



WOODLANDS  
NATURALLY INVITING

# STAFF INDUCTION MANUAL

*Professionalism in everything that we do*

Date Issued: January 2006  
Date Revised: February 2008

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## 1. WELCOME

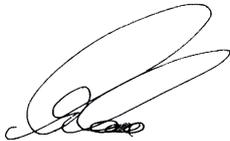
Congratulations and welcome to the Woodlands Golf Club team.

Woodlands is a club that is proud of its heritage and tradition. Our mission is to provide the best services and facilities in a naturally inviting club environment.

This document outlines the key information that is relevant to your employment at the Club, and provides you with an understanding of what is expected from you as a member of the Woodlands team. Therefore it is a requirement that you read the document carefully and acknowledge that you agree to abide by the conditions contained herewith. If you require clarification regarding any matter, please contact your Supervisor directly.

Please note that the obligations contained in this Induction Manual form a term of your contract of employment.

Again, welcome to Woodlands, and we wish you every success in your new position.



Best wishes  
John D Stamp  
General Manager

## 2. ABOUT THE CLUB

### 2.1 A Brief History

Woodlands Golf Club was established in July 1913 on 150 acres of land belonging to the Mayfield Estate of Count Fonceca. Woodlands Golf Club (originally Mordialloc Golf Club) is one of the leading golf clubs in Melbourne.

Woodlands is rated in the top 20 of all Australian golf courses. A sand-belt course of championship standard, Woodlands has hosted many high profile competitions such as the Victorian Open, PGA Garden State Championship and the Australian and Victorian Amateur Championships.

The course is 6097 metres long with a par rating of 72. It consists of ten par 4's, four par 5's and four par 3's. It is laid out on a natural bush setting and has relatively small firm greens and tree lined fairways of pure couch grass. These elements combined with challenging strategic bunkering, provide an excellent test of golf to both Professionals and Amateurs alike.

### 2.2 Membership

The Club currently has approximately 1,200 Members, made up of men, ladies, juniors, and business and corporate bodies. A waiting period exists for most categories of membership.

### 2.3 Organisational and Management Structure

Woodlands Golf Club is a club limited by guarantee and is incorporated under the Corporations Act.

The affairs of the Club are managed by a Board of nine members who are elected by the Members. The Board meets on a monthly basis and is made up of the Executive (Captain, President and Treasurer) and six other Directors. The Captain is the Chief Executive of the Club.

The Club has a number of Sub-Committees that are convened to facilitate the operations of the Club relevant to their specific area of expertise. The main Sub-Committees are:

- Course
- Golf
- House & Social
- Junior Development
- Water
- Finance
- Membership, Marketing & Communications
- Ladies Council - elected by the lady members and has a President, Captain and Treasurer

Other ad-hoc Sub-Committees are also convened when there is a need to deal with a particular project or issue.

The General Manager reports to the Board and is responsible for overseeing the day to day operations of the Club. Supporting the General Manager is a management team who are responsible for managing their relevant operational department. Refer to the Club's Syllabus for the current Board and Sub-Committees.

Refer to Appendix A for the Club's Organisational Chart

### 2.4 Hours of Operation

Woodlands Golf Club operates in accordance with a Liquor License granted by the Victorian Liquor Licensing Commission. The Clubhouse is open every day of the year, with the exception of Christmas Day and Good Friday.

#### 2.4.1 Dining Room Hours

Monday	11:30am - 2:30pm
Tuesday	11:30am - 2:30pm
Wednesday	11:30am - 2:30pm
Thursday	11:30am - 2:30pm
Friday	11:30am - 2:30pm
Saturday	11:30am - 2:30pm
Sunday	11:30am - 2:30pm

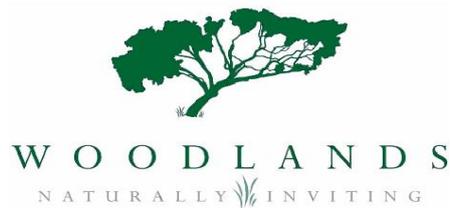
**2.4.2 Bar Hours**

	EST	EDST
Monday	11:00am - 7:00pm	11:00am - 7:00pm
Tuesday	11:00am - 7:00pm	11:00am - 7:00pm
Wednesday	11:00am - 7:00pm	11:00am - 7:00pm
Thursday	11:00am - 7:30pm	11:00am - 7:30pm
Friday	11:00am - 7:00pm	11:00am - 7:00pm
Saturday	11:00am - 7:30pm	11:00am - 7:30pm
Sunday	11:00am - 6:30pm	11:00am - 7:30pm

**2.4.3 Pro Shop Hours**

	EST	EDST
Monday	7:30am - 5:30pm	7:30am - 6:30pm
Tuesday	7:30am - 5:30pm	7:30am - 6:30pm
Wednesday	7:30am - 5:30pm	7:30am - 6:30pm
Thursday	6:30am - 6:30pm	6:30am - 6:30pm
Friday	7:30am - 5:30pm	7:30am - 6:30pm
Saturday	6:30am - 6:30pm	6:30am - 6:30pm
Sunday	6:30am - 6:30pm	6:30am - 6:30pm

### 3. VISION & MISSION STATEMENT



#### **VISION**

To be the best golf club we can be by continually delivering exceptional experiences and results

#### **MISSION**

To provide the best services and facilities in a naturally inviting club environment

#### **VALUES**

##### **Membership**

Maintain a full and balanced Membership

The Club provides an environment of:

- Courtesy – respect and thoughtfulness
- Convenience – ease in which the Club’s facilities are accessed
- Comfort – standard and variety of facilities and amenities
- Camaraderie – high level of fellowship and enjoyment by providing a range of activities that makes Woodlands a club for social and business interaction
- Class – excellence in everything that we do

##### **People**

People are the most important asset in our organisation

We actively recruit people who can demonstrate commitment and discipline to the Club’s values

We are committed to the development of our people and recognise and reward exceptional performance

Our people act with integrity and honesty and display a professional and pro-active approach to their work environment

##### **Golf Course**

To present, maintain and enhance the course in a manner that is in keeping with the character and heritage of Woodlands

