

PGA of America

Job Hunter's Toolkit

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SECTION A: PGA Career Services

CareerLinks --Your Personal Job Referral Service

CareerLinks is the PGA of America's employment referral service that identifies and notifies qualified PGA Professionals about management level positions. The CareerLinks service revolves around two main components; the first being a team of regional PGA Career Services Consultants, and secondly an online searchable database that contains the work experience, skills and future employment preferences of PGA Professionals.

How Does CareerLinks Work?

- Member information in the CareerLinks database comes from the bi-annual PGA Membership Survey. It is the PGA Membership Survey that creates each PGA Professional's CareerLinks ProFile. Career Services Consultants have access to the database and can identify PGA Professionals who meet an employer's search specifications.
- A Regional PGA Career Services Consultant works with the employer and guides them through the CareerLinks hiring process. Consultants help to identify position responsibilities, requirements, and assists in structuring an equitable compensation package.
- Job search information is gathered by the Consultant and is then entered into the CareerLinks database. The CareerLinks system automatically searches the database and identifies PGA Professionals who meet the employer's search criteria.
- Candidates meeting the employer's search criteria are notified about the position via e-mail. PGA Professionals who are applying for the position should indicate such by selecting, "Yes, I will be sending my resume" in the link provided.
- To apply, candidate sends the employer a targeted resume and cover letter that includes the CareerLinks job order ID number that is on the notification email.
- On the resume deadline date, the Career Services Consultant sends a list to the employer of "qualified" CareerLinks candidates who have indicated they are applying. This list will also tell the employer if you are a Certified PGA Professional or if you have initiated the Certified Professional program.

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- The employer reviews resumes; interviews top candidates and makes a hiring decision.

CareerLinks Benefits to PGA Professionals:

- CareerLinks identifies and notifies qualified PGA Professionals who most closely match an employer's search specifications, thereby helping to foster successful and long-term career relationships.
- CareerLinks serves as the PGA Professional's employment referral service that proactively notifies them via e-mail about opportunities that meet their qualifications and employment preferences.
- CareerLinks expands each PGA Professional's marketability and job search capabilities beyond the normal networking vehicles.
- Regional PGA Career Services Consultants promote the hiring of PGA Professionals, and strive to identify new employment opportunities in the industry.
- Regional PGA Career Services Consultants and CareerLinks serve as the recognized hiring resource for hiring PGA Professionals.
- Regional PGA Career Services Consultants are also an excellent networking resource, with a keen awareness of the local job market.
- The employer is no longer inundated with hundreds of résumés, which lead to downgraded compensation and a greater possibility of a misinformed hire.
- Head Professional positions using CareerLinks report a 20% higher compensation than the median compensation for head golf professionals.
- Employers receive résumés of PGA Professionals who meet their specified qualifications.
- CareerLinks helps PGA Professionals keep their CareerLinks ProFiles and résumés updated.

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SERVICE KEY: The key to maximizing the CareerLinks service is to:

- a. Review your CareerLinks ProFile online by visiting The Career Center on PGA.org to ensure your ProFile is accurate and up to date.
- b. If you have modifications to make to your CareerLinks ProFile, you can make those changes online anytime by going to “Edit CareerLinks ProFile” under “CareerLinks” in The Career Center on PGA.org.
- c. Contact your Regional PGA Career Services Consultant to discuss the local job market and your future career aspirations.

Regional PGA Career Services Consultants -- Your Personal Networking and Information Resource

The most essential and key components of CareerLinks are the Regional PGA Career Services Consultants. The Consultants are dedicated to helping PGA Professionals and employers develop successful and lasting employment relationships. Consultants focus much of their efforts and time on assisting PGA Professionals with career advice, counseling, and identifying new employment opportunities. Below are a few of the services provided by your Regional PGA Career Services Consultant.

- Career Counseling: information on negotiating, résumé writing, interviewing, networking, compensation, education and certification, plus much more.
- Resource for identifying current employment opportunities
- CareerLinks counselors
- Employment and career information clearinghouse
- Career Seminars
- Custom compensation statistics resource

SERVICE KEY: The key to maximizing the benefit from your PGA Regional Career Services Consultant is to develop a relationship before a need arises. Contact your PGA Regional Career Services Consultant as well as the other Consultants and let them know about your current position and future aspirations.

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Online PGA Career Services

- **CareerLinks ProFile**
- **PGA JobFinder (PGA Professional –only job and resume posting site for assistant, teaching and support staff)**
- **PGA Career Center**
- **Career Information and Tips**
- **Compensation Survey Information**

CareerLinks ProFile

PGA professionals can review and verify online that their current ProFile information is accurate and up-to-date. ProFile changes can easily be made to update or correct existing information by visiting the PGA Career Center on PGA.org.

PGA JobFinder (Staff, Teaching Positions, Assistants, Reps, etc.)

PGA JobFinder is the PGA professionals' online job- and résumé-posting service found on PGA.org. This employment networking service proves beneficial for both PGA employers and employees alike. Features include the following:

- **Job and Resume Posting.** PGA professionals can post non-management level jobs or resumes and choose the PGA Sections in which they would like their postings viewed.
- **Any Golf Course Positions.** PGA Professionals can post golf course service positions for their facility that appear to the general public on PGA.org. Positions may include entry-level shop help, starters/rangers, golf car mechanics, food and beverage managers, bag room assistants, and administrative help. Positions appear to the general public on the **PGA.org**.
- **Resume “Links”.** PGA Professionals have the ability to click on a “link” and send their personal resume / cover letter directly to an employer.

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PGA Career Center

The PGA Career Center is located on PGA.com and can be accessed through <https://www.pga.org/employment>. The Career Center was developed to serve as the golf industry's hiring resource. Those who are interested in working in the golf industry can view jobs and post their resume. Employers who are interested in hiring a PGA Member for management positions are provided with the Career Services Consultants' phone numbers and regional locations.

Online Career Information and Tips

Career Services provides the following Career and Employment information online

- Negotiating
- Résumé Writing
- Sample Resumes
- Sample Cover Letters
- Interviewing Tips and Sample Questions
- Compensation Information
- Sample Contract Information
- Sample Job Descriptions
- Sample Evaluation Forms
- Business Planning
- Networking Tips

Compensation Survey Information

Compensation statistics and information collected in the most recent PGA Professional Compensation Survey is available for viewing on PGA.org in the Career Services Area.

SERVICE KEY: If you need customized compensation statistics, be sure to go to the Career Center on PGA.org and link to "PGA Compensation Study" or contact your Regional PGA Career Services Consultant.

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Wage and Hour Consultant

The PGA retains a full time Wage and Hour Consultant who is an expert in wage and hour law and employee labor regulations. These wage and hour consulting services are provided at no charge to PGA Professionals. You can contact **Gerald Stefanick** at **(570) 874-0309**.

