

PGA CAREERLINKS

Hiring Solution

A Comprehensive Guide for Hiring PGA Professionals



PGATM

"The Experts in the Game and Business of Golf"



PGA MEMBER

Trained Instructor
Publicist
Business Manager
Etiquette Coach
Inspirationalist
Accomplished Player
Personnel Manager
Junior Golf Mentor
Motivator
Community Leader
Tournament Director
Financial Consultant
Event Planner
Innovator
Golf Shop Operator
Rules Authority
Clinician
Event Coordinator
Skilled Clubfitter
Humanitarian
Inventory Manager
Outing Director
Team Captain
Club Repairperson
Master of Ceremonies
Competitor
Expert Merchandiser
Handicapper
Facility Director
Equipment Consultant
Service Trainer
Fundraiser
Food and Beverage Manager
Counselor
Private Tutor
Promoter of Golf
Friend

The best golf professionals have many names.
But just one badge.



For nearly 100 years, PGA Professionals have successfully managed golf operations. As the gold standard in the game and industry, PGA Professionals distinguish themselves as the experts in teaching, growing and serving the great game of golf. To earn the coveted title of PGA Professional and membership into the world's largest working sports organization, they must undergo more than 600 hours of training; pass three comprehensive checkpoints; and one of golf's most difficult playing tests.

By continuously acquiring and integrating key skills through lifelong learning and training, PGA Professionals further position themselves as the leaders in a growing and dynamic marketplace. Today's PGA Professionals are building upon their traditional skills of playing and teaching, by becoming frontline managers who generate revenue, while attracting and retaining customers. In addition to the traditional management roles of head golf professional, director of golf, and director of instruction, many PGA Professionals serve in positions such as general manager, regional director of operations, and corporate executive.

The PGA of America brand represents the very best in golf.

Selecting the best PGA Professional for your facility is one of the most important decisions you will make. The PGA CareerLinks Hiring Solution provides a road map and an efficient guide to help golf industry employers identify and hire qualified PGA Professionals for management positions.

The steps outlined in this guide will help you navigate through the process.



PGA OF AMERICA MEMBERS



PGA CLASS A MEMBER IN GOOD STANDING

A PGA Class A member has completed all the training and examination requirements for membership in the PGA of America including a playing ability test and core competencies in 17 areas which cover skills in people, the game and business. PGA members must be primarily employed in an eligible employment classification. To maintain membership, PGA members must meet continuing requirements for service, education and participation. "In good standing" identifies PGA members who have met all continuing membership requirements including timely payment of dues and compliance with the PGA Code of Ethics.



PGA CERTIFIED PROFESSIONAL

A PGA Certified Professional has exceeded the basic requirements of becoming a PGA member in good standing. A PGA Certified Professional has validated his/her knowledge in golf professional "best practices" and the competencies and skills that are necessary to be successful in their chosen career path. PGA members may be certified in the following areas: Golf Operations (includes Retail), Instruction, General Management (includes Executive Management, Ownership and Leasing).



PGA MASTER PROFESSIONAL

A PGA Master Professional has achieved the highest educational certification from the PGA of America. In addition to the requirements for Certified Professional status, PGA Master Professionals complete an extensive project that validates their high level of expertise and knowledge in their chosen career path.

PGA CAREERLINKS

Hiring Solution

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THE PGA CAREERLINKS HIRING PROCESS

Welcome to the PGA CareerLinks Hiring Solution! CareerLinks is the PGA of America's complimentary employment referral service and your regional PGA Employment Consultant is available to assist you throughout the entire hiring process. The purpose of this section is to give you an overview of the PGA CareerLinks process. Items in the Hiring Solution Process that are underlined refer to forms or documents contained within this Careerlinks Hiring Solution.

Getting Started Initiate the CareerLinks process by completing the CareerLinks Employer Agreement and completing the Employer Information form. For your convenience you can fill this out online. Have your PGA Employment Consultant provide you with the link.

Create a Plan Your PGA Employment Consultant can assist you in developing a plan for the hiring process. (Sample Hiring Plan) (Sample Hiring Timeline)

Completing the Operational Review The Operational Review details the scope of operations and provides statistical and budgetary data.

Developing the Position Profile The Position Profile is central to the real power of CareerLinks. It will assist you in developing a job description and outlining the duties and responsibilities of the position. It will provide a basis for determining the work experience and skills required to successfully perform the job. Including this facility profile will assist you in obtaining the best candidate.

Developing a Competitive Compensation & Benefits Package Offering a competitive package helps attract a deeper pool of qualified candidates. Factors you should consider include responsibilities, comparable market value, budget, facility type and fee structure, the number of departments and size of staff to be managed, and desired experience. The compensation package can include variables such as salary, concession ownership, lesson income, commissions, performance incentives and benefits. Your PGA Employment Consultant can provide helpful statistics from the PGA Professional Compensation Survey. Review the Compensation and Benefits Package tables.

Notifying Qualified CareerLinks Candidates CareerLinks job notifications will be sent via e-mail to PGA Professionals whose CareerLinks ProFile and experience match your requirements. The notification will describe your golf facility or business, primary responsibilities and position requirements, and the compensation and benefits package.

Corresponding with Candidates It is extremely important, and reflects your professionalism, that you correspond with applicants in a timely manner. Initial acknowledgements can be by e-mail or mail, and should be sent immediately upon receipt of resumes to all applicants. Additional communications should also be sent to those interviewed. It is proper to inform finalists who are not hired with a personal phone call. (Sample Correspondence)

Reviewing Resumes You will start receiving resumes shortly after CareerLinks notices are sent out. Review and screen resumes to determine the candidates you wish to interview. (Resume Evaluation Tips)

Interviewing Candidates You can conduct a round of telephone interviews to help determine the candidates to be invited for a formal interview. For formal interviews, it is customary to reimburse candidates for reasonable travel and lodging expenses. ([Interview Plan and Evaluation](#), [Interview Procedures](#), [Interview Questions](#))

Conducting Background Checks Background checks are a vital part of making sure you make an informed hire. It is customary to extend an offer contingent upon the background check returning with no adverse information. PGA CareerLinks has a recommended background check company that offers background check packages at preferred pricing.

Extending an Offer Once you have decided on the candidate who is the best fit, it is time to make an offer. The offer should be in writing and should include: job title, a brief job description, who the position reports to, job location, start date, components of compensation, benefits, a contact name and number, and a date and time necessary to respond to the offer. If a letter of employment or a contract will be offered, you may want to include a copy with the offer. Contractual agreements should always be reviewed by an attorney licensed in the state where it will be executed. ([Sample Correspondence](#), [Contract Components](#))

Complete the CareerLinks Candidate Worksheet Immediately after the position has been filled, forward the completed CareerLinks Candidate Worksheet to your PGA Employment Consultant. Your employment consultant will forward this worksheet to you.