##### **Heritage**

To observe, preserve and display the Club’s history

##### **Safety**

To provide a safe environment for members, staff and guests

##### **Respect**

To respect each other and subscribe to the Club’s values

##### **Profit**

To deliver a profit result which enables the Club to enhance and develop its people, services and facilities

## KEY DELIVERABLES

### Golf Course

To present a highly regarded championship golf course

### Sales & Marketing

To enhance the Club's profile through active sales and marketing initiatives

### Golf Professional Services

To provide high quality golf professional services

### Junior Development

To be a leader in the provision of junior development golf programs

### Hospitality

To provide service excellence

### Administration

To provide administration services that meet best current business practice standards

## KEY ATTRIBUTES

Our people embrace the following characteristics:

Care  
Commitment  
Communication  
Enthusiasm  
Honesty  
Knowledge  
Leadership  
Life Balance  
Passion  
Professionalism  
Respect  
Responsibility  
Teamwork  
Trust

## 4. SERVICE STANDARDS – CODE OF CONDUCT

This code of conduct outlines the behaviours that are expected of all Woodlands staff:

- **We involve and consult our staff and members to improve our service**
  - ✓ We support the total involvement of staff and members to provide ideas and opportunities across all departments to improve our business
- **We respect each other at all times**
  - ✓ We subscribe to the values and attributes of Woodlands
  - ✓ We use encouraging language with each other
- **We serve with a smile**
  - ✓ We pro-actively assist each other, members and guests immediately with a big smile
  - ✓ We de-brief and look for ways to improve our service levels later

- **We monitor and measure standards**
  - ✓ We walk, talk and measure our service performance every minute
  - ✓ Service excellence is maintained by adding value to **every** engagement
  - ✓ We maintain visual contact with our members and guests at all times
  
- **Our service standards are consistent and disciplined**
  - ✓ We actively, positively and consistently enforce our service standards
  - ✓ We do not compromise service excellence
  
- **We seek feedback and provide realistic solutions**
  - ✓ We always present a problem as an opportunity
  - ✓ We provide realistic solutions to opportunities
  
- **We celebrate success**
  - ✓ We use positive and encouraging language to reward each other

## 5. KEY SERVICE STANDARDS

### 5.1 Management Systems

#### 5.1.1 Communication

Communication is the key to our success

#### 5.1.2 Mentor and Staff Training

The Woodlands leadership team strongly guides and mentors our staff according to the mission, goals, values and policies of the organisation.

- This is achieved by immediate feedback and support processes.
- We conduct regular verbal performance feedback and annual reviews, which support the development of our staff.

#### 5.1.3 Planning

The management team operates according to a set of prioritized goals, which are presented and reviewed with the General Manager on a weekly, monthly, quarterly and annual basis.

#### 5.1.4 Operational Manuals

All departments are required to maintain and follow operational manuals, which contain:

- Procedure and system information
- Service standards
- Relevant legal requirements

### 5.2 Staff Presentation and Behaviours

#### 5.2.1 Arrival and Access

- Staff may park their cars or bikes in non-allocated parking bays in the car park.
- Staff must not access or enter the front of the clubhouse unless they are dressed and groomed according to the agreed standards.

#### 5.2.2 Body Language

- We walk upright with our chins parallel to the ground and shoulders back.
- We talk using eye contact.
- We walk with our members and guests.

#### 5.2.3 Jewellery

The following jewellery may be worn:

- A wedding or friendship ring
- Low profile watches, necklaces, bracelets and earrings

**Note:**

- Where specific jewellery is required for medical or other reasons please ensure that your supervisor is informed prior to commencing a shift.
- Food safety regulations do not permit the wearing of rings or bracelets when handling or serving food & beverages.

**5.2.4 Hair and Make-up**

- Hair, if below shoulder length should be neat and tidy and tied back with an appropriate tie or ribbon. The aim is not to attract attention to accessories.
- Head coverings are not permitted without prior authorisation.
- Make-up may be used providing that the colour and application is for cosmetic purposes and does not attract attention. Skin toned colours are advised (the workplace is not to be viewed as a social environment).

**5.2.5 Uniform**

- Our uniforms are consistent and clearly differentiate staff from members and guests.
- Uniforms must be laundered and pressed.
- Shirts must be pressed and buttoned to top collar level.
- Shoes must be closed and polished.

**5.2.6 Name Badges**

- Name badges must be worn at all times.
- Name badges are to be located on the left side at top pocket level.
- We provide visitor badges for all contract staff who are working on site.

**5.2.7 Grooming**

Staff will not be permitted to commence or remain at work unless they conform to all grooming standards.

**5.3 Meet and Greet – Members and Guests**

**5.3.1 Acknowledgment – 10 in 10**

- All customers are acknowledged at 10 feet within 10 seconds.
- Positive body language - face guest, nod of head, open hands.
- When a member or guest approaches the administration area, we stand and approach the member or guest immediately.

**5.3.2 Greet**

- Greet at 5 feet – immediately.
- Standing with an open body, facing guest with strong eye contact.
- “Good morning” or “Good afternoon”.

**5.3.3 Interacting with Members and Guests**

Staff members are required to interact with members and guests to encourage professional relationships.

- **Walk five steps**  
Walk 5 steps with members & guests.  
The action requires a staff member to communicate and walk with a body language that moves in the direction of the member of guest.
- **Assistance – Internal**  
We look to assist our members, staff and guests inside the clubhouse.
- **Assistance – External**  
We look to assist our members, staff and guests on the course, pro-shop and car park.

**5.3.4 Feedback**

- Our staff are required to carry a feedback notebook to action and communicate all feedback.
- We actively review our organisational feedback on a regular basis.

## 5.4 Sales and Inquiries

### 5.4.1 Telephone

- We respond to inquiries within 24 hrs.
- We use an immediate response template to acknowledge all incoming inquiries in circumstances where the response standard is not achieved.

### 5.4.2 E-mail

- We respond to electronic e-mail within 2 hrs by telephone.
- We develop relationships with potential customers by making direct phone contact within 8 hrs of receiving a communication.

### 5.4.3 Packages and Information

- We provide generic information via post or e-mail directly following an inquiry.
- Good sales practice promotes “features and benefits” of our business as opposed to price or cost of services.
- We invite potential clients to the Club for a site inspection prior to discussing price or costs.
- We qualify inquiries before discussing price over the phone or providing information by mail or directly from reception.