Résumé Critiquing

PGA Regional Career Services Consultants are available to provide suggestions for your résumé. PGA Professionals can have their résumé critiqued, and have it returned usually within 10-14 business days.

SERVICE KEY: Be proactive. Don't wait until the last minute before you have your résumé critiqued. Have your résumé critiqued by your PGA Regional Career Services Consultant.



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Please note that sample resume, cover letter and reference page links are located in the PGA.org Career Center, under the "Resources" heading.

SECTION B: Document Preparation

"Sell the customer what the customer wants to buy; not what you want to sell them."

Employers are looking for people that are motivated, have been successful, can produce results and will always strive to make things better. They do not want "status quo."

So how do you convey that in your cover letter and resume? Emphasize how you have made the places you worked a better place and show how these successes parallel their priorities.

Your resume and cover letter are nothing more than a sales pitch for you. While presentation needs to be eye catching with all of the T's crossed and I's dotted, the content is critical in selling you. **It needs to be polished and targeted to each employer's needs.**

Keep in mind that research shows that hiring committees, GM's etc. may spend as little as 24 seconds scanning your documents. So your documents need to catch their attention quickly. Tasteful and conservative are key. Make them as powerful and concise as possible and at the same time, show a bit of your personality, especially in your cover letter. Remember, you have only 24 seconds!

Target your resume and cover letter to the specifics of the employer's needs and wants. Do your homework on the facility, job requirements, current employees, and the "hot buttons" that the employer has in relation to the needs of the facility. Reach out to your Career Consultant, PGA members in the area, contacts you may have at the facility or who know the facility and the job.

Tailor your cover letter with specific accomplishments that fit the employer's needs, construct your resume objective or professional summary to those needs in conjunction with your skills and history, and make sure your work history bullets support your cover letter and profile.

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Fonts Typically Used: It is highly suggested to use only one font for your documents. To add emphasis or to make a section stand out, consider using italics, making it bold or in capitals, or underlining. Here are suggested fonts to utilize:

- Arial
- Book Antiqua
- Bookman
- Century Gothic
- Garamond
- Lucida Sans
- Palatino Linotype
- Tahoma
- Times New Roman
- Verdana

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COVER LETTER TIPS

A good one grabs their attention in the first line, shows who you are, what skills you possess and what kind of communicator you are. Employers expect applicants to make strong, clear, positive statements about themselves in both a cover letter and resume. While employers typically just scan resumes, they will read a cover letter word for word unless it is filled with empty words and clichés.

Make sure to include something that shows you have researched the facility, you have the necessary skillset and experience and that you desire to join the team.

Length of Your Letter: Normally, cover letters are one page, however as long as the information is concise, pertinent to the employer and helps to differentiate you from the other candidates, it is acceptable to expand to two pages.

Components: Critical and optional components are:

- Your Contact Info
- Today's date
- Employer Address
- Address by Name - Dear Mr./Ms. ...
- Reference Job #- Re: PGA Job # _ _ _ _ _
- Compelling Opening Paragraph
- Match your Qualifications to Job
- Key Accomplishments
- Recognize Needs and Offer Solutions
- Ask for an Interview
- Sign-off
- Signature (either scanned and inserted or use a cursive font)
- Famous or Reference Quote (optional)

The following is a checklist to assist in formatting a cover letter to achieve the ultimate goal of landing an interview.

- In theory, employers will decide to call you for an interview based on how well you match the stated job qualifications. Develop a cover letter that will be a word-based snapshot to help an employer picture you in the job they will need to fill.
- Take the time to write a new cover letter for each position for which you may apply. Each letter needs to be "custom-fit" to that particular position.

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- Add balance to your cover letter. Balance between "Features" and "Benefits." **Features** are the specifics you bring to the job: experience, training, awards, skills, abilities, and so on. **Benefits** entail emphasizing what your features mean to the employer. Close the gap between the skills and abilities you offer and what that means for an employer.
- Respond to stated known facts about the job first (desired competencies, requirements and expectations), then elaborate on special abilities you offer.
- Highlight experience and skills. **For every attribute or skill you are selling, prove it by adding results and accomplishments.**
- Consider using a quote, a compliment or citing an award.
- Avoid re-capping every point in your resume.
- Be concise. Many cover letters consist of a lot of flash but little substance. Focus on addressing their priorities by presenting your skills in the clearest, most persuasive way without unnecessary "fluff."
- **Always proofread (check and double check). As insurance, ask someone else to proofread as well.**
- Members, consider including the PGA member logo as well as adding a comma and the initials "PGA" behind your name. (See guidelines and links below)
- The header with your contact information can be the same as on your resume and reference sheet. Contact information can include your city, state, email address, ONE phone number, website and LinkedIn URL.
- The cover letter is where you inject your personality into your documents and communicate some accomplishments and how they will impact the employer.
- Always write in business letter format.

Critical Points: There are many ways to impress an employer, just as there are many ways to alert them.

- Indicate why you are applying (example- if you are making a lateral move)
- Address "red flags" to show employer that it should not be a concern or it is a positive
 - Out of area candidate
 - Out of work
 - Gaps between jobs
 - "Job hopper"
 - Taking an obvious step back in your career
 - Coming from a different background
- Address employer's priorities

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Pay attention to the following characteristics that may alert them in a not so positive way.

- Poor overall appearance
- Misspelled words, or poor grammar and punctuation
- Rambling text; lack of focus
- Bland or boring writing
- Gross exaggeration
- Over-aggressiveness
- False modesty; self-deprecation

Replacing the “I’s”: It is commonly seen in a cover letter for each sentence to begin with the word “I”. Below is an example of this and following is the same verbiage with those “I’s” moved.

“I am a seasoned PGA Professional with 17 years’ experience in the golf industry. I possess strong leadership and customer service skills. I have proven success in fiscal management, marketing and creating revenue-producing programs. I am a self-starter with excellent interpersonal and communication skills. I am creative, goal-oriented and cost conscious.

“A seasoned PGA Professional with 17 years’ experience in the golf industry, I possess strong leadership and customer service skills with proven success in fiscal management, marketing and creating revenue-producing programs. A self-starter with excellent interpersonal and communication skills, I am creative, goal-oriented and cost conscious.

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PGA Logo Guidelines and Links: When the PGA Professional logo is featured with a name placed immediately beneath it, here are the guidelines.

- The size of the name should be made equal to the height of the white letters “PGA” within the Seal
- The spacing between the logo and the Professional’s name should also be equal to the height of the white letters “PGA” within the Seal

All logos and guidelines can be found on the Membership Information homepage of www.pga.org. To insert one of these into your resume, right click on it, click copy and then paste it into your resume, cover letter or reference page.



Including Your LinkedIn URL: Assuming your LinkedIn profile is very professional, error free and in line with your desired job goals, consider including it on your resume. It may show an employer that you are a proactive job-seeker, you are technically adept as well as who you know. Your LinkedIn URL should only seek to complement your resume, not replace parts of it.