Getting off to a Good Start Make sure your newly hired PGA Professional has had time to give proper notice to his/her current employer before you make an announcement to your members, clientele, or to the media. The new hire should be welcomed and provided with an orientation program. Introduce the new hire to the people on his/her staff and all department heads. You may wish to conduct a welcoming event at your facility to introduce your new PGA Professional to your membership or clientele.

Planning for Success Review your plans for success during the first 30 days. Provide the new hire with a written job description and an outline of specific objectives for the upcoming year. These will serve as a map to be followed throughout the year, and provide a basis for review at the end of the year.

Conduct a 90-Day Review to go over progress and fine-tune the objectives.

Conduct an Annual Performance Review to review accomplishments and objectives and establish goals and expectations for the upcoming year. Performance reviews give both parties the opportunity share ideas for future success and can provide a basis for compensation adjustment. Evaluation results should be specific and in writing, with one copy going to the employee and one going in the employee's personnel file. ([Performance Reviews](#))

PGA CAREERLINKS PLATINUM

The PGA CareerLinks Platinum service offers greater hands-on guidance and assistance to employers, while keeping the search committee involved and focused on making a more informed hiring decision. This fee-based program includes customized hiring guidance and facilitation from PGA Employment Consultants who have utilized their expertise and diverse professional backgrounds and experience to successfully lead employers through the hiring process.

PGA CareerLinks Platinum provides:

On-Site Hiring Assistance PGA Employment Consultants provide on-site support and direction in developing a hiring plan and timeline.

Candidate Communications PGA Platinum handles the receipt of resumes, applicant acknowledgements and job status communications, and then facilitates the notification of finalists for interviews.

PGA Professional Status Verification The PGA CareerLinks Platinum service verifies active PGA membership status and current employment.

Resume Review Facilitation PGA Employment Consultants will be on-site to help facilitate an easy and objective resume review process, so that the Committee can identify the most ideal finalists for the position.

Interview Facilitation PGA Employment Consultants work with the Committee to develop interview questions and strategies, including scheduling, tips and techniques, process guidance and evaluations.

Background/Reference Check The PGA CareerLinks Platinum Service utilizes a preferred background screening company to serve as a one-stop resource for all pertinent candidate-screening assistance.

Compensation Package Assistance PGA Employment Consultants have access to the most extensive and accurate database of customized compensation statistics and benchmarks to help address your facility's unique status.

Performance Review Strategy The PGACareerLinks Platinum service assists you in the development of an effective orientation program and performance evaluation strategy that works to ensure a successful employment relationship.

HELPFUL HIRING TOOLS

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CAREERLINKS HIRING PLAN

1. Formulate a screening and hiring schedule

ACTIVITIES	DATE
A. Speak with the PGA Employment Consultant	_____
B. Select the search committee	_____
C. Complete PGA CareerLinks questionnaire (Online or Section II.)	_____
D. Release of Candidates notifications	_____
E. Candidate communications – receipt of resumes	_____
F. Set deadline for resumes	_____
G. Resume review meeting / deadline	_____
H. Candidate communication – preliminary interviews (selected / not selected)	_____
I. Preliminary interviews dates (phone or in-person)	_____
J. Candidate communication – finalists interviews (selected / not selected)	_____
K. Finalists interview dates	_____
L. Employment agreement negotiation / background checks	_____
M. Candidate communication – finalists not selected	_____
N. Targeted hire date	_____
O. Complete CareerLinks Candidates List and return to PGA Employment Consultant	_____
P. Targeted start date	_____
Q. Hire Announcement	_____

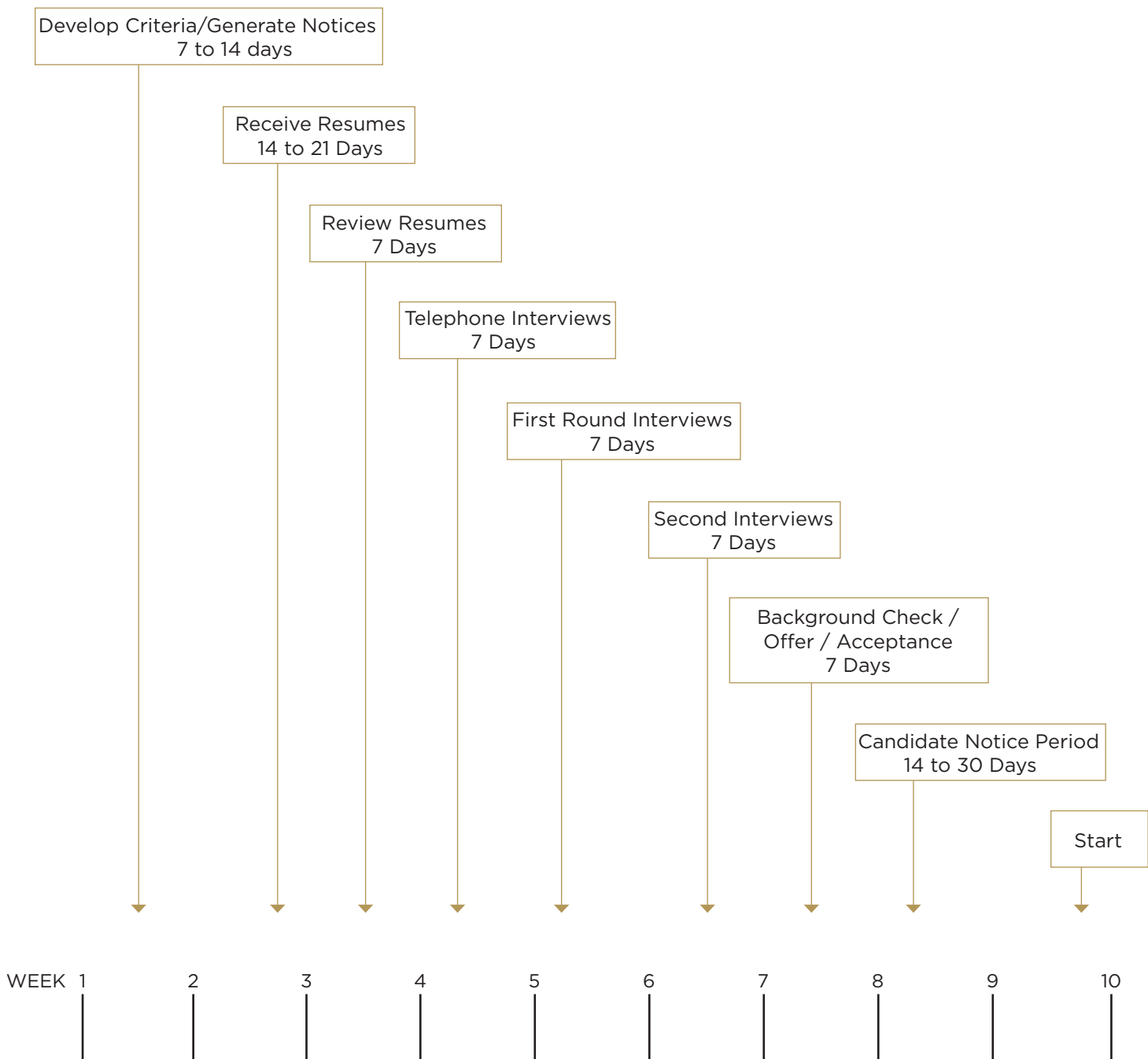
2. To ensure the efficiency of the hiring timeline, communicate the interview dates to the candidates in the resume response communication.
3. Create a resume-ranking form to rank your candidates. A sample Resume Evaluation Rating Form is provided on Page 9.
4. Determine preliminary interview questions and final interview questions. Sample Interview Questions are provided on Page 13. Conduct your interviews and screen candidates down to the finalists.
5. Schedule and confirm interview dates with your finalists, your committee and any key principals that you wish to introduce to finalists. Confirm everyone’s availability and attendance in writing. A memorandum should be forwarded to all key staff informing them of finalist visits. Ensure that there is a written understanding of who will be responsible for interview expenses.