## 5.5 Language – Addressing Members and Guests

### 5.5.1 Telephone Courtesy

Telephone courtesy is most important.

When answering the telephone the following procedure must be followed:

- i. Telephones must be answered within THREE rings
- ii. Answer pleasantly (with a smile!)  
We answer all incoming calls according to the following script:  
“Welcome to Woodlands Golf Club, this is John (Name)”
- iii. Take a message or make an agreed time to call back if you cannot answer the question
- iv. Repeat messages back to the caller
- v. Write the message down (don't depend on your memory)

### 5.5.2 On-site

- We greet all internal and external customers in a positive; upright, open and energetic manner.
- All Members and Guests are to be addressed as either Sir or Madam or Mr or Mrs.
- If requested, a Member or Guest may be addressed by their first name.
- Staff & Members must never be addressed by a nickname despite a member or staff request.

### 5.5.3 Dialogue

- When we greet a member or guest, we use the following words:  
“Good morning” or “Good Afternoon”
- This is followed by offering assistance or service:  
“May I....Would you like?.....Can I organise?.....Let me help you with.....When is your tee-off?.....  
Can I?.....How was your round today?.....Looking forward to the outing?.....”

## 5.6 Recruitment

We recruit staff according to our recruitment guidelines, which are applied in a standardised and consistent process. The guidelines are located in the Administration Office for use by the Management team.

Staff selection is strictly based on:

- Measured selection criteria
- Values and attributes of the organisation
- The General Manager is introduced to, and approves all staff appointments
- The General Manager interviews all prospective applicants for positions of leadership and permanency

## **6. STAFF PROTOCOL**

### **6.1 Personal Mail and Telephone Calls**

The Club cannot and will not assume any responsibility for the contents of personal mail.

Staff are not permitted to carry mobile phones whilst on duty unless they form part of the employment requirement. Mobile telephones if used must be done so discretely and be operated on silent mode. Sending SMS messages during work periods is not permitted. Personal communications can be made under special circumstances and should preferably be made whilst on a meal break.

### **6.2 Visitors**

Visitors (personal) are not allowed in the Club without the express permission of Management. All visitors, including a staff member's family, who wish to see an employee during business hours, either for personal or business reasons, must first report to Reception.

### **6.3 Rumours**

During the course of employment, information passes between staff members. Invariably, this information is more misleading than informative, often causing individuals unnecessary hardship and concern. To avoid this, always obtain accurate information from your Supervisor or Manager, about any policy or job related issue. If you have a question, please see your Department Manager. Accurate information is important and useful. Misinformation can lead to unnecessary problems, not just with staff members, but with Club Members and the Club in general.

### **6.4 Non-Smoking Policy**

The Club is a non-smoking organisation.

Staff are only permitted to smoke:

- (i) in non-enclosed areas
- (ii) within break periods

### **6.5 Housekeeping and Cleanliness**

Good housekeeping is a safety measure - a clean Club is a safe Club. Each staff member must maintain his/her work area in a clean and orderly state. Aisles and doorways throughout the Club must be kept clear and all exits must be free of obstructions. Housekeeping (whether good or bad) creates a lasting impression on Club Members and guests. Our daily visitors include Members, prospective Members, their guests, suppliers and representatives of other business concerns. The courteous reception they receive from staff and the neat appearance of the office and other areas of the Club greatly influence the impressions and opinions they form.

### **6.6 Internal Communications**

The Club is committed to keeping staff informed of organisational developments and providing staff with an opportunity to communicate their views on matters affecting them. All changes within the Club will be advised in an appropriate manner, which may include meetings or memos posted on the staff notice boards.

### **6.7 Internet and Computer Usage**

Staff may use the Internet facilities for non-business research or browsing as long as it does not interfere with the staff member's ability to do his or her job and provided that all other usage policies are adhered to. Staff are only permitted to use Woodlands approved hardware and software to communicate and collect information.

Refer to Appendix B for the Club's Internet and Computer Usage Policy

## 7. STAFF BENEFITS

*Our aim is to develop you as a person through your experience at Woodlands Golf Club*

### 7.1 Personal and Professional Development

As stated in the Clubs' Mission Statement:

“People are the most important asset in our organisation.”

Therefore, the Club is committed to investing in the development of all staff through offering training courses, mentoring, seminars, conferences, guest speakers and networking forums. Staff are encouraged to raise any suggestions on particular training needs through their Manager.

### 7.2 Friendship, Fun and Camaraderie

Woodlands is renowned for being a “friendly” club. Friendship, fun and camaraderie are highly valued experiences that Woodlands embraces. Every staff member has a responsibility to contribute to this.

### 7.3 Support and Welfare

The strength of Woodlands is its people, and therefore the Club is committed to caring for its people. Staff who are experiencing any personal or family difficulties are encouraged to consult with their Manager, who will provide support and assistance as deemed appropriate.

### 7.4 Learn to play the game of Golf

Woodlands offers all staff the opportunity to learn how to play the game of golf through individual and group lessons. The Club has a number of Golf Professionals who offer this service at a reduced fee of \$15/lesson.

### 7.5 Use of Golf Course

The Club encourages staff to play the golf course **outside of competition times** at no fee according to the following conditions:

- A booking must be made through the Pro Shop.
- Staff are permitted to invite a maximum of 1 guest without a green fee – additional guests can be invited subject to the approval of the General Manager.
- Guests must be signed in at the Pro Shop.
- Staff must accept responsibility for their guests conduct at all times while they are on the Club premises. It is mandatory that all staff are aware of the dress regulations and golf etiquette.

Please note that staff are not permitted to use the Members bar or dining facilities unless permission has been granted by the General Manager.

### 7.6 Woodlands Membership

The opportunity to join Woodlands is an option for those members of staff who have a passion for the game of golf and meet the application requirements. Staff interested in joining the Club should inquire through the General Manager. Membership opportunities are also available to relations and friends of staff.

### 7.7 Tips

From time to time Members and Guests may tip a staff member as appreciation for the service that has been provided. Tips are pooled and distributed evenly among staff.

### 7.8 Purchasing Discounts – Bar and Pro Shop

Items can be purchased from the Bar and Pro Shop at a reduced cost.

