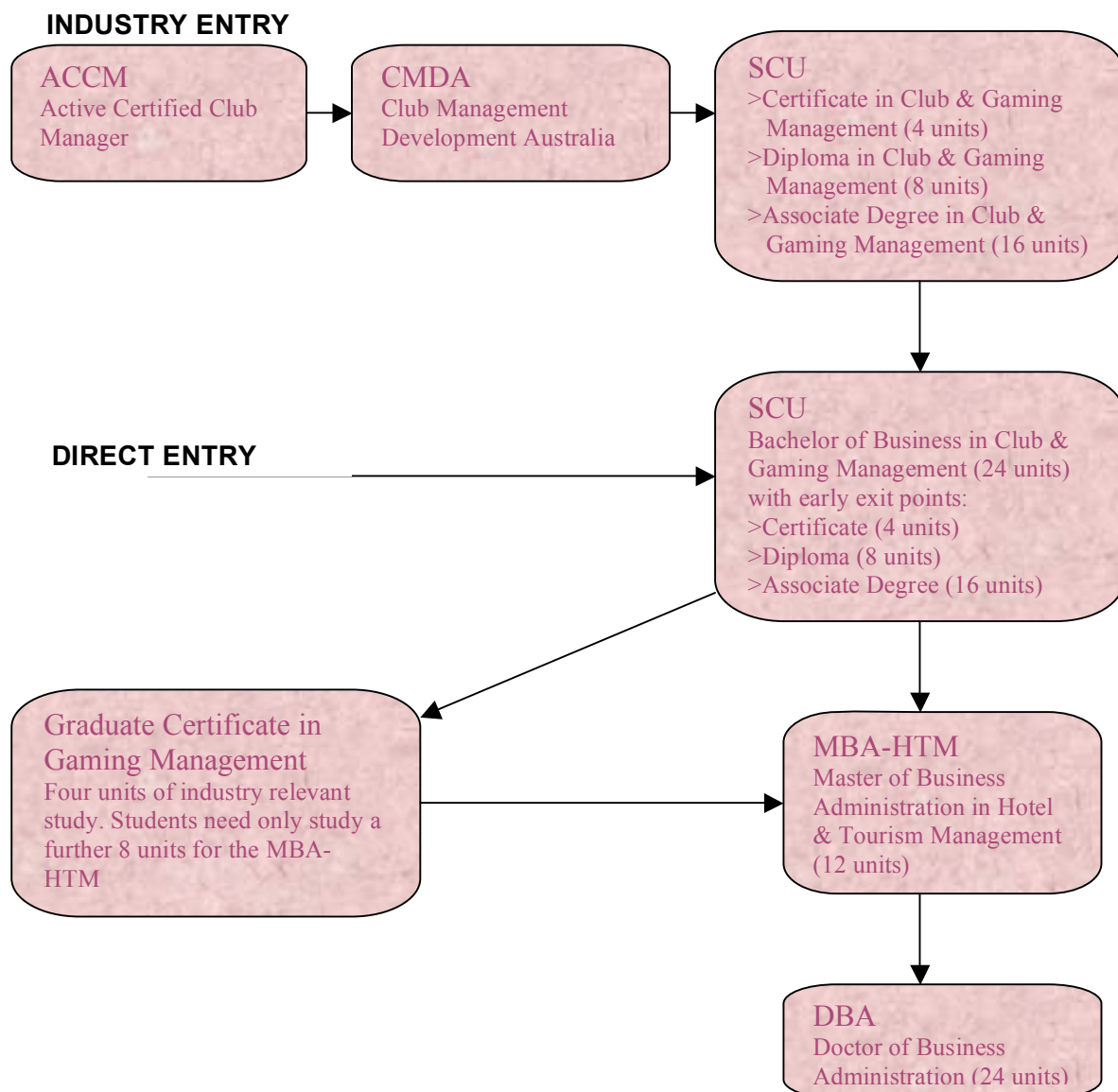
**Part B**

SOY00411	Tourism Theories and Practices
SOY00412	Contemporary Tourism Issues
ECO00424	Economic Analysis for Tourism and Hospitality
HMS00423	Tourism Planning and the Environment
MKT00204	Special Interest Tourism
MKT01425	Tourism in Pacific Asia
MNG00421	Events Management
MKT01420	Conventions, Meetings and Exhibitions Management
MNG10476	Professional Development for the Workplace
MNG00441	Hospitality Services Management
MKT00128	Tourism and Hospitality Sales and Promotion
MNG00135	Managing Rooms Division Operations
MNG00427	Entrepreneurship for Tourism and Hospitality
MNG00418	Information Systems for Tourism, Hotel and Event Management
MKT01221	Intern Study I
MKT001222	Intern Study II
MKT001223	Intern Study III
MKT001224	Intern Study IV