SUGGESTED ACTIVITIES

- A. During the visit introduce the candidate to key principals, staff and customers
- B. Have the candidate present a case study addressing an issue important to the club / facility.
- C. Schedule a time to play golf with candidates.
- D. Have the candidate demonstrate a lesson.
- E. Take the candidate/spouse to dinner.
- F. Show the candidate/spouse the surrounding community.
- G. Have the candidate bring a portfolio of documents exhibiting operating systems, budgets, newsletters, tournament schedules and other pertinent items of interest for review by the committee.

CAREERLINKS HIRING TIMELINE

Typically an 8 to 10 week process



DEVELOPING A SEARCH COMMITTEE

If a search committee is appropriate, it should consist of people who have the time, are dedicated, and represent the constituencies of the facility and do not have personal agendas. The committee should include individuals who are passionate about the facility's success. If you are hiring for a private club, the search committee could be comprised of the club president, past president, women's chairperson, or even respected active members-at-large.

Those on the Committee should:

- Attend every meeting
- Review and rank every resume
- Participate in every interview

The chairperson should be one who brings impartial and objective leadership to the committee. The chair can be the owner, club president, golf committee chair, parks and recreation director or another constituency leader. Search committees will vary in authority. The committee may be empowered with total selection responsibility, or simply have the responsibility to identify the top candidates to interview. In some instances, a search committee is formed for the sole purpose of gathering opinions and research, while the ultimate decision rests with a board of directors, ownership or management.

The key to remember with search committees is that they should always make their decision based on the best interests of the facility and not serve personal agendas.

SAMPLE JOB DESCRIPTION

HEAD GOLF PROFESSIONAL – Position Concept

The Head Golf Professional will oversee and manage the golf operation and work cooperatively with other departments. The position will promote an exceptional “golf experience,” and provide excellent services and programs for all patrons.

Specific Responsibilities

- Recruit, hire, train, and supervise assigned staff including assistant and teaching professionals, golf shop staff, outside staff, starters and rangers.
- Implement policies and procedures and regular scheduling of staff meetings.
- Oversee all golf activities, operations, and services.
- Oversee the rental and maintenance of golf cars.
- Oversee the reservation system, starting, and monitoring of play.
- Track and verify all players and guests, golf cars, club care, lockers, handicap fees, and other charges necessary, and facilitate proper controls.
- Oversee the administration of the handicap program.
- Meet, greet, and welcome prospective customers/patrons.
- Enforce all rules and regulations governing golf course usage.
- Interpret and enforce The Rules of Golf.
- Develop, promote and manage an innovative tournament program that services all customer segments.
- Develop and oversee the golf instruction and golfer development programs for all customer segments.
- Oversee the operations of a well managed practice facility.
- Maintain a close working relationship with the Golf Course Superintendent and other department heads.
- Assist in the marketing and promotion of new memberships/play.
- Assist in the preparation of budgets, including forecasting and review of all golf revenues and expenses on a daily, weekly, monthly, and annual basis.
- Maintain and oversee a profitable merchandise concession that is consistent with customer/patron demographics and needs.
- Supervise physical inventories and the display of merchandise and assist in the development of necessary systems to safeguard inventories.
- Establish sales goals and forecasts for all golf programs and services, monitor and analyze reports.
- Oversee all golf operations-related purchasing.
- Implement cash and systems controls to ensure the safekeeping of assets, inventory and resources.
- Oversee and approve all weekly golf staff time sheets/payroll, purchase orders, and invoices.
- Supervise physical inventories and the display of merchandise. Assist in the development of necessary systems to safeguard inventories.
- Assist in the publication of newsletters and informational and promotional materials.
- Compile information from market competition for comparison studies to properly position the facility in the marketplace.
- Play golf with customers/patrons of all skill levels as time and duties permit.
- Develop and utilize email and web-based communications with customers/patrons to publicize and promote activities and programs.
- Maintain active membership in good standing with the PGA of America.
- Attend conferences, workshops, meetings, and trade shows to keep abreast of current information and developments in the field.
- Maintain and promote a positive professional image within the community.

SAMPLE JOB DESCRIPTION

DIRECTOR OF GOLF – Position Concept

The Director of Golf will oversee the performance of all golf operations and services. The position will promote an exceptional “golf experience,” and provide excellent services and programs for all patrons.

Specific Responsibilities

- Oversee the management and performance of all golf shop and applicable department operations and services; assure high standards and total customer satisfaction.
- Establish golf shop operations personnel policies and ensure proper hiring, training, supervising, personal development and corrective action in accordance with fair labor standards, safety and established policy.
- Oversee the development of operating procedures and training manuals for the golf operation.
- Oversee and manage the Head Golf Professional(s) and all golf department staff.
- Develop/coordinate the development of annual business plans for the golf operation.
- Coordinate and ensure all written correspondence, reporting, newsletters, and communications for the golf operation.
- Coordinate plans with the Food and Beverage Manager for all food and beverage needs, on-course food and beverage needs, banquets, outside events, and catering for all golf functions.
- Meet, greet, and welcome prospective customers/patrons.
- Enforce all rules and regulations governing golf course usage.
- Interpret and enforce The Rules of Golf.
- Oversee an innovative tournament program that services all customer segments.
- Oversee golf instruction, clinics, golf schools, and golfer development programs for all customer segments.
- Oversee a profitable merchandise concession that is consistent with customer/patron demographics and needs.
- Oversee golf marketing initiatives including all promotional materials, the promotion of new golf memberships, play recruitment, yield management, golf packages, and outside events.
- Oversee all fiscal responsibilities and performance for the golf operations including planning, budgeting, forecasting, monitoring, and corrective management.
- Establish sales goals and forecasts for all golf programs and services, monitor and analyze reports.
- Maintain a close working relationship with the Golf Course Superintendent and other department heads.
- Play golf with customers/patrons of all skill levels as time and duties permit.
- Oversee and enforce golf shop operations policies, procedures, controls, and fee structures to ensure the safekeeping of assets, inventory and resources.
- Maintain active membership in good standing with the PGA of America.
- Attend conferences, workshops, meetings, and trade shows to keep abreast of current information and developments in the field.
- Maintain and promote a positive professional image within the community.

