



# PGA CAREER SERVICES

PGA Professionals – Making a  
Difference at Your Facility

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**PGA**<sup>TM</sup>

The goal of each  
PGA Career  
Consultant is;

To simplify the  
hiring process and  
help ensure a  
successfully mutual  
employment



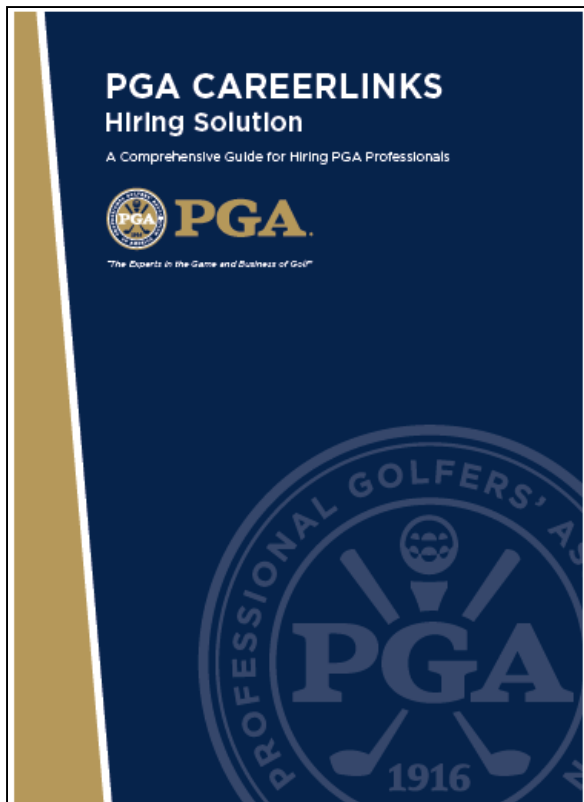
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# PGA Hiring Solution Workbook

- How To Set Up A Search Committee
- Questions To Ask Candidates
- How To Establish A TimeLine
- Sample Job Descriptions



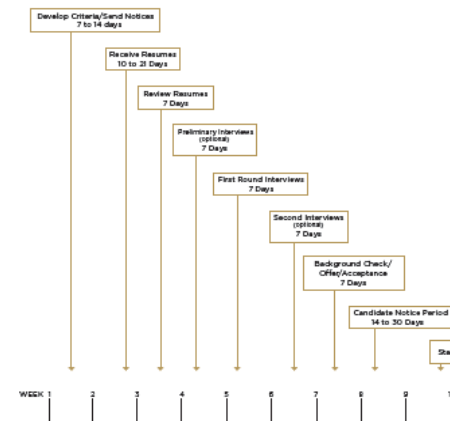
## PGA CAREERLINKS HIRING PROCESS

Use this list as a guide to scheduling the hiring process. Communicate the schedule to committee members, board members, department heads, professional staff, etc.

ACTIVITIES	DATE
Contact the regional PGA Employment Consultant	_____
Select the search committee	_____
Complete PGA Careerlinks Hiring Solution	_____
Schedule notice generation and resume deadline	_____
Acknowledge resumes as they are received (very important)	_____
Conduct the resume review meeting	_____
Contact candidates for preliminary interviews	_____
Conduct preliminary interview(s) (normally by phone or online)	_____
Contact candidates for formal interviews (clarify whether reasonable travel and lodging expenses will be reimbursed)	_____
Send regrets to candidates not selected for formal interview	_____
Conduct formal interviews	_____
Send regrets to interviewed candidates not selected as finalists	_____
Contact finalists to schedule interviews	_____
Conduct final interviews	_____
Negotiate employment agreement with your selected candidate (possibly contingent on results of a background check)	_____
Notify finalists not selected for hire (a personal phone call is best)	_____
Confirm that your hire has accepted and given notice	_____
Make a formal hiring announcement	_____
Communicate hiring information to PGA Employment Consultant	_____