Adding a Graphic of Your Handwritten Signature on Your Cover Letter: This can add a nice touch to your letter. To do so, first, you need to create an image of your signature. Write it on a piece of paper, then scan the page and crop the image file that your scanner creates. Save the image in one of the common image file formats, such as .bmp, .gif, .jpg, or .png. Then consult the instructions of your scanner to determine how best to upload the file into your computer and onto your letter.

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RESUME TIPS

A good resume presents supporting details for the cover letter. It is critical to carefully prepare a professional-looking resume that highlights your skills and qualifications to impress the employer and meet the goal of being selected for an interview.

There are basically three types of resumes: **Chronological**, **Functional**, and **Combination**.

- **Chronological** -- most frequently used format--begins with most recent position and proceeding in reverse order
- **Functional** -- this type emphasizes skills and accomplishments before you list your actual employment experience. This format allows you to highlight talents and abilities that are directly related to the job opening
- **Combination** -- combining the chronological and functional styles

If you have gaps in your work history, are changing careers or you have had many jobs, you may be tempted to organize your resume in a functional format. A word of caution, however, many prospective employers say they prefer chronological resumes. They are used to seeing them formatted by career growth and development without any gaps in work history. So a functional resume can throw up a red flag.

If you decide that a functional resume is best for you, address any potential problems head on by explaining briefly in your cover letter; why you have had gaps in your work history or had multiple jobs and why they may be pluses for the employer.

Critical and Optional Components:

- Contact Information
- Headline
- Tagline or Branding Statement (optional)
- Resume Summary or Career Profile (vs. Objective)
- Core Competencies
- Professional Accomplishments
- Professional Experience
- Formal Education

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- Professional Education
- Professional Affiliations
- Activities and Volunteer Service
- Technological Skills
- Military Service
- Testimonials (optional)
- Reference Quotes (optional)
- References (on a separate page)

Header: Your name, address, zip code, phone number and email address at the top. Include PGA logo if member in good standing (see guidelines in section above).

Headline: Just like with a newspaper, this is used to grab attention and will tell them of your “niche”. Examples:

***AWARD-WINNING MERCHANDISER
REVENUE PRODUCING GOLF PROFESSIONAL
GOLF OPERATIONS SPECIALIST
STAFF LEADER/FINANCIAL MANAGER
GOLF COURSE MARKETING STRATEGIST
SOLID AND CREATIVE FACILITY LEADER***

Tagline or Branding Statement: Underneath the headline, add a statement showing your value related to the employer’s priorities. What competencies do you possess that the employer is seeking? For what are you known? Here are examples:

***BOOSTING BUSINESS AND EFFICIENCY FOR GOLF OPERATIONS
DRIVING REVENUES TO TURN AROUND ALL FACETS OF OPERATIONS
FOCUSED IN FINANCES AND ADEPT AT CREATING CRITICAL CHANGE
PASSIONATE IN IMPROVING GOLF GAMES TO RETAIN MEMBERS
SKILLED MARKETER TO DRIVE NEW REVENUES AND MEMBERSHIPS
SKILLED COMMUNICATOR FLUENT IN SPANISH***

Resume Summary or Profile: This portion of your resume is one of the most important in “selling” yourself to an employer. It should be highly focused with three or four sentences stating only those competencies required by the employer to be successful in this position and presenting your qualifications in those areas. This can also be called a Career Profile, Career Summary, or Highlights of Qualifications depending upon personal preference.

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Keep the sentences short and precise. Always start a sentence with an action verb. Prioritize the statements in order of importance in the eyes of the employer.

Include what you do best and for what you are known. Do you have special skills related to those competencies- such as education or a degree?

Typically seen is an “**Objective**”, something like this:

“A PGA Professional with extensive experience desiring a challenging Director of Golf position at a prestigious private country club.”

An “Objective” tells the employer what you want from them, whereas you should be telling the employer what you can do for them!

Here are examples of a stronger “**Resume Summary**”:

An ethical, loyal, energetic, “make it happen” professional able to design and implement new revenue-producing programs to positively impact the bottom line. Persistent in the pursuit of exemplary customer service according to identified customer needs and through training of whole golf operations team. Able to form, coach, manage and motivate staff. Proven track record in developing and managing budgets in keeping with mission of club.

“A seasoned PGA Professional with 17 years experience in the golf industry possessing strong leadership and customer service skills with proven success in fiscal management, marketing and creating revenue-producing programs. A self-starter with excellent interpersonal and communication skills. Creative, goal-oriented and cost conscious.

What are the parts that make up the stronger summary?

- A generic label- what you call yourself that ties to the position
- A generic descriptor- An adjective that precedes your label
- Your experience in the business
- Your background
- Your specific strengths that tie to the employer's needs
- Your general strengths
- Some qualitative descriptors
- Focus on your areas of strength that can benefit the employer in his operation

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An employer is only concerned about the benefits of hiring you and the value you will bring to their facility.

Professional Experience: Consider expounding on only your last three positions or those held in last ten years. Then list those prior with a one sentence description. Make sure to include numbers and statistics.

Specific jobs- to be headed by two lines and usually in bold-

Line 1- Facility on left margin, town and state centered, tenure by year on right margin

Line 2- job title on left margin

It is common to see a one sentence description of the facility, such as

“High-end member-owned 18-hole private club of 425 members hosting 40k rounds per year.” Or “A Barney Smith designed inner-city municipal 36-hole facility hosting 85k rounds a year.”

Bullets come next: Listing accomplishment statements for each competency or priority is highly suggested. A recommended approach is to utilize data from your PGA Professional Report (found in the Career Center on PGA.org).

The most common mistake is to include what looks like a job description. It does not highlight successes or achievements that address the employer's priorities and does not tell them anything more than the job title already told them. It may read like this-

- Supervise and assign duty to employees.
- Ensure employees perform work in a correct and efficient manner.
- Evaluate employee performance.
- Counsel with and correct employees as needed.
- Train employees.
- Supervise entire operation of a golf course.
- Schedule starting times and collect green fees.

The exception would be duties or responsibilities that are unique and may benefit the employer.

What would better sell you? Use statistics to outline your accomplishments and address employer's priorities.

Prioritize bullets to highlight the most important in the eyes of the employer.

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Utilize the PAR approach – Problem/Action/Result: In this, examine the experiences from each job and find those skills and accomplishments that may give real value to the employer. Look at it like this-

Problem or Situation- What did you face when you initially took the position or during your tenure there?

Action-What did you do to address and overcome them?

Result- What improvement was made? How can it be measured? What are the #'s?