**7.9 Clubhouse Function Facilities**

Woodlands offers staff the opportunity to utilise the Clubs' clubhouse function facilities subject to the normal booking conditions. Information regarding the various function packages can be obtained from the House Manager.

**7.10 Other Golf Club Visits**

Arrangements can be made through the General Manager for staff to visit other golf clubs within and outside of Victoria, and overseas.

**7.11 Remuneration Information**

Information regarding salary packaging, superannuation, fringe benefits tax, and other remuneration issues can be obtained by contacting the Club's Assistant Manager & Accountant, although the Club accepts no liability for such advice.

**8. CONDITIONS OF EMPLOYMENT**

**8.1 Payroll and Timesheets**

- Timesheets are located in your department and must be completed on a daily basis.
- Timesheets are submitted by your Department Manager to the Payroll Officer by 9:00am on a Wednesday.
- A direct payroll deposit is made into all staff bank accounts on Wednesday.
- In the event where a payroll error is made, an inquiry may be made directly with the administration office.

**8.2 Confidentiality and Privacy**

The Club requires all staff to observe the strictest confidence with regard to their duties and responsibilities. The National Privacy Policy (NPP) provides clear guidelines for managing information and privacy issues.

Refer to Appendix C for the National Privacy Policy
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Any disclosure or discussion of records or information concerning members, staff, visitors or the Club will be regarded as a serious breach of confidentiality and could lead to dismissal. The disclosure of any password access codes to persons other than those authorised to use such passwords is strictly prohibited.

All staff will be required to sign a confidentiality statement/agreement prior to the commencement of employment.

**8.3 Performance Management**

The Club supports the concept of regular reviews of the performance of all staff. The purpose of the performance discussion system is to provide a constructive format for supervisors and staff to formally discuss all aspects of work performance.

In the event of unsatisfactory work performance, Woodlands follows a process of verbal and written communication according to current legislation requirements.

**8.4 Breaks**

All staff are required to take an unpaid 30-minute meal break after the completion of every 5 hours of work, unless subject to any relevant instruments of employment or operational requirements that dictate otherwise. Breaks must be taken in the relevant department staff room or outside the building.

**9. LEAVE**

All leave entitlements are detailed in your individual Employment Contract.

### 9.1 Long Service Leave

All full time and part time staff are eligible for Long Service Leave in accordance with the Employment Contract, as amended from time to time by the Long Service Leave Act 1992 (Vic.).

### 9.2 Annual Leave

- Annual Leave is granted to permanent employees upon the completion of each twelve months service and should be taken within 6 months of becoming due.
- It may be taken in one period or in two separate periods by mutual agreement between the staff member and the Club.
- Generally the Club will not grant leave before each twelve months service has been completed. However, pro-rata leave may be granted where it is convenient to both parties.
- Annual leave request forms must be completed prior to annual leave being granted and are available at each department or from the Administration office.

### 9.3 Personal Leave

Personal Leave covers three areas of leave and is available to staff members when they are absent due to:

- a. Sick Leave – for a personal illness or injury
- b. Carer’s Leave – for the purpose of caring for an immediate family or household member that is sick and requires the employee’s care and support
- c. Bereavement Leave – in the circumstances of a death of an immediate family or household member

Each type of leave attracts varying entitlements, which may be clarified with the Payroll Officer.

A staff member must first consult their Immediate Manager if these leave options are being considered. Leave provisions and notification periods vary across each leave type and are subject to specific awards.

The most common type of personal leave is ‘Sick Leave.’

Details of individual sick leave entitlements can be obtained from the Payroll Officer. Staff are required to record sick leave on their time sheets and, subject to relevant employment instruments, attach a Doctor's Certificate to their time sheet. Such certificates should be dated and signed by the medical practitioner, and completed in accordance with standard practice.

All staff are required to notify their immediate Supervisor or in their absence, a Senior Manager as soon as they are aware that they will be off duty and are required to notify their Supervisor of their anticipated date of return. It is expected that such notification will occur prior to the commencement of work or if that is not possible as soon as possible thereafter.

Failure to notify the Club of the absence within two hours of the normal starting time without valid reasons will result in disciplinary action. Given that nature of the hospitality business, Woodlands expects due consideration of the workplace and expects early notification of a pending illness or absence.

### 9.4 Parental Leave

Parental leave covers three types of leave:

- a. Maternity Leave
- b. Paternity Leave
- c. Adoption Leave

A staff member must first consult their Immediate Manager if these leave options are being considered. Leave provisions and notification periods vary across each leave type and are subject to specific awards.

## 10. FOOD AND BEVERAGE REGULATIONS

### 10.1 Hygiene

The best method of preventing food contamination is to maintain a high standard of personal hygiene and cleanliness. Washing your hands thoroughly will reduce the chance of passing on bacteria. Hands must be washed and dried before, during and after handling food – fresh/raw or cooked. Cuts or wounds on hands or arms should

be completely covered by a waterproof blue bandage and then disposable gloves.

Woodlands Golf Club operates a Food Safety Program, which includes training of staff in food and beverage safety.

The Club will ensure that all food handling staff are aware of their responsibilities in accordance with the Food Safety Act and will provide all necessary training and support in order to minimise the risk of food borne illnesses. Staff will, as a condition of their employment, follow all instructions, guidelines, policies designed to achieve optimum food hygiene outcomes.

#### 10.2 **Transmission of Diseases**

Staff must not attend the workplace when they are suffering from a transmittable illness. Diseases include gastroenteritis and hepatitis A and E. Staff should contact their Supervisor should they feel unwell. The Club has systems in place aimed at minimising risks of food contamination and your full cooperation is necessary to maintain the highest standards. In these circumstances staff will be required to avail of sick leave and obtain a medical certificate to indicate when they will be able to return to work.

#### 10.3 **Responsible Serving of Alcohol**

Alcohol, when used irresponsibly, can cause harm to the consumer and to others.

Responsible serving of alcohol is a recognised term, which is, described responsible and professional approach by management and staff. This approach involves observing the requirements of the *Liquor Control Act 1987* but also a lot more. Woodlands plays an active role in training service and management staff in Responsible Serving of Alcohol Training Course.