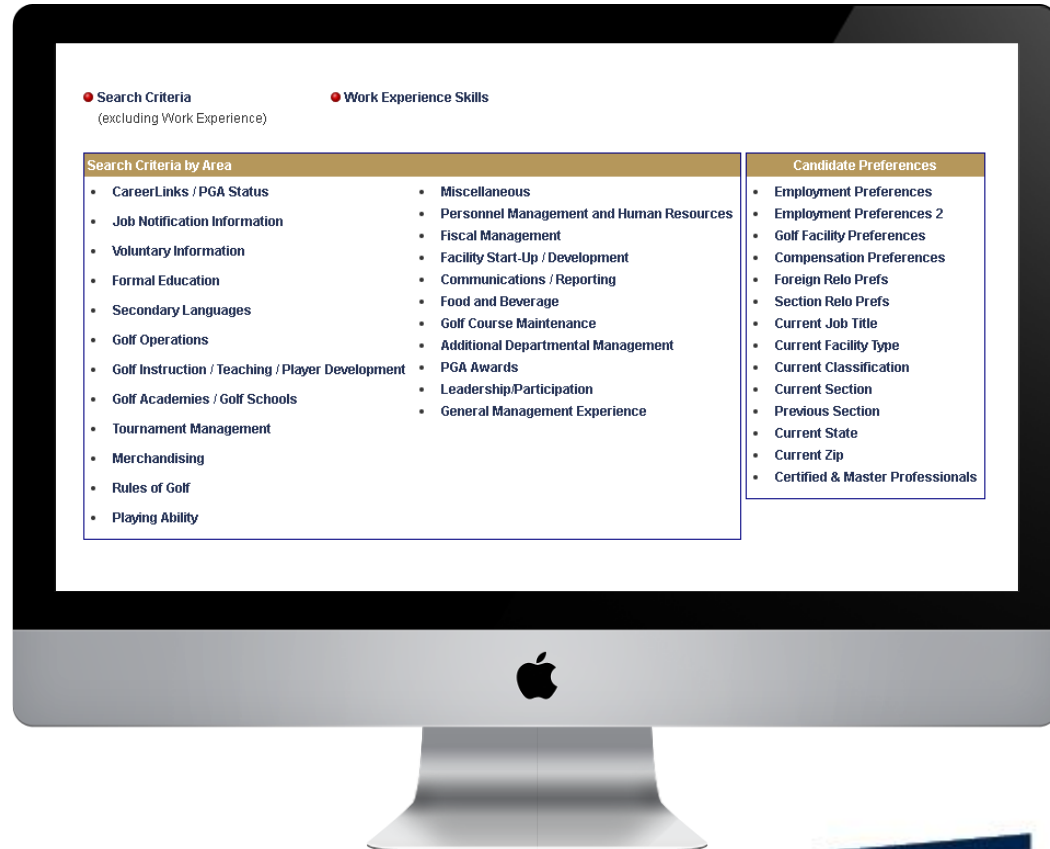
## HIRING TIMELINE

Typically a 6 to 10 week process



# Careerlinks - Complimentary Employment Service

- We Provide a Hiring Solutions Manual to Assist You in Your Search Set Up
- We Create the Search Documents Using Your Facility Information and Needs
- We Notify Qualified Candidates Who Match Your Requirements
- We Perform a 90 – 120 Day Employment Follow Up at Your Facility



## Overview

The Head Golf Professional promotes the game of golf through operational structure and programming that provides a 'first class' environment for Members and guests. They develop all golf operations department budget, including forecasts, to see that all financial goals are met. The benchmark for success is growth in Member usage and revenues, reduction in Member attrition and the high quality standards for service, production, cleanliness, and safety.

### Key Responsibilities

- Promotes and executes member events and daily play.
- Ensures a professional atmosphere for the members and guests.
- Oversees golf operations that includes, but is not limited to; member and outside golf tournaments, pace of play and course rules, tee sheet activity, merchandise inventory, range operations, player service operations, and cart fleet.
- Creates a customer service oriented atmosphere that promotes the game of golf and meets the needs of the members. Ensures that associates provide a high level of customer service.
- Recruit, hire, train, motivate and supervise all golf department staff.
- Responsible for the financial and operational performance of the golf shop operations.
- Assist in the development and preparation of budgets, including forecasting and review of all golf operations revenues and expenses on a daily, weekly, monthly, and annual basis.
- Works closely with all department heads to achieve the goals and objectives of the facility.
- Attend applicable committee meetings, board, and staff meetings.
- Maintain safe and clean work practices.