Examples:

- Developed more than 50 new programs including an internal 'service excellence' mantra which has enhanced service to the membership
- Gathered and instituted 15 'service-magic' ideas
- Developed junior program providing playing and instruction opportunities for 300 children per year
- Created programs, such as 'Hit & Giggle Golf'; 'Nine & Dine'; and 'Parent/Child Scrambles' to provide a wide range of fun playing opportunities
- Instituted "Get Golf Ready" classes and have retained 80% of participants as regular customers
- Streamlined operations to more efficiently manage the operating budget of \$5,000,000/year, leading to greater profitability without negatively impacting member satisfaction
- Researched, purchased, and implemented a new member database and point-of-sale system
- Helped earn the following accolades: "Top 25 New Public Course" in Golf Digest Magazine in 2002
- Created and implemented a staffing to-do matrix which boosted employee productivity and delivery of 'service excellence'
- Planned and implemented the complete redesign of the golf shop leading to a 400% increase in sales and 500% increase in profitability
- Founded Chuck's Golf Academy, employing three full-time teaching professionals providing instruction to more than 1000 students each year
- Co-designed and oversaw a complete renovation of the practice facilities, including the building of a 5-acre state-of-the-art Short Game Center
- Oversaw expansion and renovation of entire 35,000 sq. ft. clubhouse, including three dining rooms, banquet facilities for 400 and snack bar

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Club Logos Adjacent to Your Professional Experiences: An option to consider is adding the facility logo where you have worked on your resume next to that relevant experience. It can add a touch of color and draw attention. Just make sure that it is visually pleasing. Below is an example:



Flying Pheasant Golf Club
Head Professional

2007 - present

Formal Education: Identify if a two or four year degree and concentration, do not include graduation year

Professional Education: PGA education or other golf industry or professional development programs

Professional Affiliations: In addition to golf-related associations, memberships in professional organizations outside of the golf world

Awards and Honors

Competitive Golf Accomplishments: Be mindful of the quantity listed if the position does not have playing as a priority

Activities and Volunteer Service: Include only those appropriate for the position

Technological Skills: Note any video teaching, club-fitting, POS, Tournament software, database and the like

Military Service

Testimonials (optional)

Reference Quotes (optional)

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Critical Points: There are many ways to impress an employer, just as there are many ways to alert them.

- Review and update as appropriate your resume for each position
- Decide on the format that best highlights your abilities
- Include the same header used for your cover letter
- Consider using "bullets" to call attention to special responsibilities
- Use as many hard numbers as possible to show results, such as cost reductions, revenue increases and profitability
- Highlight significant events and achievements in your career, separate them from your "Professional Experience" listings so they stand out
- Include any industry awards
- Pay attention to details, margins, overall appearance
- Insert a header that includes your name and page number on every page but the first
- Have someone proofread your resume-no misspelled words or grammatical mistakes

Pay attention to the following characteristics that may alert them in a not so positive way.

- Misspelled words and poor grammar or punctuation
- No objective stated
- Poor organization and layout
- Too long or short
- Adding age specific dates (date of birth, graduation years, etc.)
- Including marital status
- Dishonesty
- Irrelevant information
- Redundant statements
- Failure to adequately describe accomplishments and achievements
- Use of "I"
- Including negative statements
- Failure to number pages

Too much or too little white space

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Use Action Words!

Using action words in your resume is a big key to the success of your format. Action words are verbs. There are two ways to identify a verb—if you can put an “ed” at the end of it and make it past tense, or use “I” in front of it. Mentally put an “I” in front of any of the following sample verbs written in past tense form and see if it fits a specific action or accomplishment of yours.

Accomplished	Drafted	Measured	Resolved
Achieved	Documented	Mediated	Restored
Acquired	Earned	Mentored	Restructured
Adapted	Edited	Met with	Reviewed
Addressed	Educated	Modified	Revised
Administered	Eliminated	Monitored	Satisfied
Advised	Encouraged	Motivated	Scheduled
Analyzed	Enforced	Negotiated	Secured
Anticipated	Engineered	Nominated	Selected
Applied	Enhanced	Observed	Served as
Appraised	Enlisted	Obtained	Served on
Approved	Ensured	Officiated	Served
Arranged	Established	Operated	Set-up
Assembled	Evaluated	Orchestrated	Shared
Assessed	Exceeded	Ordered	Simplified
Assisted	Executed	Organized	Sold
Assumed responsibility	Exhibited	Oriented	Solved
Attained	Expanded	Originated	Sorted
Billed	Expedited	Overcame	Specified
Budgeted	Facilitated	Oversaw	Spoke
Built	Financed	Participated	Streamlined
Calculated	Fixed	Perceived	Structured
Carried out	Followed	Perfected	Succeeded
Channeled	Formalized	Performed	Suggested
Checked	Formulated	Persuaded	Summarized
Coached	Functioned as	Piloted	Supervised
Collected	Gathered	Pinpointed	Supplied
Commanded	Generated	Pioneered	Supported
Communicated	Guided	Planned	Systematized
Compared	Handled	Played	Tabulated
Compiled	Headed	Predicted	Targeted
Completed	Helped	Prepared	Taught
Conceived	Hired	Presented	Tested
Conceptualized	Identified	Presided	Trained
Concluded	Illustrated	Procured	Transferred
Conducted	Implemented	Produced	Transformed
Consolidated	Improved	Programmed	Treated
Constructed	Improvised	Projected	Troubleshoot
Contacted	Increased	Promoted	Tutored
Contracted	Influenced	Proposed	Undertook
Converted	Initiated	Proved	Unified
Corrected	Inspected	Provided	United
Coordinated	Installed	Published	Updated
Counseled	Instituted	Purchased	Upgraded
Created	Instructed	Raised Rated	Used
Cut	Insured	Realigned	Utilized
Dealt	Integrated	Received	Verbalized
Decided	Introduced	Recognized	Verified
Defined	Invented	Recommended	Was promoted
Delegated	Inventoried	Recorded	Weighed
Designed	Justified	Reduced costs	Won
Determined	Launched	Referred	Worked
Developed	Led	Reinforced	Wrote
Directed	Located	Reorganized	
Displayed	Maintained	Repaired	
Distributed	Managed	Reported	
Diverted	Manufactured	Represented	
Doubled	Marketed		

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REFERENCE TIPS

It is common now to include a reference page when submitting your resume and cover letter. Better yet, if possible, include letters of reference too. Some employers want to expedite the hiring process and will often contact references before contacting candidates. Thus it is encouraged to consider adding this page.

Your reference page can be as critical as your documents so choose carefully. Make sure to let each know they may be called, by whom and what points to cover. Also prepare to have references cover all of an employer's priorities.

Employers regard reference checking as a very important part of the selection process, and will, in most cases, have a prepared list of questions to pose to your references. Experienced reference checkers look for positive as well as negative responses. Any negative response, no matter how subtle, can cost you the chance for an interview.

Components of a Reference Page:

Contact Information- This header can be the same as on your cover letter and resume.