Note: Director of Golf management responsibilities often include oversight of additional departments and may vary from one facility to another.

SAMPLE JOB DESCRIPTION

GENERAL MANAGER/COO – Position Concept

The General Manager / Chief Operating Officer will manage all aspects of the facility including its activities and the relationships between the facility, its patrons, employees, community, government and industry. Coordinates and administers policies. Develops operating policies and procedures and directs the work of all department managers. Implements and monitors the budget, monitors the quality of products and services and ensures maximum customer satisfaction. Secures and protects assets, including financial, facilities and equipment.

Specific Responsibilities

- Develop/coordinate the development of long range and annual business plans.
- Develop/implement general policies.
- Approve specific operational policies, programs, and procedures in harmony with the facility's mission.
- Monitor the performance of all daily operations, functions and services; assure high standards and total customer satisfaction.
- Establish personnel policies; ensure proper hiring, training, supervising, personal development and corrective action in accordance with fair labor standards, safety and established policy.
- Ensure accurate recording of hourly labor and timely, accurate payroll processing.
- Oversee the development of operating procedures and training manuals.
- Develop emergency and safety procedures.
- Maintain active memberships in appropriate professional organizations.
- Attend conferences, workshops and meetings to keep abreast of current information and developments in the field.
- Coordinate the development of operating and capital budgets; monitor financial statements, reviews income and expenses relative to plans, implement corrective measures as needed, and reports status on a monthly basis.
- Manage and oversee all accounting, inventories, banking, audit procedures, cash flow, and establish controls to safeguard funds and assets.
- Serve as ex-officio member of appropriate committees and attend executive meetings.
- Make recommendations for capital improvements, supplies and equipment.
- Assure operational compliance with local, state, and federal laws.
- Maintain knowledge and compliance with all lease terms and contractual obligations.
- Oversee the cleanliness, care and maintenance of all physical assets and facilities.
- Ensure proper insurance coverage is in place to protect the facility
- Coordinate the facility's marketing and promotional programs to maximize facility usage, revenue generation, and recruitment of members/patrons.
- Ensure the highest standards for golf services and programs, golf course and practice area operations, food and beverage services, sports and recreation, entertainment and other facility services.
- Establish and monitor compliance with all purchasing policies and procedures.
- Ensure and initiate programs to provide members/patrons with a variety of innovative functions, programs and events.
- Oversee and work with department heads to schedule and supervise staffing and event coordination.

SAMPLE CORRESPONDENCE

Professional business courtesy demands that all candidates receive thoughtful and appropriate communiqués. Your reputation and the reputation of your facility in the golf community will remain strong with appropriate and prompt replies. The following letters are suggestions for you to modify and adapt to your letterhead.

SAMPLE LETTER OR EMAIL ACKNOWLEDGING RECEIPT OF RESUME

Dear _____:

Thank you for submitting your resume for the position of _____ at _____.

We are currently reviewing resumes to determine which applicants best fit the requirements for this position. Next we will determine the list of finalists and begin scheduling interviews.

If you are selected for an interview, you will be notified by _____ (date).

Again, thank you for submitting your resume and for your interest in the position.

Sincerely,

SAMPLE LETTER OR EMAIL TO A FINALIST WHO WAS NOT HIRED

Dear _____:

Thank you for interviewing for the position of _____ at _____.

It was a pleasure meeting with you and discussing your qualifications and career goals.

As a finalist for this position, we were impressed with your experience and skills. After careful review, we have selected another candidate. Please do not consider this to be any reflection of your skills and experiences, rather it a reflection of the strength of the candidate pool.

We appreciate your interest and wish you success in the future.

Sincerely,

SAMPLE OFFER LETTER

Dear _____:

We are pleased to offer you the position of _____ at _____.

This position will begin on _____ (date).

Your (letter of employment / contract) is enclosed for your review. Also enclosed is an employee handbook and a description of your benefits package.

We look forward to you joining our team and we will be in touch soon to discuss further details.

Please notify us not later than _____ (date) of your decision. In the meantime, if you have any questions, please call me at _____ (phone).

Sincerely,

EVALUATING RESUMES

Your objective is to review and screen resumes down to a manageable group of candidates to interview. Your primary focus should be searching for the criteria that will lead you to a successful hire. Using the priorities identified that would ensure a successful hire, pre-determine what screening factors will be used in reviewing resumes, i.e., accomplishments and successes that parallel the goals of the position, background experience, personal attributes, years of experience, etc. Although formatting and presentation of a resume does not necessarily indicate the best candidate, it may give some insight about the candidate's ability to communicate their value to an employer.

RESUMES

- Does the resume provide you with a good indication of the candidate's work experience? Based on your pre-determined screening factors, does the candidate have the experience necessary to perform the job?
- Does the resume quantify specific activity levels of programs and accomplishments?
- Does work history follow a logical progression?
- What experiences or accomplishments listed translate into potential success at your facility?
- Rate/rank every resume. (A customizable form is available in this section.)
- Verify facts. You should always verify the following information of resumes under consideration: education, places and dates of employment, awards, etc.

REFERENCES

- Call relevant references.
- Be sure to prepare a short list of questions to ask each reference.
- **Before calling the current employer or supervisor get permission from candidate.**

When to do reference checks is an individual choice. Some schools of thought would have the employer do reference checks before deciding on the candidates to interview, others would have the interviewer(s) make their own decision before possibly being affected by the reference's comments. If you decide on the latter, it may lead to more insightful questions of the reference. In any case, references should be checked and, in this day and age, it is imperative to conduct background checks. Additionally, if interpersonal or behavioral skills are high on your list of prerequisites it may be wise to conduct personality tests.

If you need more help or guidance in the area, please review the information on our CareerLinks Platinum and contact your PGA Employment Consultant.