#### 10.4 **Minors (Persons under the age of 18 years old)**

Minors are permitted to enter Club premises and to have access to all areas. Minors remain the responsibility of their Parents/Guardians at all times. In keeping with our Responsible Serving of Alcohol policy, minors are not permitted to be served alcoholic beverages at the bar at any time. Proof of age must be requested if there is any doubt.

### 11. **SECURITY**

#### 11.1 **Club Security**

Staff are required to act conscientiously in ensuring security of Members, Guests and Staff. All matters concerning security are to be referred to the General Manager. This includes the issue of any personal threat to staff by a Member or Guest. Should this occur, please inform a Senior Manager immediately a concern arises so that the situation may be observed and Police attendance requested if necessary. Each staff member is asked to ensure that his/her car is securely locked each day. If strangers are noticed loitering around car parks or change rooms, this should be reported immediately to the Supervisor on duty who can take action. Club security keys may not be loaned to any other staff or non-staff member.

#### 11.2 **Theft/Misappropriation of Club Property**

Any staff member found to be in possession of Club Property (including cash, foodstuffs, alcohol, and tools/equipment) outside the course of their employment or without reasonable excuse may be subject to disciplinary action. The Club reserves the right to deal with theft/misappropriation of property by requesting the involvement of the Victoria Police. Theft or misappropriation of property may lead to immediate termination of employment with Woodlands Golf Club.

#### 11.3 **Personal Threats/Armed Hold Ups**

The Club recognises that there is likelihood, no matter how slight, that staff may be required to deal with personal threats, possibly in the form of an armed hold up. Staff need to be aware of the most appropriate actions to take should such event occur. At no stage should a staff member act in such a way as to endanger his/her personal safety or life.

Property and money can be replaced but not lives. If confronted, remain calm and obey any instructions or demands made by the intruder/s. Do not make any rapid movements.

## 12. OCCUPATIONAL HEALTH AND SAFETY

### 12.1 Workplace Safety

The Club takes all reasonable and practicable steps to provide a safe working environment. To achieve this, the full cooperation of all staff is required.

Employees must accept the following responsibilities as a condition of employment:

- To willingly cooperate in maintaining and supporting a safe and healthy workplace
- Have a duty to take the care of which they are capable for their own health and safety and that of others affected by their actions
- To wear and/or use, in a proper manner, any safety equipment provided by the Club
- To comply with the safety procedures and directions agreed between Management and the designated and elected Occupational Health and Safety Representatives

Refer to the OHS Induction Manual for the Club's OHS Policy

The Club is committed to an Occupational Health & Safety Continuous Improvement Program. This program is based on a set of policies and procedures that have been developed from Safety Map, a Victorian WorkCover Authority Audit System that complies with Victorian Government Occupational Health & Safety Legislation. All staff can view these policies and procedures, which are located in a folder in the Clubhouse Staff Room and Maintenance Facility Staff Room.

### 12.2 Hazard Reporting

A hazard is anything that has the potential to cause injury or illness (to employees, contractors, visitors or the neighbouring public) or damage to plant or property.

Employees shall immediately report any workplace hazard to their supervisor and complete the Hazard Report Form.

Refer to the OHS Induction Manual for the Club's Hazard Reporting Procedure

### 12.3 Incident/Accident Reporting

Every staff member must report any incident/accident involving Members/Guests or other staff members to appropriate Supervisors or Managers immediately.

All incidents occurring in the Club, whether to a Member, Guest, or staff member, must be recorded as soon as possible after the incident occurs.

An incident report must be completed on the Club Incident/Accident report form and forwarded to the relevant Department Manager. Staff members have 24 hours in which to report an injury, otherwise they may have no entitlement to claim WorkCover benefits.

In case of incidents/accidents involving members or guests:

- Do not discuss the causes of the accident with the injured, but be courteous, calming and helpful. Use tact and diplomacy
- Determine if there were any witnesses and get their statements
- Do not discuss insurance or claim settlements
- Do not accept blame for the accident

Refer to the OHS Induction Manual for the Club's Injury Reporting Procedure

### 12.4 Emergency Procedures

In an emergency, the well being of all people who work for or enter Woodlands Golf Club rests in the hands of the Occupational Health and Safety Board. There are a number of emergencies, which could arise, both internally and externally, which may necessitate evacuation of personnel from the building or premises.

The cooperation of all staff is required to ensure the safety of Members, Guests and staff. Staff must be fully conversant with the Emergency Procedures Manual, Evacuation Plan Assembly Points and the location of all fire fighting equipment. If the proper use of any equipment or machinery is not clearly understood, staff should ask for further instruction and assistance from their Supervisor. Staff must not use fire-fighting equipment for any purpose other than fire fighting. Fire extinguishers must not be used to hold doors open. Fire fighting equipment must not be obstructed and fire doors must not be obstructed or wedged open.

Refer to the OHS Induction Manual for the Club's Emergency Procedure

#### 12.5 **Protective Clothing**

Some employees may also be required to wear protective or safety apparel and/or equipment. If you are required to wear protective or safety apparel/equipment, you will be advised to do so by your Supervisor. If personal protective clothing and equipment is a requirement, it is the Club's policy that an employee wear/use such equipment when specified. Failure to do so without a valid reason may result in disciplinary action.

#### 12.6 **Machinery and Equipment**

Employees can only operate machinery once they have had adequate training by a Supervisor, or by a registered training organisation. If a fault is detected with machinery, operations should cease immediately and the fault should be reported to the Mechanic or Supervisor. All machinery should be operated correctly according to required standards and driven at a safe speed at all times. Failure to do so may result in disciplinary action.

#### 12.7 **First Aid**

Should any member of staff suffer an injury or illness, which requires first aid attention, that staff member should notify their Supervisor and/or the Manager before leaving the premises. Should more specialised medical attention be required, an ambulance may be requested to attend. If this is not appropriate, arrangements will be made to transfer the staff member to their own medical practitioner, or to the Emergency Department at the nearest hospital. First aid kits are located in the following areas: Reception, Bar, Pro Shop, Maintenance Facility, and Kitchen. Trained first aid staff are listed at each department.

#### 12.8 **Managing Diversity**

Woodlands Golf Club embraces the principles of Equal Employment Opportunity and ensures that the Clubs' personnel, in all their diversity, are appointed and treated at all times solely on the basis of merit, and in accordance with the principles of equal opportunity, equal employment opportunity and managing diversity.