References: Once you have determined who your references will be, prepare an attractive, accurate and current reference list. Include:

- Name
- Title
- Company
- Address
- City, State, Zip
- Phone
- Email

Types of references:

- Quotes- can be inserted on your cover letter, resume or separate quote sheet
- Letters- can be included with submittal or taken to an interview
- Verbal- included on your reference page

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Other than fellow PGA Professionals, include references from:

- Men and Women
- Employers- past and present
- Staff you have worked alongside or better yet, have supervised
- Key Customers
- Club Leaders or Board of Directors' members
- Community Leaders
- Business Professionals
- Those with whom you have worked with as volunteers
- Bank or credit reference

Requesting Permission: Always ask your reference for permission to use their names. Explain that you will tell them when you actually use their name and who may be calling them. Describe the position for which you are applying and provide them with information they will need to respond appropriately to questions. Also, consider sending them your resume.

This may seem like a lot of work upfront; however, having this information ready for any submittal is well worth it! Plus, you never know when you may lose touch with those who can speak highly of your abilities.

For Written Reference Letters: You might want to ask your references if they would be amenable to having you write the letter for them, if they are then willing to review, make any changes and sign it. Most people would be pleased that you have saved them the time and research needed to write an effective one.

Ideally, to have the most impact, address each letter to the prospective employer with the current date. (For your portfolio, a letter could open with a simple "Hello" with no date included.)

Employer Questions: Employers will usually contact two or three of your references and inquire about the following:

- Verification of dates of employment
- Verification of academic degrees
- Job duties and responsibilities
- Job performance
- Strengths and weaknesses
- Relationship with coworkers
- Possibility of being rehired

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Note: It has become increasingly difficult for employers to obtain substantial reference information from companies. Most company policies limit the information to job title and length of employment. They do not want to risk legal problems by providing performance commentary on previous employees. If companies agree, however, to give out information regarding previous employees, they are limited by law to providing only truthful, factual, and job-related information. They cannot comment on personal life, habits, or medical information.

How to Submit Your Documents Online and Formatting Your Attached Documents

When including your documents with an e-mail, make sure the subject line includes your whole name.

The body of the email should be very short and direct them to the attached document. Focus their attention on the documents that are geared to “sell” you.

It is best to have only one attachment. Thus, combine your cover letter and resume, etc. into one file. Save the file with your whole name followed by ‘resume’ and the CareerLinks job number.

While a majority of employers use Microsoft Word, there still can be glitches when sending it to others. A better method may be to send it in a more universally accepted format such as PDF. Either way, test by e-mailing it to several friends or family members and have them view it on their system.

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PORTFOLIO TIPS

Assembling information into a portfolio illustrating your unique qualifications and emphasizing your professionalism may leave a lasting positive impression on employers. It also may be the key ingredient that sets you apart as exactly the right candidate. Use this tool to further “sell” you to the employer.

The intent should be to provide information and materials that demonstrate your programs, philosophies, skills, strengths, experience, accomplishments, awards, etc. Make certain that they relate to the needs of the particular position and employer. Like the cover letter, it should be customized to the opportunity. There really is no absolute to portfolio presentations. Technology allows for creative applications such as an e-portfolio stored in a cloud or a PowerPoint presentation.

Many employers place a great deal of emphasis on success stories, seriously considering any candidate who could demonstrate that they started / took over a position and improved rounds, revenues, or profits by X% or X\$. Demonstrating this verbally and on paper is very powerful.

Additionally, pictures are very convincing. One angle could be to show a "commitment to excellence" through the use of before and after pictures from a previous job.

A concept that seems to work well is dividing the presentation into the different programs that will be a part of the job, in essence creating a business plan for each area of the operation. It could include some of the following:

Goals and philosophy

Special member/customer services and programs

Financial

Personnel management

- Staffing plan
- Areas of responsibility
- Methods for recruiting, hiring, training, and managing personnel
- Expectations of employees
- Policies and procedures

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Outside services - programs and objectives for each of the following:

- Golf car operation
- Club care and storage
- Practice range
- Bag drop

Merchandising

- Merchandising philosophy
- Pricing philosophy and objectives
- Special merchandising programs and services
- Sales and promotions
- Sample promotional flyers
- List of proposed vendors
- Pictures of golf shop

Golf activities and events

- Objectives (men, women, couples golf, seniors, etc.)
- Sample tournament schedule
- Event checklist (everything the staff does for an event)
- Sample event sheet (budget, food & beverage, golf course set up, etc.)
- Sample tournament flyer
- Sample event scorecard, rules sheet, hole location sheet, cart sign, etc.
- Pictures of events (scoreboard, cart staging, sponsor signs, awards, etc.)

Golf Instruction and Player Development programs

- Teaching philosophy
- Proposed instruction programs and clinics (free and fee-based)
- Player development and beginning golfer programs (i.e. Get Golf Ready)
- Incorporate Golf 2.0 initiatives and programs to introduce new players to golf
- Use of video, computer swing analysis, swing drills, teaching aids, etc.
- Playing lessons, course management, rules of golf, golf psychology

Junior golf

- Objectives
- Clinics and player development programs
- Events and activities
- Parent involvement

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Transition Outline or 100 Day Plan (showing a prospective employer the competence needed in planning a transition into a new position)

- Opening statement/reason for outline or plan
- Mission statement for the operation
- Bullets that explain impending actions in each of, but not limited to, the following headings:
 - Procurement of Staff
 - Customer Service
 - Teaching Golf/Player Development
 - Golf Shop Merchandise
 - Coordinating Play
 - Tournaments and Events
 - Caddie Program
 - Golf Car Program
 - Budgets
 - Operational Controls and Policies
 - Food and Beverage

Miscellaneous

- Daily play management
- Pace of play programs
- Handicap management
- Club fitting
- Club repair
- Caddy program
- Communications (newsletters, mailings, signage)
- Budget and fiscal management (sample budgets, management reports)
- Marketing and promotional programs
- Food and beverage (if applicable)
- Course maintenance (if applicable)

Additional Inclusions

- Pictures showing performance in areas the committee has listed as a priority
- Pictures of an appealing, well-organized shop with a professional-looking staff
- Copies of unsolicited letters or notes of appreciation
- Copies of articles written by or about the professional
- Copies of Tournament Invitations and rules sheets
- Letters of recommendation

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- Sample financial statements for the for-profit arena (primarily profit and loss statements and / or a statement of cash flows) for a sample year in general form that support pictures and descriptions of programs and policies in the portfolio

Presentation: Consider the facility for which you are preparing this piece. It should be a conservative, professional presentation bound at a copy center. Elaborate leather bound presentations for each committee member with each committee member's name embossed on the cover might work at some facilities but could be overkill and turn off some employers at others.