RESUME EVALUATION FORM

Candidate: _____ Evaluated by: _____

CONTENT (QUALIFICATIONS AS YOU DEFINED ON PAGE 5)

1 = LOW 5 = HIGH

Qualification #1 _____
(1) (2) (3) (4) (5)

SCORE _____

Qualification #2 _____
(1) (2) (3) (4) (5)

SCORE _____

Qualification #3 _____
(1) (2) (3) (4) (5)

SCORE _____

Qualification #4 _____
(1) (2) (3) (4) (5)

SCORE _____

Resume Presentation _____
(1) (2) (3) (4) (5)

SCORE _____

Experiences or Accomplishments that might predict success

TOTAL _____

INTERVIEW PLAN AND EVALUATION

Once you have determined which candidates will be interviewed, you can either conduct preliminary interviews by phone or through a formal interview process of inviting candidates to your facility.

A suggestion for face-to-face interviews is to allocate one to one and a half hours for each candidate. The first part of the interview should be dedicated to getting the candidate to open up. Encourage them to reveal information about themselves by having them discuss their background, skills and reasons for applying for the position. The second stage of the interview should be devoted to specific questions that parallel the focus of the search and additional questions prompted from your review of their resume. After the committee asks questions, it is appropriate to allocate time for the candidate to ask questions of the committee. To close the interview, the candidate may be permitted to make a closing statement and the committee should advise the candidate on the next steps in the process. Immediately after each interview, the committee should conduct a debriefing session to summarize their thoughts on that candidate while ideas and comments are fresh in everyone's mind.

In order to help the interviewer or individual committee members during the interview catalog their thoughts and to help keep the interview focused on the agreed to qualifications, it would be worthwhile to incorporate a rating sheet that focuses on these core qualifications. Examples of qualifications might be:

- **Management background and skills.**
- **People development skills.**
- **Budgeting experience.**
- **Teaching background and skills.**
- **Interpersonal skills, etc.**

CANDIDATE EVALUATION SYSTEM 1 = LOW 5 = HIGH

Qualification #1 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
Qualification #2 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
Qualification #3 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
Qualification #4 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
Qualification #5 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
Qualification #6 _____					
(1)	(2)	(3)	(4)	(5)	SCORE _____
					TOTAL _____

INTERVIEW PROCEDURE

Prior to the interviews, the committee should agree on the format of the interview, the questions that are to be asked of each candidate, and which committee members are to ask which questions. Additionally there may be a need to develop questions that specifically address items on certain individual's resumes. Other agenda items to be decided are: when to conduct a tour of the facility (before the interview is preferred), tour guides, room set-up, time lines, etc. Tips for getting the most out of interviews:

1. The interviewers should be held in surroundings that are private and quiet. Surroundings will make the interviewee comfortable and relaxed and aid in making it easier for them to open up.
2. The key to any successful interview is getting to understand the real person. In order to achieve that you need to put them at ease. As soon as you can get them talking and keep them talking you are a long way toward a successful interview and accurate evaluation of a candidate.
3. The Chair person is integral in setting the stage so the relevant information is gleaned that allows for a good understanding of the individual.
4. The best way to begin the interview is by introducing the other committee members, giving some information about the process and how it will proceed, and providing some background about the facility; such as history, demographics and the mission, etc.
5. The next step is to get the interviewee talking, not just answering questions, by giving some insight into themselves. This can be achieved by asking questions such as:
 - Tell us a little about yourself
 - What made you decide on a career in golf?
 - Tell us about your past jobs
 - What did you like
 - What did you not like
 - What did you learn about yourself
 - Why did you decide to leave, and
 - What has made you decide to leave your current employer and apply here?

Until you understand the candidate's decision making process and have them reflect on those decisions you will not have gotten to know the real person. Don't confuse this opening dialogue with the typical interviewing questions that are to follow. This part of the interview should be facilitated by the Chairperson. The key to a successful hire is knowing the person you are hiring.

6. The next stage of the interview should involve the other committee members, they should participate by asking the agreed upon questions.
7. If you hope to get some true insight into the candidate's background and experience the questions should be behavioral in nature. Stay away from closed-end questions and hypothetical questions. Just because someone has a good answer to a questions does not mean they can deliver.
8. Give the candidate the opportunity to ask questions.
9. At the conclusion of the interview, you should inform the candidate about how they will be notified regarding the next step of the process or their status within the process.
10. The last step is evaluating each candidate immediately after the interview. If you wait until the conclusion of all the interviews you will be surprised how much is forgotten.

If you have any questions or need any insight into successful interviewing practices or help in the next step of the process, the second and final interview, contact your Employment Consultant. They are experts in this area and can provide considerable insight to help you through this process.

Your PGA Employment Consultant would also be happy to explain our fee-based service, CareerLinks Platinum, which is offered at a nominal fee. Information on CareerLinks Platinum was provided in the introduction.

SAMPLE INTERVIEW QUESTIONS

In addition to the questions you select for your interviews, be prepared to ask follow-up questions to get down to the candidate's true level of knowledge or experience on the subject. For example, you might say "Please describe your marketing skills and experience" and then follow up with one of the following:

- Tell us about some of the successful programs.
 - What were the direct results?
 - What were some programs that did not work?
 - Why do you feel they were unsuccessful?
 - Would you try them again in a different way?
1. Tell me about yourself.
 2. What are your strengths? What are your weaknesses?
 3. Why do you want to leave your current job, or, why did you leave your last job?
 4. Describe your management philosophy with staff.
 5. What do you know about our facility or business?
 6. What new programs have you introduced at your current / previous position?
 7. What do you think will be the most stressful or most difficult aspects of this job for you?
 8. What have been the most meaningful experiences at your previous work?
 9. Why did you choose this profession?
 10. How would you define success in this position?
 11. Describe how you set and measure your work goals.
 12. What is the most creative thing you have done in a past job?
 13. What tools do you use to manage time and set priorities?
 14. Give an example of a difficult decision you had to make at your last job.
 15. What management problems are most difficult for you to solve or address?
 16. What kind of systems or standard procedures would you put in place to ensure efficient operations?
 17. Describe the systems you implemented to ensure operational controls.
 18. What continuing education courses have you attended over the past three years?
 19. Describe your best professional skills.
 20. What are some of the most successful programs you have developed?
 21. What is the biggest error in judgment you have made?
 22. What are you looking for in a job that you don't have in your current position?
 23. Describe your ideal workday.
 24. What are your three greatest career achievements?
 25. How have your previous jobs prepared you for this one?
 26. How do you keep up with changes in technology?
 27. If you could acquire one new skill or knowledge, what would it be?
 28. If we hire you, what could we count on from you without fail?
 29. What results were you expected to accomplish in your last job? How were they measured?
 30. What are the ways you measure success in your job?

