

Club Manager interview questions

careertips.com.au: common questions and what they're really testing

What to expect

Club Manager interviews blend operational, compliance and people-focused questions. You will be assessed on your ability to run a venue, manage staff and keep the club licensed and safe.

- **Process and operational:** Questions about rostering, budgeting, event coordination and daily venue management.
- **Behavioural:** Questions asking for examples of how you have handled compliance, staff or member issues.
- **Scenario and judgement:** Hypothetical situations involving responsible service, conflicts or operational disruptions.
- **Technical and compliance:** Questions on liquor and gaming regulations, RSA and RCG, and systems like SwiftPOS or Aristocrat.
- **Client-facing:** Questions about member relations, complaints and community engagement.
- **Safety:** Questions on WHS, responsible gambling and creating a safe venue.

Typically a first interview with a club secretary or HR manager, followed by a second interview with the board or general manager. You may be asked to complete a practical task, such as reviewing a roster or budget. Expect a mix of conversation and structured questions.

1. Walk me through how you build a roster for a club with bar, gaming, kitchen and duty staff across a seven-day trading week.

Why they ask

This tests your operational planning, knowledge of award conditions and ability to balance cost with service.

How to structure your answer

Break the task into demand forecasting, staff availability, award conditions and compliance with trading hours. Explain how you would use tools like Deputy or SwiftPOS to draft and adjust the roster, and how you handle last-minute gaps.

Example answer

"In my last role, I built the roster for a club with 35 staff across bar, gaming, kitchen and duty shifts. I started by reviewing sales data from SwiftPOS to forecast busy periods, then used Deputy to draft shifts that met award conditions and staff availability. I always left a buffer for sick leave and made sure gaming room supervisors held current RCG certificates. When I noticed a gap in Friday night coverage, I reorganised the duty roster and trained a bar supervisor to step up, which kept service smooth without extra overtime. I also reviewed the roster weekly to adjust for events or weather."

2. Tell me about a time you dealt with a compliance issue, such as an RSA or RCG breach.

Why they ask

Compliance is non-negotiable in clubs. They want to see you can act decisively and follow correct procedures.

How to structure your answer

Use STAR: describe the situation, the task, the action you took and the result. Focus on your decision-making and the steps you took to prevent recurrence.

Example answer

"At my previous club, a bar staff member served a patron who had already been refused service. I was the duty manager on shift. I immediately asked the staff member to stop serving and explained the RSA breach. I then approached the patron, calmly asked them to leave, and offered to call a taxi. I documented the incident and reported it to the general manager. I also ran a refresher training session for all bar staff on refusal procedures and updated our incident log. As a result, we had no further breaches that year and staff felt more confident handling similar situations."

3. You notice a staff member serving a patron who appears intoxicated. What do you do?

Why they ask

This scenario tests your judgement under pressure and your commitment to responsible service.

How to structure your answer

Acknowledge the situation, prioritise patron safety, follow RSA procedures, and document. Show calm and clear communication with staff and the patron.

Example answer

"If I noticed a staff member serving a patron who appeared intoxicated, I would intervene immediately. I would quietly ask the staff member to stop serving and explain that we need to follow RSA. I would then approach the patron, introduce myself as the duty manager, and politely let them know we can no longer serve them. I would offer water and call a taxi if needed. Afterward, I would document the incident and check in with the staff member to make sure they understood the procedure. I would also review our RSA training to prevent it happening again."

4. How do you manage gaming room operations to meet regulatory requirements and maintain revenue?

Why they ask

Gaming is a major revenue stream and heavily regulated. They need to know you can balance compliance with commercial performance.

How to structure your answer

Cover your understanding of gaming regulations, licence conditions, staff training, and systems like Aristocrat and Clubware. Explain how you monitor performance, conduct audits and report to the board.

Example answer

"I manage gaming room operations by staying on top of licence conditions and ensuring all staff have current RCG certificates. I use Aristocrat and Clubware to monitor machine performance and identify any issues. I conduct regular audits of the gaming floor, checking signage, self-exclusion registers and cash handling. I also train staff to recognise problem gambling and offer support. To maintain revenue, I review performance data and adjust floor layout or promotions, but always within regulatory limits. I report to the board monthly on compliance and revenue."

5. Describe how you would handle a member complaint about a function booking that didn't meet expectations.

Why they ask

Member relations are central to club culture. They want to see empathy and problem-solving.

How to structure your answer

Listen, apologise, offer a solution, and follow up. Show that you take ownership and turn a negative into a positive.

Example answer

"If a member complained about a function booking, I would listen without interrupting, apologise sincerely, and ask what would make it right. I would offer a concrete solution, such as a partial refund, a complimentary future booking, or a gesture like a drinks voucher. I would follow up within a day to

confirm they were satisfied. I would also review the booking process with my team to fix any gaps. In one case, a member was unhappy with the room setup. I rearranged the room immediately and offered a discount on their next event. They rebooked and became a regular."

6. What steps do you take to ensure a safe venue for staff and patrons, particularly around responsible gambling?

Why they ask

Safety and responsible gambling are legal and ethical priorities. They want to see a proactive approach.

How to structure your answer

Cover RSA and RCG, staff training, incident reporting, and creating a culture of safety. Mention how you monitor gaming areas and support patrons who may be at risk.

Example answer

"I ensure a safe venue by embedding RSA and RCG into daily operations. All staff complete training before they start, and I run refresher sessions every six months. I monitor the gaming area for signs of problem gambling and ensure self-exclusion processes are followed. I keep incident reports and review them weekly to spot trends. I also create a culture where staff feel comfortable reporting concerns. For patrons at risk, I offer support and information about gambling help services. I work with security to manage any disturbances and keep the venue safe for everyone."