When to present to the committee may be challenging. Some consider it best to send a portion or all of it with your resume. If that is not possible, the next best option is after the interview has been granted but before the interview. This gives them time to review it and become better acquainted with your skills before you sit down at the formal interview. Lastly, present it at the beginning of the interview. At all costs, avoid leaving it with the committee at the end of the interview, as often their minds are made up when you leave the room.

Make sure to take a few minutes during the interview to walk the committee briefly through your portfolio, asking for questions and leaving them copies.

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SECTION C: Job Loss -- A New Opportunity!

Keep a positive attitude and remember that sometimes things happen for the best! Look at it as an opportunity for better things to come....

Bottom line, losing a job is sometimes very painful. Most people who lose their jobs are often left in a state of shock, often dazed, sometimes leading to emotional lows and feelings of vulnerability. Job loss sometimes prompts individuals to question and re-evaluate their self-worth, even if the loss is no fault of their own. Job loss can be a very stressful experience, especially if it means being removed from financial stability. It's only natural that most people feel time-pressured to get back in the saddle and into a productive routine showing immediate positive results. In most cases, there will be a "healing" period.

An important thing to remember is that job loss is a reality, and that it happens to many people. You should also know that the transition into a new job or career does not always happen overnight, and can lead to a great deal of frustration. This chapter was written to help those who experience a job loss, and to help them see it as an opportunity for greater possibilities.

Your PGA Regional Career Services Consultant and the PGA Career Services department are here to help you through the transition period. The job search process may take a while, so don't allow yourself to get impatient and frustrated.

The Road to New Opportunities

From now on, when discussing why you left your job, it is best to talk about "what you are moving toward," rather than "what you are leaving." Try to be enthusiastic, and focus conversations toward your future, not on what went wrong in your previous position.

One of the first things you should do is get a written **separation letter** from your previous employer. A separation letter is a formal statement from your employer that gives reasons for your leaving. This letter should be positive in nature and give an overview of why you were recruited, the role you had, any significant contributions, any significant environmental, restructuring or management changes that impacted your termination, and what you are moving toward in the future. One of the best methods of ensuring what is said is to draft the separation letter for your employer, and then let the employer modify it to their comfort level.

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Your initial instincts will lead you to withdraw from your previous employer, but this would be a crucial mistake. Your previous employer is a vital key to your new beginning, because prospective future employers will be contacting your previous employer for a referral.

Your number one task is to leave on as good terms as is possible. This will help you with a strong beginning to your new quest. This means that you will need to build as strong a relationship as you can with your previous employer.

Here are steps to help ensure a good transition to new opportunities:

First, take a step back. The road ahead should always begin with taking a step back and evaluating what just happened. You should surround yourself with loved ones, and take some time to relax and reflect on the good and not-so-good points of your previous position. This will require you to take an honest look at the job, their perceptions, your perceptions, and why it happened. Share your thoughts, don't keep things hidden inside. You should communicate your perceptions and feelings with loved ones, friends and mentors. It's good not only to release your feelings, but also to get their viewpoints and perspective. If some mistakes were made, admit it, learn from it, and move on.

Second, check out the reflection in the mirror. While taking a step back, you should also take time to review your own professional strengths and shortcomings. This is going to require strength and honesty on your part to identify areas where you may need improvement. Write down your professional strengths and areas that need improvement. While you're at it, write down your interpersonal strengths and weaknesses. In the end, you should see an opportunity to build on your strengths, and an opportunity to improve any shortcomings. Embracing improvement will allow you to set a straight and positive course for a new beginning.

Third, be nice to your friends and loved ones. It's common during this time to experience frustration. More than anything else make sure you protect your relationship with loved ones and friends.

Fourth, check your finances. During this transition, you should evaluate your financial situation and develop a plan to budget and protect your finances. You may wish to take on a temporary job during the transition to gain new skills, experience, and supplement your income. Also research the status of your company insurance, retirement, benefits, and vacation.

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Fifth, make sure to sharpen your saw. One of Stephen Covey's "Seven Habits of Highly Successful People" is to "*make sure you sharpen your saw.*" During this transition period, make sure you capitalize on any available time to attend seminars, conferences, and functions that will improve your worth in the market place.

This is a perfect opportunity to set yourself apart from the crowd. To give yourself an edge in the competitive job market, you should take this opportunity to become certified in your career path in the **PGA Certified Professional Program**. This certification program is cost effective, convenient and can be taken at your own pace.

Keep a busy calendar of activities that will help you achieve new success. Seminars and an active schedule also look good to a prospective employer to see how you spent your time during the transition. Your PGA Regional Career Services Consultant and Career Services staff can point you in the right direction in your quest for knowledge.

Sixth, knowledge makes people powerful. Get online and visit PGA.org and subscribe to industry publications. It is vital to keep abreast of what is going on in the industry. Read **PGA Magazine and your Section newsletter**. Read **PGA News** and **The PGA of America This Week**. Some suggested publications are:

- Golf World
- Golf Inc.
- Golf Digest
- The Boardroom
- Golf Week
- USA Today
- Wall Street Journal
- Club Director
- Club Executive
- Club Management
- Golf Business
- Golf Course News

Seventh, what fits best? While taking a step back, a key step in the process is to evaluate your skills and personality, and then truly decide what career paths you are most interested in, and which paths are best suited for you. The golf industry is booming, and many new opportunities abound. There are many new and exciting career doors for PGA Professionals, providing more opportunities than can be imagined. Take a step back and look at all the possibilities. Your task at hand is to select the opportunities that you are best suited for and the areas that interest you the most. Your PGA Regional Career Services Consultant and the PGA Career Services staff can help you with you assessing the market, identifying career options, and helping you clarify your goals.

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Eighth, update your CareerLinks ProFile and résumé. Once you have determined your career preferences, make sure you update your CareerLinks Profile by viewing it on PGA.org.. The Career Services department or your PGA Regional Career Services Consultant will gladly review your résumé and provide you with helpful suggestions.

Ninth, Build a network. Developing a powerful network is vital in your quest for new opportunities. When developing a network, it is important to be professional, positive and upbeat about your situation. Contact your regional PGA Career Services Consultant to discuss your situation. Your Consultant is there to help you through the transition period. Networking tips can be found on page 34.

Tenth, Be Positive. It is important to keep a positive attitude, because you can inadvertently let frustration and desperation seep into your networking and job interviews. Make sure you select the right opportunity for you and avoid jumping into a situation that doesn't fit. Doing so could negatively impact your long-term employment opportunities. Exercise daily to burn off stress and maintain a sense of well-being.

Summary:

Don't think of yourself out of work. You are in transition to your next success. Your job is now to GET a job. Work 40 hours per week at it!