SAMPLE INTERVIEW QUESTIONS *(Continued from page 12)*

31. Describe your philosophy on communicating with staff, supervisors, members and the board.
32. What kind of teaching program would you implement at our facility?
33. What would be your merchandising strategy for our facility?
34. How much annual wholesale inventory do you feel our facility will need to carry?
35. What is your strategy for maximizing play at our course?
36. How would you address pace-of-play issues at a facility like ours?
37. In what ways will you serve as an ambassador for our facility?
38. How many of your employees have accepted head professional positions?
39. Describe how you recruit and train staff.
40. Describe your knowledge and experience in food and beverage.
41. Describe your knowledge and experience in golf course maintenance.
42. What have you done in the past to improve member recruitment and retention?
43. Describe your plans for maintaining a high level of customer service.
44. What working relationship would you establish with other department heads?
45. Tell me about a time when you had your most significant challenge in satisfying a customer.
46. What have been your least successful relationships at work?
How did you deal with these relationships?
47. How do you establish positive relationships with co-workers?
48. What priorities would you address first in this position?
49. What is your philosophy about written policies and procedures?
50. How do you keep track of incoming and outgoing communications?
51. Explain your budgeting process.
52. What budgets have you specifically been responsible for developing and managing?
How large were the budgets you managed? Can you generally explain how you monitor your operating budget?
53. Describe your business planning methods.
54. What are some ways that you control expenses?
55. Describe the control systems you intend to implement to safeguard the company's assets
56. May we contact your present employer?
57. If you were hired, when would you be able to start?
58. What kind of long-range career goals do you have?
59. Describe your tournament program philosophy.
60. Who are your mentors and what characteristics of theirs do you try to emulate?

CONTRACT COMPONENTS

When developing an employment agreement, always seek the guidance and assistance from a licensed attorney in your state. These are general examples of provisions and items that you may wish to consider when developing your agreement, and are not intended to be legal advice.

SAMPLE CONTRACT COMPONENTS

- Term of agreement -Term extension procedures
- Compensation responsibilities - Salary, bonuses, other compensation, pay period, benefits, etc.
- Benefits - Health, dental, retirement, relocation, membership privileges, dues, subscriptions, meals, life insurance, housing, mileage, etc.
- Incentives - Operating performance, outside events, concessions, membership, food and beverage, etc.
- Concessions - Ownership, incentives, club repair, lake retrieval, etc.
- Job description and duties - Specific duties, employer expectations, hiring and firing responsibilities, remittance of fees, etc.
- Vacation - Notification procedures, time periods, personal days, sick leave, etc.
- Employer responsibilities - Guaranteed billing, payroll and employer responsibility for which staff, utilities, liability insurance, shop insurance, disability insurance, newsletter, facilities and services provided to employee, workman's compensation coverage, business interruption insurance, etc.
- Hours of operation - On site expectations for employee
- Lessons and clinics - Fees, expectation levels, billing, availability, outside guests, etc.
- Reimbursement -- Mileage, education, tournaments, expositions
- Off-season - Responsibilities and onsite expectations
- Merchandise buy-out clause - If merchandise concession is owned by the professional
- Organization and reporting
- Annual performance reviews - Written, detailed, when scheduled, etc.
- Termination and cancellation - Grounds for, etc.
- Employee vs. independent contractor
- What constitutes breach
- Arbitration - or other form of alternative dispute resolution in the event of dispute
- Notice Provisions
- Enforceability - Where will the contract be enforced? For example:
 "This agreement shall be controlled by the laws of the state in which it is drawn."

THE PERFORMANCE REVIEW PROCESS

Preliminary: Make a specific interview appointment date with the employee at least two to three weeks in advance. Prior to the review, give the employee a blank copy of the review form you use and ask him or her to make a self-evaluation with the form. Remind the employee to bring the completed form to the interview. Tell the employee that you'll complete an identical form.

1. **Atmosphere:** Private, comfortable, and quiet. No interruptions.
2. **Tone:** Pleasant, calm and neutral. Be yourself. Insincerity and false emotions will ruin the credibility of the review.
3. **Review Objectives:** Clearly state the objectives of the review. Confirm understanding of the objectives.
4. **Time:** Allow enough time to review and provide recommendations for all important areas of responsibilities. An hour should be adequate time for most reviews.
5. **Be perceptive and positive:** Watch for signs of anxiousness, hurt feelings, or pre-formed conclusions and assumptions. This is no time for vague recommendations and general statements of dissatisfaction. Restating the review objectives often helps keep the focus of discussion.
6. **Commend good performance:** Always commend performance when warranted, being careful not to overuse praise.
7. **Plan of improvement:** Provide a clear plan of action for correcting any unacceptable performance. A plan of improvement will include what actions are to be improved or corrected, what performance is acceptable and expected, and a time frame to review performance. Make sure that a date is determined to review performance.
8. **Next Year:** Review next year's objectives and performance standards.
9. **Sign the Review:** Both employer and employee should sign the review. The review should be placed in the employee's personnel file. Give the employee a signed copy of the review if appropriate.
10. **Sample Performance Review:** Forms are available by contacting your PGA Employment Consultant.

PGA PARTNERS AND BENEFITS

Employers of PGA Professionals reap the rewards of unrivaled marketing and operational benefits.

INDUSTRY-LEADING BENEFITS

With a PGA-logoed flag flying high above your facility, employers of PGA Professionals are able to leverage the reputation and brand strength associated with The PGA of America logo – plus a variety of other beneficial marketing and operational benefits.

PGA ADVANTAGE PLUS

Employing a PGA Professional means you have the opportunity to take advantage of special national account pricing and discount programs from select PGA Partners that can positively impact your facility's bottom line.

GOLF RETIREMENT PLUS

Golf Retirement Plus provides employers with a unique opportunity to participate in a well-established supplemental retirement program that offers benefits and no administrative or regulatory burdens.

PGA INSURANCE ADVANTAGE

PGA Professionals in good standing are provided coverage under a blanket liability insurance policy. They also have access to a variety of insurance plans designed to help satisfy their changing needs as well as those of their golf facility, including:

- 10-year Term Life
- Accidental Disability
- Auto and Homeowners
- Disability Income
- Golf Course/Property and Casualty
- High Limit Accident
- Long-Term Care
- Major Medical
- Term Life

PGA.COM

The PGA of America partners with Time Warner, a global leader in media and entertainment, to produce PGA.com and other innovative e-business services that promote the game and connect golfers with PGA Professionals to drive the business of golf.

By harnessing significant consumer traffic, PGA.com promotes high-interest products to connect golfers with PGA Professionals and courses to transact and enhance their business.

PGA CAREERLINKS

“The Golf Industry’s Hiring Solution”

The PGA of America developed the award-winning CareerLinks employment referral service to help golf industry employers locate qualified PGA members for employment opportunities. Your PGA Employment Consultant will help guide you through the hiring process.