### Pathways to Course Entry and Recognition of Prior Learning

To gain entry into the Bachelor of Business in Club and Gaming Management and Associate Degree of Business in Club and Gaming Management, students must be currently employed in the clubs, hotels, casinos, hospitality or tourism sectors. Those who are Active Certified Club Managers or members of the Club Managers Development Association of Australia (CMDA) who have successfully completed the Advanced Diploma of Hospitality (Club Management) are eligible for advanced standing for some study units. Once students have completed the Bachelor of Business in Club and Gaming Management, they may undertake postgraduate studies at Southern Cross University through the Graduate Certificate in Gaming Management and/or the Master of Business Administration–Hotel and Tourism Management. They can subsequently study for a Doctor of Business Administration, also through Southern Cross University. These pathways to entry and further studies are depicted in Figure 1.

**Figure 1: Pathways to Undergraduate and Postgraduate Studies**



### **Delivery mechanisms**

The Bachelor of Business in Club and Gaming Management and Associate Degree of Business in Club and Gaming Management are delivered externally by distance education. Students receive:

- comprehensive study materials for each unit of study, including an Introductory Guide, Study Guide and Book of Readings;
- individual consultation with lecturers and tutorial staff by phone, fax and email;
- on-line study support (where appropriate);
- electronic access to our library;
- support from the dedicated External Studies Unit;
- opportunities to network with other students.

### **Other Support for Students**

Our university offers extensive additional student support by both academic and administrative staff. For example, students may choose to undertake on-line self management of their course of study through an easy to follow Southern Cross University website which provides links to many areas of information including Frequently Asked Questions, Textbook Lists, Academic Writing Guide, Referencing Guide, Course Information Guide. Students are also sent an Academic Skills CD.

### **Assessment Items**

Many assessment items allow the assignment to be based on the student's workplace. This provides the opportunity for students to critically examine current workplace processes and practices and identify improvements where appropriate. The students' workplaces, the clubs, can therefore directly benefit.

### **Staff**

Staff teaching on these programs have extensive experience in club, gaming and hospitality education, and some also hold managerial positions in the NSW registered clubs industry. They have collectively authored over 100 club, gaming and hospitality publications including book chapters, journal articles and conference papers. They have given keynote presentations at club, gaming, tourism and hospitality conferences and have provided research and consulting services for the Club Managers' Association Australia, Clubs NSW, the NSW Responsible Gambling Fund, the Australian Gaming Council, Queensland Office of Gaming Regulation and the Victorian Office of Gaming and Racing. Staff are members of the National Association for Gambling Studies, the New South Wales Gambling Issues Forum and research panels in Victoria.

### **Course Fees**

Units in the Bachelor of Business in Club and Gaming Management and Associate Degree of Business in Club and Gaming Management cost \$1,200 per unit per student.

### **Graduate numbers**

Over 500 students have now graduated from these programs at the following levels:

Degree	41
Associate Degree	51
Diploma	170
Certificate	259

## Key Success Points in the Club Program

Key factors in the success of the club and programs are:

- **Links to the Club Managers (State) Award 2006.** The course structure and sequence of units are predicated upon the levels and competencies developed in the industrial award.
- **Student selection.** Most students are employed in the club industry at management level. As employers often pay the course fees, they are integral in helping to select students who have competencies appropriate for managerial positions in the industry and the capacity to successfully complete the program.
- **Flexible time frames.** As most students are employed full-time in demanding and responsible positions, flexibility assists their motivation to complete the study program, rather than withdraw or fail due to work commitments. Study units commence twice yearly, with most students studying two units each semester, although those under heavy work pressure are likely to study one. Summer School allows students to fast-track their studies.
- **Recognition of prior learning.** Students may apply for recognition of prior learning based on workplace experience and previous qualifications.
- **Delivery mode.** The course is delivered to students through distance learning, that is away from the university campus. The programs are tailored for external studies mode, essential for the widely dispersed market of full-time club employees.
- **Tutors.** Tutors for each unit are selected on the basis of industry experience, academic qualifications and teaching experience, particularly in distance education. Quality and consistency are assured by program policies regarding student contact, assignments, feedback, marking, teletutorials, phone calls, assignment extensions, assistance for marginal students and tutors' meetings.
- **Study materials.** Study materials for each unit draw on input from both academic and industry specialists and include an introductory guide, study guide and book of readings. Extra materials such as resource books, text books, and DVDs may also be provided. Student learning is enhanced through practical learning activities, set readings, wider reading, field observations, assessable written assignments and research. An academic review of course material takes place every year, while a review of one level of the program is conducted every four years by external club industry reviewers. Thus far, industry reviewers have been very positive about the content, relevance and depth of course material.
- **Teletutorials.** Students can participate in three teleconference tutorials per semester, organised by tutors and funded by the university.
- **Assessment strategy.** A key feature is the program's suitability for people holding demanding positions and not necessarily able to participate in formal, supervised assessment conducted at set times and locations. To recognise the students' work circumstances, many units require three written assessment items, spaced evenly throughout the semester. Most assessment items are theory based, reflecting work experience in a club environment through case studies or responses to club problems.
- **Workshops.** Face to face unit workshops were organised in metropolitan and regional centres. However, work rosters in clubs usually require managers to work long, sometimes unexpected, hours. The resulting poor attendance at workshops influenced a decision to hold these instead at industry conferences and trade shows. This has been done successfully since 1995.