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JOB TRANSITION – MAKE SURE YOU STAY IN THE FAIRWAY

KEEP A GOOD ATTITUDE

- Be positive and courageous
- Don't dwell on it or take it personally
- Don't burn any bridges
- Avoid placing blame
- Communicate your feelings with loved ones and friends

BE ACTIVE

- Establish and keep a daily routine
- Investigate temporary positions to enhance your experience
- Keep physically fit, exercise daily
- Shore up your weaknesses through continuing education
- Spend quality time with your family
- Donate time to the community, the PGA and charities

DEVELOP A JOB SEARCH STRATEGY

- Contact your PGA Regional Career Services Consultant
- Update your CareerLinks ProFile and résumé
- Create a powerful network
- Evaluate and determine what positions would be best for you
- Set future Career Goals

FINANCIAL PLANNING

- Prepare a financial plan for at least 6 months of unemployment
- Seek out a tax or financial advisor's assistance on how to proceed
- Review salary continuance
- Review all benefits such as vacation, sick time, un-vested pension, portability or retirement, etc.
- Insurance coverages
- Severance
- Retirement status

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WHO TO INCLUDE IN YOUR NETWORKING

- **PGA Career Services staff**
- **Regional PGA Career Services Consultants**
- **Section staff**
- **Section leaders**
- **Section employment committees**
- **Chapter leaders**
- **Manufacturers**
- **Sales Representatives**
- **Management Companies**
- **Key area amateurs and figureheads**
- **Mentors**
- **High profile PGA Professionals**
- **General Managers**
- **Superintendents**
- **PGA of America leaders**
- **Industry recruiters**

EFFECTIVE NETWORKING STRATEGIES

- **Contact your PGA Regional Career Services Consultant**
- **Make one daily phone call to introduce yourself to people in your network**
- **Volunteer your time to your PGA Section and Association**
- **Attend Section and Association meetings**
- **Attend allied association meetings, PGA Merchandise Show, PGA Expo**
- **Send letters or cards thanking individuals for their time and consideration**
- **Secure letters of recommendation from previous employers and influential people**
- **Attend industry functions and build a professional image**
- **Always be positive and upbeat**
- **Contact industry recruiters**

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Keys to Careering

“It’s not necessarily the best and the brightest who gets selected, but those delivering the most impressive presentation.”

- Focus on the future not the past.
- Decide what it is that you love and are good at doing.
- Create a plan of action to get you to your goal.
- Be persistent.
- Be flexible and try to prepare for a changing environment.
- Take responsibility for your career - no one owes it to you.
- Be prepared to be re-trained and to relocate.
- Acquire specialized education and the necessary skills to adjust to changes in the job market.

The Employment Sequence

→ Step I: Career and opportunity identification

→ Step II: Cover letter and résumé

→ Step III: The first interview

→ Step IV: The second interview

→ Step V: The offer

→ Step VI: Negotiate terms and conditions

→ Step VII: Acceptance

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SECTION D: Interviewing Tips and Questions

The following tips and insights are provided to help you achieve successful interviews.

Be Prepared -- Do Your Homework.

Make sure you are prepared for commonly asked interview questions and questions relevant to the position. Also, research the facility, customers, management philosophies, etc. You can find a lot of good information online about clubs and facilities by visiting their web site.

Look Good.

Go to the interview looking neat and clean. Dress conservatively. Shine your shoes. A suit or conservative sport coat and tie or skirt and blouse is always appropriate. One or two pieces of jewelry. No cologne or perfume.

Be Punctual. -- Be early!

However, if a candidate arrives too early (for example 30 minutes), it may create an uncomfortable situation for the employer who may be transitioning between interviews or still be with the previous interview candidate.

Watch Your Body Language.

- | | |
|---|------------------|
| <input type="checkbox"/> Offer a firm handshake | • Lean forward |
| <input type="checkbox"/> Use good eye contact | • Be friendly |
| <input type="checkbox"/> Sit down ONLY after being offered a chair | • Remember names |

Carry a Portfolio of Key Information.

You should carry copies of pertinent information. Here are some examples of what to bring to the interview. One possibility is to develop an Interview Portfolio that you can leave with the interviewers.

- | | |
|--|-------------------------------------|
| • Presentation of philosophy | • Newsletters |
| • Current financial statements | • Operating policies and procedures |
| • Calligraphy examples | • Extra résumés |
| • Pictures of golf shop and operations | • Business cards |
| • Business plans | • Letters of recommendation |
| • Budgets | • Promotional pieces |
| • News, articles, reviews | |

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Be Enthusiastic and Cordial

- Have a very positive attitude
- Don't be negative about anything
- The difference between bragging and self-confidence is enthusiasm
- Use eye contact and voice expression to your benefit
- Thank them for their time
- Send a follow-up note - immediately

Have Fun

- Relax and be yourself
- Carry on as you would during any conversation

Interviewing Advantages to Remember

- Find out the names of the interviewers in advance.
- Repeat the person's name immediately when introduced.
- Most hiring decisions are made because of a perception of an "interpersonal fit."
- Don't be long winded. That is what they will remember.
- Get your message across. Have a theme.
- Focus on your strengths and skills.
- Volunteer to learn.
- Only interview for positions you are qualified for.
- Focus on:
 - People / Teams / Customers
 - Money / Profit / Budget
 - Equipment and Technology
 - Time / Management
 - Walk like you know where you are going
 - Practice the interview!

Reasons Why People Don't Get Hired

- Fails to sell the employer on their abilities
- Poor appearance
- Overaggressive
- Lack of interest and enthusiasm
- Overemphasis on money
- Vague responses to questions – unprepared
- Complains about past employer
- Fail to look interviewer in the eye when talking
- Sloppy résumé
- Late for interview
- Makes excuses
- Concentrates on small ideas and doesn't see the big picture
- Interrupting or finishing the interviewer's sentences

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SAMPLE INTERVIEW QUESTIONS

I. CANDIDATE

- A. Tell us about yourself.
- B. What are your strengths? What are your weaknesses? What are you doing to improve your weaknesses?
- C. What do you think will be the most stressful or most difficult aspects of this job for you?
- D. What have been the most meaningful experiences at your previous workplaces?
- E. Why did you choose this profession?
- F. How would you define success in this position?
- G. Describe how you set and measure your work goals.
- H. What is the most creative thing you have done in a past job?
- I. What tools do you use to manage time and set priorities?
- J. How do you balance your time between the people, game and business part of the job?
- K. Give an example of a difficult decision you had to make at your last job.
- L. What continuing education courses or new skill sets have you attained over the past three years?
- M. Describe your most effective professional skills.
- N. What is the biggest error in judgment you have made?
- O. What are you looking for in this job that you don't have in your current position?
- P. What are your three greatest career achievements?
- Q. How do you keep up with industry and technology changes?
- R. If you could acquire one new skill or knowledge, what would it be?
- S. If we hire you, what could we count on from you without fail?
- T. What results were you expected to accomplish in your last job? What was the outcome?

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SAMPLE INTERVIEW QUESTIONS *(continued)*

- U. What kind of long-range career goals do you have?
- V. What management problems are most difficult for you to solve or address?
- W. If you were hired, when would you be able to start?
- X. May we contact your present employer?