This section will help you and your regional PGA Employment Consultant identify the responsibilities and requirements of the job. This information is entered into the CareerLinks database. CareerLinks efficiently searches the database and identifies candidates meeting your search criteria. These candidates are then electronically notified about the position. You will receive resumes from interested and qualified candidates. You can then review resumes, interview candidates, and make a hiring decision.

For further assistance, call the PGA Employment Services department office at (800) 314-2713 or contact your regional PGA Employment Consultant. A convenient consultant finder is available at www.pgalinks.com/consultants



PART 1 – PGA CAREERLINKS EMPLOYER AGREEMENT

In consideration of the services performed by CareerLinks, a division of The Professional Golfers’ Association of America, the “Employer” agrees to be subject to the following terms and conditions:

I. CANDIDATE NOTIFICATION The Employer agrees to promptly acknowledge receipt of resumes from CareerLinks candidates either in writing or via e-mail and to keep candidates informed regarding their status in the process. Communication should be sent to the email or street address on the candidates’ resume.

II. TIMELY REPORTING The Employer agrees to provide a completed CareerLinks Candidate Worksheet to the PGA Employment Consultant immediately upon hire. The worksheet includes:

- Name of candidate hired along with the salary and total estimated compensation
- Names of all PGA Professional candidates interviewed

III. PROGRAM CONFIDENTIALITY Employer agrees not to contact the current employer of any CareerLinks candidate unless expressly authorized by the CareerLinks candidate to do so.

IV. CANDIDATE SCREENING Employer is responsible for interviewing, screening and background checks of all candidates. Employer holds CareerLinks harmless from and against any claims whatsoever arising from or attributable to the use of the CareerLinks services, the selection or non-selection of any CareerLinks candidate, any actions of any CareerLinks candidate during or subsequent to the selection process.

V. POSITION VERIFICATION CareerLinks representatives are required to verify all position vacancies prior to engaging with any CareerLinks services. CareerLinks reserves the right to discontinue services at any time in the event it is determined by CareerLinks that a position vacancy does not exist.

VI. PROPRIETARY RESUMES Resumes provided by CareerLinks candidates may not be used for any subsequent position within the employer’s organization without the express written permission of PGA CareerLinks. Resumes may not be shared with third-party recruiters or outside agencies without the express written permission of PGA CareerLinks. CareerLinks assumes no liability of any nature or description for the accuracy, misstatements, or omissions that may be contained in any resume.

VII. EXTENDING AN OFFER Employer agrees not to extend an offer prior to the resume cutoff date.

VIII. REFUSAL OR TERMINATION OF SERVICES CareerLinks may terminate current services and/or refuse to offer future services if Employer fails to comply with the terms of this agreement or if providing CareerLinks service is deemed inappropriate. Determination is at CareerLinks’ sole discretion.

_____ [Employer] The Professional Golfers’ Association of America

_____ [Authorized Employer Representative] [Date]

_____ [CareerLinks Representative] [Date]

Title: _____

Title: _____



PART 2 - EMPLOYER INFORMATION

Date: _____

Facility/Business Name: _____

Facility/Business Owner: _____

PGA Section in which this facility is located: _____

Does a management company operate this facility? Yes No

If yes, what is the management company name? _____

Primary Contact: _____ Title: _____

Office Phone: _____

Mobile Phone: _____

Home Phone: _____

Fax: _____

E-mail Address: _____

Web Site: _____

Facility/Business Address: _____

Address for Resumes (if different): _____



PART 3 – FACILITY OPERATIONAL REVIEW

(Complete the items that apply to your golf facility)

In addition to the information below attach a facility description including, history, course designer and description, amenities, accolades, surrounding area and any information that may attract qualified candidates. This will expedite the process and help you obtain the highest performing Candidates.

FACILITY TYPE

- Public
 Private
 Semi-private
 Resort
 Other: _____

OWNERSHIP

- For Profit
 Member-owned/Equity
 Municipal/Government
 University
 Other: _____

Number of holes: _____ Total annual rounds played: _____

Number of facility-owned or leased golf cars: _____ Privately-owned golf cars: _____

Weekend golf fee (in season): \$ _____

Total number of memberships: _____ Total golfing memberships: _____

Initiation Fee: \$ _____ Monthly Dues: \$ _____ Annual Dues: \$ _____

Primary Golf Season (month to month): _____ to _____

Does the facility close? Yes No

If yes, what months: _____ to _____ Day(s) of week closed (if applicable): _____

Caddie Program: Yes No Practice Range: Yes No

Merchandise concession owned by:

Facility Professional Negotiable Company Third Party

The golf staff is paid by: Facility Professional Negotiable Company

Merchandise gross annual sales: \$ _____ Golf shop square footage: _____

Total number of annual tournaments: _____ How many are golf outings/outside events? _____
 (Tournaments are planned events with a minimum of 24 people, excluding weekly play programs.)

FISCAL / FINANCIAL: (As appropriate for the position)

Golf operations annual budget: (Total Revenues) \$ _____

Food and beverage annual budget: (Total Revenues) \$ _____

Golf course maintenance annual budget: (Total Expenses) \$ _____

TOTAL ANNUAL OPERATING REVENUES: \$ _____



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PART 4 – POSITION PROFILE

In addition to the information below attach a job description outlining the position concept, responsibilities, how success will be measured, etc. This expedites the process and attracts the highest performing Candidates.

Position Title: _____ Start Date: _____

Position reports to (Name): _____ (Title): _____

Resume deadline: _____

Number of resumes you would like to receive: _____ to _____

Resumes accepted by: Mail E-Mail Fax Online

Are phone calls from candidates or references appropriate? Yes No

Will you reimburse reasonable travel and lodging expenses of candidates you invite for an interview? Yes No

List any other recruiting methods being used: _____

Was there a PGA Professional in this position? Yes No If yes, complete the following:

Name: _____ Tenure: _____ years

Reason for leaving: _____

Annual salary: \$ _____ Total annual compensation: \$ _____

Months this position will be on the job: _____ through _____

Departments this position will manage:

- | | | | |
|--|---|---|--|
| <input type="checkbox"/> Golf | <input type="checkbox"/> Banquets | <input type="checkbox"/> Tennis | <input type="checkbox"/> Real Estate Sales |
| <input type="checkbox"/> Golf Academy / School | <input type="checkbox"/> Snack Bar | <input type="checkbox"/> Course Maintenance | <input type="checkbox"/> Membership Sales |
| <input type="checkbox"/> Finance / Accounting | <input type="checkbox"/> Restaurant | <input type="checkbox"/> Clubhouse | <input type="checkbox"/> Swimming |
| <input type="checkbox"/> Hotel / Resort | <input type="checkbox"/> Other (specify): _____ | | |

Number of staff position manages: _____ Payroll budget for staff reporting to position: _____