In order to ensure that staff have the opportunity to attain their full potential, the Club will:

- strive to identify and eliminate all discriminatory practices, both direct and indirect
- ensure that the process of all personnel procedures are equitable and fair
- eliminate harassment and bullying as defined in relevant instruments
- provide clear instructions, procedures and appropriate training to all those who participate in personnel procedures such as recruitment, selection, promotion etc
- provide all staff with equal access to relevant training, education and career development
- recognise the needs and cultural diversity of the staff of the Club

Refer to the OHS Induction Manual for the Club's Managing Diversity Policy

#### 12.9 **Issue Resolution Procedure**

The Club recognises that from time to time individual staff members may have grievances, which need to be resolved in the best interests of all parties. The aim of all parties included in a grievance matter should be to resolve the matter by addressing it promptly and in an effective manner. Staff will have the right for a grievance to be heard through all levels of management.

Refer to the OHS Induction Manual for the Club's Issue Resolution Procedure

#### 12.10 **Drugs and Alcohol**

It is the Club's goal to establish and maintain a work environment that is free from the effects of alcohol, illegal drugs (non-prescription, marijuana, cocaine etc.), or drugs taken for non-medical purposes. The Club requires that employee's report to work in a condition that is suitable to ensure the satisfactory performance of their duties. Staff

are required to inform their immediate Manager, if they are required to take prescribed medication which may affect their work performance.

Refer to the OHS Induction Manual for the Club's Drug and Alcohol Policy

### 13. CONTACT INFORMATION

#### 13.1 Woodlands Golf Club

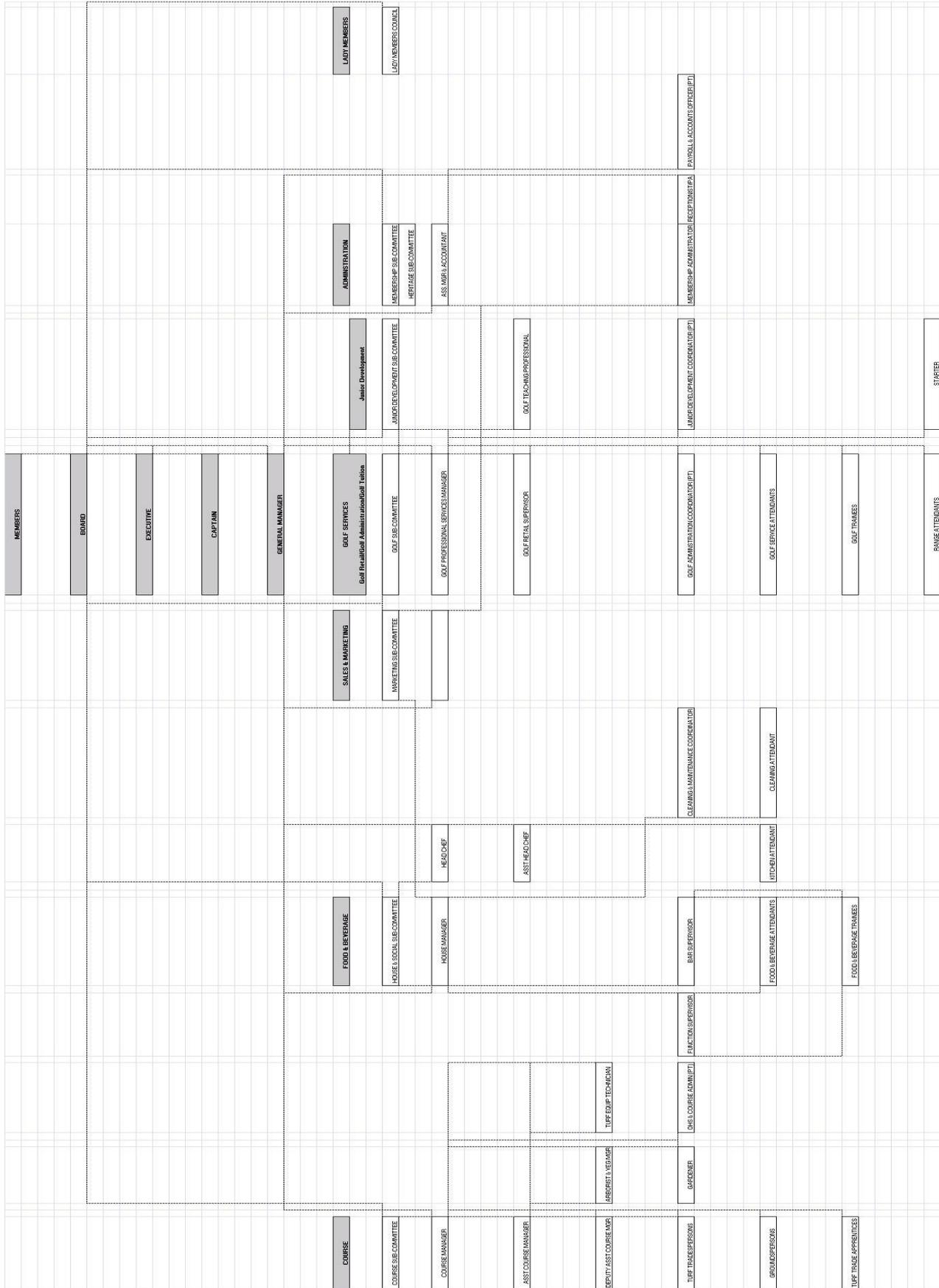
Address:	109 White Street Mordialloc Victoria 3195
Administration and Clubhouse:	9580 3455
Golf Operations:	9580 1157
E-mail:	info@woodlandsgolf.com.au
Web:	www.woodlandsgolf.com.au
Facsimile:	9587 3136
Maintenance Facility:	9580 7236
Maintenance Facsimile:	9580 1440

#### 13.2 Key People

Refer to Appendix D for the Club's Key People

# 14.1 APPENDIX A - ORGANISATIONAL STRUCTURE

INTENTIONAL BLANK PAGE - INSERT ORGANISATIONAL STRUCTURE



## 14.2 APPENDIX B – INTERNET & COMPUTER USAGE POLICY

Woodlands Golf Club provides access to the vast information resources of the Internet to help you do your job faster and smarter, and be a well-informed employee. The facilities to provide that access represent a considerable commitment of Club resources for telecommunications, networking, software, storage, etc. This Internet and Computer usage policy is designed to help you understand our expectations for the use of those resources in the particular conditions of the Internet, and to help you use those resources wisely.