- **Newsletters.** Regular newsletters each semester keep students informed and help reduce feelings of isolation, common amongst distance education students. Newsletters report on recent happenings in the course and the university, topics for teletutorial discussions, evaluation forms, library information, tutor profiles and general learning assistance.
- **Online support.** In many units, tutors and students communicate through MySCU, an intranet linking staff and students. Here they can share news and information, and hold discussion groups.

### **Student testimonials**

The following testimonials are just a small sample of those received from students who have studied the Bachelor of Business in Club and Gaming Management and Associate Degree of Business in Club and Gaming Management.

*"I chose the Centre for Professional Development in Club and Gaming Management course to formalise my experience as a manager in the form of a degree. To learn the reasons and theory behind so many management activities."*

Tony Snowsill, Chief Executive Officer, Chatswood RSL Club

*"I found the Centre for Professional Development a very professional department with a wide network of support from both tutors and Centre's staff."*

Andrew Hoschke, Marketing and Promotions Manager, Chatswood RSL Club

*"I have no doubt that I would not have reached the position of Chief Executive Officer without the increase in skill level and confidence the program brought. The content was challenging, practical and relevant and it compelled you to continually review work practices."*

Gordon Rhodes, CEO, South Tweed Sports Club

*"I feel confident that the study I have been doing will be worth the effort I the long term. Career development means more than your pay packet ....it means moving forward in your profession. It's hard to get ahead if your knowledge of the industry you work I isn't up-to-date. The Bachelor of Business in Club Management is one way of making sure it is."*

Kate Innes, Public Relations Manager, Twin Towns Services Club and Resort

*"Having enrolled in the original Bachelor of Business in Club Management with the University of New England in 1993, I recently completed the final exam to gain my Bachelor of Business in Club and Gaming Management with Southern Cross University in November 2006."*

*Despite having taken 13 years to complete, I am delighted to say that the success of my career can be directly attributed to this degree. My first position as General Manager was at the age of 26 at a country Bowling Club, and 18 months later I became General Manager of the Canberra Raiders Leagues Club. During my time with this organisation I have taken on a range of exciting and challenging responsibilities, including the relocation and re-branding of the business to The Mawson Club."*

*The practical and theoretical experience I have gained through my studies with the Southern Cross University have assisted me greatly in the everyday challenges of club management, and I believe help to make me a better manager. I use what I have learnt on a daily basis and my strategic approaches to management issues are often guided by elements of my degree."*



*The new Mawson Club was designed and created with a very different approach to entertainment than its competitors. The Club has since developed a reputation more for what it doesn't offer than what it does. Taking a bold and innovative approach, we decided to set ourselves apart and address what we saw as the growing sophisticated desires of the club patron of the 21<sup>st</sup> Century.*

*Unlike other establishments, The Mawson Club has no television, Sport, TAB, KENO, happy hours, badge draws or cheap food and beverages. We offer quality music and excellent live entertainment, a strong emphasis on quality dining and bar experiences, great children's and family facilities and an award winning contemporary interior fit-out that is relaxed, elegant and anything but clubby.*

*I am proud to say that membership at The Mawson Club has risen from 3000 in 2003 to well over 20,000 in 2006. Profits have increased by over 100% each successive year, allowing the club to fulfil the objective of financing sport. It achieves this far more effectively, in our demographic area as The Mawson Club than it would as a traditional sporting Club.*

*Studying objectively the industry that I am confronted with every day has allowed me to question all aspects of the industry and I would wholeheartedly recommend the course to anyone working or considering a career within the Club industry."*

John Holt, General Manager, The Mawson Club (formerly Canberra Raiders), ACT

In September 2006, *Club Management* reported that Gary Lewis had received ACCM accreditation through the CMAA's education and development programs.