Is golf instruction an integral part of this position? Yes No If yes, answer below:

How many hours will be spent teaching weekly? _____

Previous professional's charge for private lessons: \$ _____ For _____ Minutes

Check the instruction programs that are most important:

- | | | |
|--|---|--|
| <input type="checkbox"/> Private Lessons | <input type="checkbox"/> Clinics | <input type="checkbox"/> Junior Programs |
| <input type="checkbox"/> Club Fitting | <input type="checkbox"/> New Player Development | <input type="checkbox"/> Video |

Computer applications this position will use on a regular basis:

- | | | | |
|--|---|---|--|
| <input type="checkbox"/> Tee Times | <input type="checkbox"/> Word Processing | <input type="checkbox"/> Database | <input type="checkbox"/> Internet Tee Times |
| <input type="checkbox"/> Spreadsheets | <input type="checkbox"/> Contact Management | <input type="checkbox"/> Handicap | <input type="checkbox"/> Accounting Software |
| <input type="checkbox"/> Point of Sale | <input type="checkbox"/> Tournaments | <input type="checkbox"/> All of the above | |



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EXPERIENCE AND SKILLS IMPORTANCE			
Select the skills and experience necessary and indicate their level of importance. Skip items that are not important.	LEVEL OF IMPORTANCE		
	Moderately Important	Important	Very important
GOLF OPERATIONS MANAGEMENT			
Computer Applications (Golf Related)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generating Play / Maximizing Rounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf Instruction (Lessons / Clinics)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf Outings and Outside Events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Junior Golf Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing Daily Golf Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing a Golf Academy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merchandising / Retailing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Player Development Programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playing Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playing Golf with Members / Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rules of Golf Knowledge & Interpretation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tournaments for Members / Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PEOPLE MANAGEMENT			
Customer Service / Hospitality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Supervision & Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUSINESS / FISCAL MANAGEMENT			
Budget Development / Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Plan Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer Applications (Business Related)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generating / Maximizing Revenues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generating Profits / Return on Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management Reporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Verbal Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OTHER FACILITY / DEPARTMENTAL MANAGEMENT			
Course Maintenance Supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facility Start-Up Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food & Beverage - Snack Bar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food & Beverage - Full Service Dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food & Beverage - Banquets / Catering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing All Facility Departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and Promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multiple Golf Facility Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Membership Recruiting and Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project Development Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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What PGA of America affiliation is required?

- PGA of America members in good standing
- PGA of America members and apprentices in good standing

Minimum level of education desired for this position? _____

Is that preferred: _____ Is that required: _____

Primary Area: PGA sections or states you wish to search: _____

Will you consider qualified candidates outside the primary search area, with previous employment experience in the state or section? Yes No

Will you consider qualified candidates outside the primary search area, who have indicated a desire to relocate back to the state or section? Yes No

Names of any current/former employees or other PGA professionals you consider qualified and would like notified about this position: _____

If management-level experience is important, indicate the minimum number of years you **require** or **prefer** of candidates.

JOB TITLE	YEARS REQUIRED	YEARS PREFERRED
Head Golf Professional/Director of Golf		
General Manager		
Other (specify):		

If experience in a facility type is important, check the types of facility experience “**required**” or “**preferred**” as applicable. If more than one facility type is checked as required, candidates will qualify if they have experience at any of the checked facility types.

FACILITY EXPERIENCE	REQUIRED	PREFERRED
Private	<input type="checkbox"/>	<input type="checkbox"/>
Public	<input type="checkbox"/>	<input type="checkbox"/>
Resort	<input type="checkbox"/>	<input type="checkbox"/>
Semi-Private	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>



PART 5 – COMPENSATION

In the compensation table, check the items that will be included in the position compensation package. Where applicable, indicate the percentage of net or gross revenues anticipated. Then indicate the estimated range of income (low to high, after applicable expenses) for each source of income.

For a successful hire this section must be completed.

	REVENUE PACKAGE	PERCENT OF NET	PERCENT OF GROSS	ANTICIPATED INCOME RANGE LOW TO HIGH	
<input type="checkbox"/>	Salary				
<input type="checkbox"/>	Golf Merchandising Concession	%	%		
<input type="checkbox"/>	Green Fees	%	%		
<input type="checkbox"/>	Golf Cars	%	%		
<input type="checkbox"/>	Lessons/Clinics	%	%		
<input type="checkbox"/>	Practice Range	%	%		
<input type="checkbox"/>	Club Storage	%	%		
<input type="checkbox"/>	Golf Outings/Outside Events	%	%		
<input type="checkbox"/>	Club Repair	%	%		
<input type="checkbox"/>	Membership Sales	%	%		
<input type="checkbox"/>	Food & Beverage	%	%		
<input type="checkbox"/>	Golf Operations Performance Bonus	%	%		
<input type="checkbox"/>	Total Facility Bonus	%	%		
<input type="checkbox"/>	Other (specify):	%	%		
<input type="checkbox"/>	Other (specify):	%	%		
	Expenses (Enter as a Negative)				
	TOTAL ANTICIPATED RANGE OF COMPENSATION				



PART 6 – BENEFITS

Check items that will be included in the benefits package and use the comments area for details.

	BENEFITS	COMMENTS
<input type="checkbox"/>	Health Insurance Individual	
<input type="checkbox"/>	Health Insurance Family	
<input type="checkbox"/>	Dental Insurance Individual	
<input type="checkbox"/>	Dental Insurance Family	
<input type="checkbox"/>	Life Insurance	
<input type="checkbox"/>	Disability Insurance	
<input type="checkbox"/>	Retirement Plan	
<input type="checkbox"/>	Golf Retirement Plus	
<input type="checkbox"/>	401K (% Employer Contributes)	
<input type="checkbox"/>	PGA Dues	
<input type="checkbox"/>	Paid Vacation (Number of Weeks)	
<input type="checkbox"/>	Guaranteed Billing	
<input type="checkbox"/>	Merchandise Buy-Out Clause	
<input type="checkbox"/>	Contract (Length of Term)	
<input type="checkbox"/>	Family Privileges	
<input type="checkbox"/>	Education/Certification Allowance	
<input type="checkbox"/>	Housing	
<input type="checkbox"/>	Meals	
<input type="checkbox"/>	Tournament Expenses Paid	
<input type="checkbox"/>	Cell Phone Expenses	
<input type="checkbox"/>	Automobile Expenses	
<input type="checkbox"/>	Relocation Allowance	
<input type="checkbox"/>	Business Expense Account	
<input type="checkbox"/>	PGA Merchandise Show Allowance	
<input type="checkbox"/>	Clothing / Uniform Allowance	
<input type="checkbox"/>	Other (specify):	



PASSION

HONOR

INTEGRITY

SPORTSMANSHIP

PRIDE



"The Experts in the Game and Business of Golf"

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