### Acceptance of Policy

All employees granted Internet access with Club facilities will be provided with a written copy of this policy. All Internet or Network users must sign a statement accepting these policies.

### Terms

Certain terms in this policy should be understood expansively to include related concepts.

- **Club** includes our affiliates, subsidiaries, partners and branches.
- **Employees** include employees, consultants and employees of partner agencies and companies.
- **Document** covers just about any kind of file that can be read on a computer screen as if it were a printed page, including the HTML files read in an Internet browser, any file meant to be accessed by a word processing or desktop publishing program or its viewer, or the files prepared for the Adobe Acrobat reader and other electronic publishing tools.
- **Graphics** includes photographs, pictures, animations, movies, or drawings.
- **Display** includes monitors, flat-panel active or passive matrix displays, monochrome LCDs, projectors, and televisions.

### Use and Conduct

Internet access and other computer resources for this Club are business tools, provided to you at significant cost. That means we expect you to use your Internet and network access primarily for business-related purposes, i.e., to communicate with clients, work related partners, state and federal agencies and providers, to research relevant topics and obtain useful business information except as outlined below.

Employees may use their Internet facilities for non-business research or browsing as long as it does not interfere with the employee's ability to do his or her job and provided that all other usage policies are adhered to.

We insist that you conduct yourself honestly and appropriately on the Internet, and respect the copyrights, software licensing rules, property rights, privacy and prerogatives of others, just as you would in any other business dealings. To be absolutely clear on this point, all existing Club policies apply to your conduct on the Internet, especially (but not exclusively) those that deal with intellectual property protection, privacy, misuse of Club resources, sexual harassment, information and data security, and confidentiality.

Unnecessary or unauthorized Internet usage causes network and server congestion. It slows other users, takes away from work time, consumes supplies, and ties up printers and other shared resources. Unlawful Internet usage may also garner negative publicity for the Club and expose the firm to significant legal liabilities.

Any file that is downloaded must be scanned for viruses before it is run or accessed.

### Security

The Club has installed a variety of firewalls, proxies, Internet address screening programs and other security systems to assure the safety and security of the Club's networks. Any employee who attempts to disable, defeat or circumvent any Club security facility will be subject to immediate dismissal.

User IDs and passwords help maintain individual accountability for Internet and Network resource usage. Any employee who obtains a password or ID for any of these resources must keep that password confidential, except for any instance required by authorized technical support staff to solve a computer related problem.

Logging into a computer system with your personal ID and password and then allowing another user to work on the network bypasses these security procedures and is not permitted. Each user that gains access to the network **MUST** have signed all security and confidentiality agreements **BEFORE** using any of the systems.

### **Management and Administration**

The Club has software and systems in place that can monitor and record all Internet usage. We want you to be aware that our security systems are capable of recording (for each and every user) each World Wide Web site visit, each chat, newsgroup or email message, and each file transfer into and out of our internal networks, and we reserve the right to do so at any time. No employee should have any expectation of privacy as to his or her Internet or Network usage. Our managers will review Internet activity and analyse usage patterns, and they may choose to publicize this data to assure that Club Internet resources are devoted to maintaining the highest levels of productivity.

We reserve the right to inspect any and all files stored in "private" areas of our network in order to assure compliance with policy.

Any software or files downloaded via the Internet into the Club network become the property of the Club. Any such files or software may be used only in ways that are consistent with their licenses or copyrights. Approval must be received before installing any program downloaded from the Internet, or any other media i.e. CD, floppy disk, etc. Management reserves the right to remove any unauthorized software found on internal network equipment.

### **Unacceptable Practices**

- The display of any kind of sexually explicit image or document on any Club system is a violation of our policy on sexual harassment. In addition, sexually explicit material may not be archived, stored, distributed, edited or recorded using our network or computing resources.
- Woodland's Internet facilities and computing resources must not be used knowingly to violate any laws and regulations of Australia or any other nation, or the laws and regulations of any state, city, province or other local jurisdiction in any material way. Use of any Club resources for illegal activity is grounds for immediate dismissal, and we will cooperate with any legitimate law enforcement activity.
- No employee may use Club facilities knowingly to download or distribute pirated software or data.
- No employee may use the Club's Internet facilities to deliberately propagate any virus, worm, Trojan horse, or trap door program code.
- No employee may use the Club's Internet facilities knowingly to disable or overload any computer system or network, or to circumvent any system intended to protect the privacy or security of another user.
- Employees with Internet access may not upload any software licensed to the Club or data owned or licensed by the Club without explicit authorization from the manager responsible for the software or data.
- The use of any software not provided or approved by Woodlands.
- "Workstation Client" based email such as Outlook, Outlook Express, etc. will be configured for email addresses provided by Woodlands only.

### **Confidential Information**

Employees are reminded that chats and newsgroups are public forums where it is inappropriate to reveal confidential Club information, client data, trade secrets, and any other material covered by existing Club secrecy policies and procedures. Employees releasing protected information via a newsgroup or chat (or any other electronic means) - whether or not the release is inadvertent - will be subject to all penalties under in existing data security policies and procedures. Breach of this policy may result in a written warning from management.

Any breach of this policy or engaging in unacceptable practices may result in termination of employment.

## **14.3 APPENDIX C - NATIONAL PRIVACY POLICY (NPP)**

The National Privacy Policy is something that should be taken very seriously.

A good rule of thumb is to always check with your Department Manager before providing any information. Please refer to the below information that will help you become aware of the requirements of the National Privacy Policy.

- The NPP are principles or rules about collecting, using and disclosing personal information.
- The NPP also covers keeping information secure, paying attention to data quality and accuracy, being open about collection and information handling practices, providing anonymity where possible and protection when transferring personal information overseas.
- There are some special rules about handling sensitive information including health information.
- People have rights under the NPP to know what information a small business holds about them and to access and correct the information.

The Privacy Act does not apply to employment records used for employment purposes in your business.