*Gary said he was honoured to join the now-extensive list of ACCM recipients in the Club Industry. "My path to my ACCM involved mainly study through the Centre for Professional Development in Club and Gaming Management at Southern Cross University," Gary said.*

*"Working this way enabled me to complete most of the modules from home through cross accreditation. Although I found the university course studies hard going, it is very rewarding in the end."*

Club Management, September 2006, p. 12.

## **STUDENT INTERNS AND GRADUATES IN THE CLUB INDUSTRY**

In addition to the University's Bachelor of Business in Club and Gaming Management, our Bachelor of Business in Tourism and Bachelor of Business in Hotel and Resort Management both offer a unit in Club and Gaming Management. These programs are guided by an Industry Advisory Board, which has NSW club industry representation. From these programs, numerous students undertake an internship (work placement) in NSW registered clubs. Over 50 NSW clubs employ our students as interns for a period of up to six months, with many then offering them continuing employment. Additionally, a substantial proportion of our graduates gain employment in the NSW clubs industry, adding to the pool of club industry employees with formal university qualifications.

## **GRADUATE CERTIFICATE IN GAMING MANAGEMENT**

In January 2007, Southern Cross University introduced the Graduate Certificate in Gaming Management, a four unit postgraduate coursework degree, currently offered only by distance education on a trimester basis. The four units are listed below and can also be studied as part of the Master of Business Administration in Hotel and Tourism Management. Admission to the course requires a first degree and at least

one year's experience in a relevant field of employment. It is expected that this course will be attractive to club industry managers and staff with a first degree who wish to further their studies and qualifications.

#### MNG00501 Contemporary Gaming Operations

Provides an appropriate foundation in contemporary gambling operations by examining the development, current status, environmental influences and operational issues associated with managing casinos, gaming machines, racing, wagering, on-line gambling, lotteries, keno, charitable and minor gambling.

#### MNG00720 Foundations of Management

Examines the principles and current practices of management in organisations in the Asia-Pacific region and broader global contexts. Considers the changing environments of organisations, issues of social responsibility, the key management functions, communication and interpersonal skills, leadership, the management of change and international management.

#### MNG00503 Strategic Issues in Gaming Management

Enhances the critical thinking and problem solving skills of strategic decision-makers in gambling enterprises. It aims to ensure that they are better equipped to improve their organisations market position, competitiveness, corporate citizenship and social performance.

#### BUS00913 Business Analysis for Tourism and Hospitality Managers.

The collection, analysis and interpretation of data are essential for planning, strategy development and problem solving in the tourism and hospitality industry. This unit introduces students to business analysis and planning and they will learn to evaluate a business issue using these vital research methodologies.

### **SEMINARS AND WORKSHOPS**

Academic staff from the School of Tourism and Hospitality Management at Southern Cross University have delivered seminars and workshops at the Club Managers' Association Australia Annual Conferences and the RSL and Ex-Services Clubs Annual Conferences. Topics have included Responsible Conduct of Gambling, Developing Marketing Plans, Functions and Events Management for Clubs and Developing Management Competencies.

### **CLUB MANAGEMENT BOOKS**

To support education and professional development in the clubs industry, both Australia wide and in NSW, academics from Southern Cross University have published the first and only text book on club management, now in its second edition:

- Hing, Nerilee, Helen Breen and Paul Weeks, (2002). *Club Management in Australia: Administration, Operations and Gaming*, 2<sup>nd</sup> edition, Hospitality Press, Melbourne. ISBN 1 86250 4717.

Several academics from Southern Cross University were also involved in an edited collection of papers on the clubs industry in Australia and North America, published as:

- Barrows, Clayton and Nerilee Hing, (2006). *Club Management Issues in Australia and North America*, Hayworth Press, Binghamton, NY. ISBN 10:0-7890-3164-7.

## **CENTRE FOR GAMBLING EDUCATION AND RESEARCH**

The Centre for Gambling Education and Research (CGER) is a recognised research centre at Southern Cross University. Key outputs of members of the CGER which are relevant to education and professional development in the NSW registered clubs industry comprise:

- 1 PhD thesis, 1 Masters thesis, 1 Honours thesis, 2 books, 9 book chapters and 15 refereed articles in academic journals on various aspects of club management.
- 2 Honours theses, 3 book chapters and 15 refereed articles in academic journals on various aspects of gambling, with a particular focus on gaming management and responsible conduct of gambling.
- Presentation of over 30 conference papers on club management and gambling, at Australian and international conferences.
- Completion of research projects for the NSW Department of Gaming and Racing, the QLD Office of Gaming Regulation, the Victorian Office of Gaming and Racing, the Australian Gaming Council, the Australian Institute for Gambling Research, Clubs NSW, the Club Managers' Association Australia, and numerous licensed clubs.
- Research to inform the development of the ClubSafe Responsible Conduct of Gambling Policy and Program for NSW clubs, and the NSW Inquiry into Harm Minimisation Measures in Gambling (IPART, 2004).