II. PEOPLE

- A. How do you define great customer service and how do you train your staff to deliver it?
- B. Tell us about your employees who have moved on to managerial roles in the industry?
- C. Describe your management philosophy with staff.
- D. Describe your philosophy on communicating with department heads, supervisors, customers and the board.
- E. What have been your least successful relationships at work? How did you deal with these relationships?
- F. Describe your role and responsibilities in mentoring staff.
- G. Tell me about a time when you had your most significant challenge in satisfying a customer.
- H. Who are your mentors and what characteristics of theirs do you try to emulate?
- I. For the employees you have mentored, what characteristics in you do they strive to emulate?
- J. Describe a healthy working relationship between you, your staff, and the superintendent.
- K. Describe how you recruit, train and motivate staff.
- L. How do you enhance the productivity and morale of other workers?

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SAMPLE INTERVIEW QUESTIONS *(continued)*

III. BUSINESS

- A. What do you know about our facility or business?
- B. How have your previous jobs prepared you for this one?
- C. In what ways will you serve as an ambassador for our facility?
- D. What systems or standard procedures would you put in place to ensure efficient operations? Specifically, with what POS systems are you familiar with?
- E. What would be your merchandising strategy for our facility?
- F. How much average annual wholesale inventory do you feel our facility will need to carry and why?
- G. Describe your knowledge and experience in food and beverage.
- H. Describe your knowledge and experience in golf course maintenance.
- I. What is your philosophy about written policies and procedures?
- J. Regarding your current policies and procedures, how often do you update, and what is the process of new employees being trained?
- K. How do you keep track of incoming and outgoing communications?
- L. What have you done in the past to improve member recruitment and retention?
- M. What priorities would you address first in this position?
- N. Explain your budgeting process.
- O. 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?
- P. Describe your business planning methods.
- Q. What are some ways that you control expenses?
- R. How do you train your staff for the sales process?
- S. In what areas do you first focus to increase golf shop revenues?

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SAMPLE INTERVIEW QUESTIONS *(continued)*

IV. GAME

- A. What new programs have you introduced at your current / previous position?
- B. What are some of the most successful programs you have developed?
- C. What would be your strategy for maximizing play at our course?
- D. How would you address pace-of-play issues at a facility like ours?
- E. Describe how you attract junior players. How do you keep them interested?
- F. Describe how you would attract new women to golf.
- G. How would you re-energize and increase involvement of existing players?
- H. What player development tools do you plan to use?
- I. How do you track and report the impact of your player development programs?
- J. How would you go about evaluating our current tournament offerings?
- K. In your experience, what events seem to be gaining or losing popularity?
- L. How do you propose to market existing events?
- M. What tournament management system do you utilize and what are the benefits of that system to the events?
- N. How would you reach into the community to market our facility to those who are not current customers?
- O. Describe any creative events have you initiated at your club?
- P. What marketing initiatives have you implemented to increase outside events?
- Q. Describe your methods and procedures to ensure revenue is not lost through tournament cancellations.
- R. How do you train your Assistant Golf Professional staff to be better teachers of the game?
- S. Describe your level of playing ability and how you expect to integrate it into the customer/member base of this facility?
- T. What types of current teaching technology do you use in your instruction programs?

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SECTION E: Negotiating

PGA professionals negotiate every day, whether it is with a vendor, customer or your employer, there are some basics that you should follow in all negotiations. Probably the most important element of negotiating is preparation. Negotiating is no more than knowing what the other person is looking for and meeting common ground. For negotiations to be successful, both parties must win.

Compensation figures can be found on PGA.org in the Career Services Center under Career Publications. For customized or more detailed compensation statistics, contact your regional PGA Career Services Consultant. Also, keep any CareerLinks job notification letters that you may have received to show your market value.

What is Your Strategy

1. What would satisfy you in this negotiation?
2. What did you accomplish this year?
3. How did you impact the bottom line?
4. What new or improved products and services were you responsible for?
5. What kind of customer service ratings are you getting?
6. What kind of job does your employer and customers think you are doing?
7. How are you improving with continued education and knowledge?

What is the Profile of the Person You are Negotiating With

1. What does your employer gain from this negotiation?
2. How does the employer evaluate your performance?
3. What are the employer's motivations and goals?
4. What things motivate and drive the employer's business?
5. What are the employer's likes and dislikes?
6. How do you gain the employer's trust?

Do Your Homework

1. Get comparable compensation statistics (See Compensation statistics in the Career Center)
2. How did you affect or contribute to the bottom line in your last position?
3. What is your value in the market place? (Use CareerLinks job notification letters)
4. What is the financial condition of the facility?

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The Meeting

1. Meet in a neutral territory, especially avoid meeting in your employer's office if possible
2. Make sure that it is a good time for the person
3. Begin with small, pleasant conversation leading into your agenda
4. Reserve enough time to cover your agenda
5. Don't negotiate against more than one person
6. The one who asks the most questions is in control of the negotiation

Basic Elements of Negotiating

1. Develop realistic goals to achieve during negotiations
2. Don't negotiate with numbers; try to use percentages
3. Solve a conflict through agreement
4. Always refer to the betterment of the organization
5. In order to negotiate, you need power or leverage
6. Power flows from showing your competence and value

Maximize Alternatives. Create Options. Anticipate. Visualize

1. How will the person counter
2. How will you in turn counter
3. Create an atmosphere of flexibility
4. Avoid inflexible agendas
5. Be willing to give a little and to compromise
6. What is the worst that can happen?
7. Are you prepared to accept that?
8. Are you prepared to walk away?

Negotiating Keys

1. Have specific and realistic expectations
2. Be prepared
3. Have alternatives and options
4. Be confident
5. Be prepared to make some sacrifice
6. Don't make assumptions
7. Always avoid anger
8. Listen
9. Embrace win-win
10. Stress benefits of your proposal

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Congratulations -- Before You Leave Confirm It!

1. Re-confirm the agreement and time frame
2. Get confirmation verbally and eventually in writing
3. Resolve any misunderstandings

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P.R.E.P. Negotiating Worksheet

Preview Your Goals

What are your primary goals?

What are your secondary goals?

What are your dream goals?

Research Your Topic

What are the terms, conditions and compensation for similar positions?

What sources are available for this kind of information?

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Evaluate Your Counterpart

List personality traits, motivations, interests, likes and dislikes of your counterpart?

What does your counterpart get out of this negotiation?

What does the other party stand to lose from this negotiation?

What objections do you anticipate in response to your requests?

What are your counterpart's business goals?

How do you anticipate that your counterpart will defend his/her goals?

Prepare Your Rationale

Exactly what do you want or need to achieve your specific goals?

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What would happen if you were not able to achieve these goals?

What does the organization gain by your counterpart agreeing to your goals?

List the aspects of the plan that benefits both parties

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