### **A Summary of the National Privacy Principles**

See below for a summary of the NPPs. This is a summary only of the NPPs and is not a full text of the obligations. A full statement of the NPPs is available on their web site: <http://www.privacy.gov.au/act/npps/index.html>

#### **1. Collection**

- Only collect personal information that is necessary for your functions or activities.
- Use fair and lawful ways to collect personal information.
- Collect personal information directly from an individual if it is reasonable and practicable to do so.  
At the time you collect personal information or as soon as practicable afterwards, take reasonable steps to make an individual aware of:
  - a) why you are collecting information about them;
  - b) who else you might give it to; and
  - c) other specified matters.
- Take reasonable steps to ensure the individual is aware of this information even if you have collected it from someone else.

#### **2. Use and Disclosure**

- Only use or disclose personal information for the primary purpose of collection unless one of the exceptions applies (for example, for a related secondary purpose within the individual's reasonable expectations, you have consent or there are specified law enforcement or public health and public safety circumstances).
- Note that: If the information is sensitive the uses or disclosures allowed are more limited. A secondary purpose within reasonable expectations must be directly related to the purpose of collecting the information and the direct marketing provisions of NPP do not apply.

#### **3. Quality**

- Take reasonable steps to ensure the personal information you collect, use or disclose is accurate, complete and up-to-date. This may require you to correct the information.

#### **4. Security**

- Take reasonable steps to protect the personal information you hold from misuse and loss and from unauthorised access, modification or disclosure.
- Take reasonable steps to destroy or permanently de-identify personal information if you no longer need it for any purpose for which you may use or disclose the information.

#### **5. Openness**

- Have a short document that sets out clearly expressed policies on the way you manage personal information and make it available to anyone who asks for it.
- If an individual asks, take reasonable steps to let them know, generally, what sort of personal information you hold, what purposes you hold it for and how you collect, use and disclose that information.

#### **6. Access**

- If an individual asks, you must give access to the personal information you hold about them unless particular circumstances apply that allow you to limit the extent to which you give access - these include emergency situations, specified business imperatives and law enforcement or other public interests.

## 14.4 APPENDIX D - KEY PEOPLE

### BOARD

**Captain:**

Gary Simmons

**President:**

Lee. Wills

**Hon. Treasurer:**

Lindsay Brown

**Board:**

Jim Gabriel

Ray Gribusts

Steven Mokryj

Dan Payne

Peter Maddox

Don Urwin

### LADY MEMBERS COUNCIL

**President:**

Susan Downey

**Captain:**

Judy Horton

**Hon. Secretary:**

Anne Cosgriff

**Hon. Treasurer:**

Bev Eddy

**Handicap Manager:**

Gaye Pitts

**Council:**

Rosemary Carmichael

Elizabeth Carter

Anne Greig

Melanie Jarman

**MANAGEMENT TEAM**

**General Manager:**

John Stamp

**Accountant & Administration Manager:**

Nicole Taylor

**House & Event Manager:**

Richard Tullberg

**Head Chef:**

Daniel Dalling

**Course Manager:**

Glenn Stuart

**Assistant Course Manager:**

David Phillips

**Golf Services Manager:**

Dominic Azzopardi

**Golf Teaching Professional:**

Dominic Azzopardi

## 15. EMPLOYEE ACKNOWLEDGEMENT

### 15.1 Employee Copy

- I acknowledge that I have read the contents of the Woodlands Staff Induction Manual and I agree to abide by the terms and conditions of the document.
- I acknowledge that I have read and understand the contents of the Woodlands Occupational Health and Safety Induction Manual.
- I acknowledge that I have received a comprehensive Induction on the 13 Key Policy and Procedural areas listed below:

- |     |                                      |                          |
|-----|--------------------------------------|--------------------------|
| 1.  | Vision & Mission Statement           | <input type="checkbox"/> |
| 2.  | Service Standards - Code of Conduct  | <input type="checkbox"/> |
| 3.  | Key Service Standards                | <input type="checkbox"/> |
| 4.  | OHS Policy                           | <input type="checkbox"/> |
| 5.  | Hazard Reporting                     | <input type="checkbox"/> |
| 6.  | Accident/Incident Reporting          | <input type="checkbox"/> |
| 7.  | Emergency Procedures                 | <input type="checkbox"/> |
| 8.  | Issue Resolution                     | <input type="checkbox"/> |
| 9.  | Managing Diversity                   | <input type="checkbox"/> |
| 10. | Drugs and Alcohol                    | <input type="checkbox"/> |
| 11. | Internet and Computer Usage          | <input type="checkbox"/> |
| 12. | Departmental Policies and Procedures | <input type="checkbox"/> |
| 13. | Position Description                 | <input type="checkbox"/> |

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Induction Carried Out By: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

General Manager Authorisation: \_\_\_\_\_

**Employer Copy**

(please detach and return to Supervisor)

- I acknowledge that I have read the contents of the Woodlands Staff Induction Manual and I agree to abide by the terms and conditions of the document.
- I acknowledge that I have read and understand the contents of the Woodlands Occupational Health and Safety Induction Manual.
- I acknowledge that I have received a comprehensive Induction on the 13 key Policy and Procedural areas listed below:

- |     |                                      |                          |
|-----|--------------------------------------|--------------------------|
| 1.  | Vision & Mission Statement           | <input type="checkbox"/> |
| 2.  | Service Standards - Code of Conduct  | <input type="checkbox"/> |
| 3.  | Key Service Standards                | <input type="checkbox"/> |
| 4.  | OHS Policy                           | <input type="checkbox"/> |
| 5.  | Hazard Reporting                     | <input type="checkbox"/> |
| 6.  | Accident/Incident Reporting          | <input type="checkbox"/> |
| 7.  | Emergency Procedures                 | <input type="checkbox"/> |
| 8.  | Issue Resolution                     | <input type="checkbox"/> |
| 9.  | Managing Diversity                   | <input type="checkbox"/> |
| 10. | Drugs and Alcohol Policy             | <input type="checkbox"/> |
| 11. | Internet and Computer Usage Policy   | <input type="checkbox"/> |
| 12. | Departmental Policies and Procedures | <input type="checkbox"/> |
| 13. | Position Description                 | <input type="checkbox"/> |

Employee Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Induction Carried Out By: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

General Manager Authorisation: \_\_\_\_\_