As well as contributing to the research literature on registered clubs in NSW, these activities have helped to ensure that Southern Cross University's educational programs for the clubs industry are informed by the most current research.

## **IMPACT OF THE UNIVERSITY'S TEACHING AND RESEARCH ON THE NSW CLUBS INDUSTRY**

Key impacts of the University's teaching and research activities on the NSW registered clubs industry are:

- Access to university programs of study tailored specifically for employees and managers in the clubs industry;
- Education of over 500 club industry personnel at university level;
- Increased professionalisation of the industry through qualifications linked to career paths and awards;
- Contribution to a learning culture in the industry that benefits from critical analysis and improvement of current practices;
- Assembling of a body of knowledge, research and scholarship specific to the industry;
- Ensuring the industry has access to the latest research findings;
- Contribution to professional development of industry personnel through seminars, workshops and publications;
- Contribution to industry policy and practice, especially in gambling operations and management.

## CONCLUDING COMMENTS

Some closing comments are now made to help address two questions on which the Tribunal particularly seeks comments:

- What are the training and professional development needs of the registered clubs industry?
- How effective are the current arrangements for training and development? And how might these arrangements be improved?

The experience at Southern Cross University of offering formal, tertiary study for club industry employees and of conducting industry research over many years has raised the following issues pertinent to this Review:

- The perceived value of formal educational qualifications varies enormously within the clubs industry, and leads to variable levels of support for employees wanting to pursue formal qualifications. While this situation has improved over the years, there are many club directors and managers who do not acknowledge the potential value to their organisations of having an educated and professional workforce. This may be a generational issue, with many incumbent club directors and managers having no formal qualifications themselves; however, a 'new generation' of educated managers is increasingly promoting education to their staff and supporting them in their studies.
- Demand for our club and gaming programs was highest when the Training Guarantee Levy was in place, suggesting that financial support for club employees to pay course fees is critical to substantial uptake of such courses. While some clubs pay the course fees for their employees, others do not. For many employees, the cost of such courses is beyond their personal means. Increased uptake of university study by club industry employees requires finding ways to provide financial assistance to these staff.
- A further barrier to increased uptake of university study is lack of time for club industry employees. Many work in demanding positions, work at nights and on weekends, and/or do variable shifts. The clubs industry could better support training and education of their staff through building in study time in employment contracts.
- Like many hospitality industries, the clubs industry is not widely perceived as offering a solid career path. Jobs in the industry are often seen as 'second jobs' or ones taken up on a casual basis. Yet the reality is that staff can pursue a rewarding career in the industry. Better promotion of career paths in the industry is needed to enhance the uptake of education, training and professional development opportunities for clubs staff.
- The training and professional development needs of club industry employees are more extensive than ever, given consolidation of the industry, growth of larger clubs, club amalgamations, increased competition, and extensive regulation. Yet there is little incentive for many staff to undertake education, training and professional development, given current employment practices in the industry where qualifications are sometimes not needed even at senior management level, and given the financial and time constraints faced by staff undertaking study. Better incentives and career paths are needed to further promote the uptake of training and education in the industry.
- There is the need for ongoing training in the industry, given frequent regulatory, technological and other changes that affect the industry. In the area of responsible conduct of gambling, for example, the legal requirements for managers and staff and community expectations for clubs to be socially

responsible in the provision of gambling have increased substantially in recent years. Yet, many clubs have not provided any refresher courses for their managers or staff since their original RSG course in 2001-02. From our research in the Centre for Gambling Education and Research, it is apparent that many club industry personnel are ill-equipped to assist patrons with, or at risk of developing, gambling problems. In a similar way to responsible service of alcohol, the implementation of responsible gambling measures relies on appropriately trained frontline staff who are assisted by supportive management. However, in many instances this training and support is inadequate.

- As a final comment, the availability of training, education and professional development opportunities for the clubs industry appears adequate and we would like to commend the Club Managers' Association Australia for its substantial role in this. What is deficient is the wider uptake of those opportunities by industry. It is hoped that this Review can identify ways in which this uptake can be enhanced.

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