### Key Qualifications:

- Minimum of 3 years as a Golf Professional
- PGA/LPGA Profession Certification completion required
- Knowledge of Microsoft Office applications
- Experience with tee sheets and inventory systems
- Comprehensive knowledge of expense control as it relates to payroll and the forecasting and budgeting of expenses.

# Document Creation





# PGA Advanced - Paid Search Program

- On Site Hiring Assistance
- Development of Candidate Profile
- Access to PGA Database
- Distribution of Targeted Notification
- Candidate Correspondence
- Interview Facilitation – Video and In-Person
- Compensation Package Assistance
- Background Check
- Document Development



## GM CANDIDATE 1<sup>ST</sup> INTERVIEW AGENDA Telephone / Video Interview

*(All cell phones should be turned off during interviews)*

1. Summarize the agenda-
  - a) Introductions - 5 minutes
  - b) Opening question from Paul – 5 minutes (See #2 below)
  - c) General questions- 20 minutes
  - d) Questions from candidate- 5 minutes
  - e) Closing statement from candidate- 5 minutes
  - f) Total time - 40 minutes
  - g) De-Brief (Committee Only)- 10 minutes
  - h) Time between candidates – 10 minutes
2. Opening Questions- Paul
  - a) Please tell us about yourself?
  - b) What is it about Sunnehanna Country Club that intrigued you to apply for this position?
3. Committee Questions #1 Membership-
  - a) What do you know about our club's membership structure? Tell us about your experience with similar clubs.
  - b) Describe a healthy club membership and your ability to grow and retain it
  - c) What membership marketing tools have you found successful?
4. Committee Question #2 Communications-
  - a) Describe your communication style with the clubs Board of Director's, Club committees, and department heads
  - b) What marketing and technology tools have you been successful with, in keeping the membership informed, promoting Club events and marketing the facility
5. Committee Question #3 Leadership-
  - a) Please describe your leadership style.
  - b) How have you been successful recruiting, hiring, training and motivating staff?
  - c) After 12 months on the job, what would best describe the culture you hope to establish among department heads and staff?
6. Committee Question #4 Financial-
  - a) Please give us some background on your financial strengths and how you have successfully grown club revenue, managed costs and ensured the proper controls.
  - b) Describe how you balance the natural conflict of generating revenue and managing costs while at the same time providing value for the members.
7. Committee Question #5 Greens/Golf Operations-
  - a) Explain how the Board, the GM, and the Superintendent work together to maintain, and improve the quality of the golf course
  - b) Describe a healthy relationship ship between GM, Superintendent, and Head Golf Professional.
8. Committee Questions #6 Food and Beverage-
  - a) Describe your experience in food and beverage operations.
  - b) What innovative and successful food and beverage ideas have you implemented in the past, which were successful?
  - c) How will you create interest in our dining and social activities? Specifically, internally with members and externally with the community?

# PGA Job Board – [www.pga.org/jobs](http://www.pga.org/jobs)

## Complimentary

Available to Find Qualified Workers in Your Area to Fill a Variety of Golf Industry Positions in Non-Managerial Roles Such as;

- PGA Teaching Professionals
- Agronomy & Grounds Staff
- Clubhouse Staff - Food and Beverage, Administration, Marketing & Sales, Health & Fitness, Accounting and Others.

# PGA Job Board – [www.pga.org/jobs](http://www.pga.org/jobs)

## Find or Post a Job

 [Find a Job](#)

 [Post a Job](#)



**PGA**<sup>TM</sup>  
Career Services

### Sign in to your PGA Account Dashboard Experience

Sign in to access your preference settings, make edits to your professional profile and to view or edit posted jobs and facilities.





# PGA Job Board – [www.pga.org/jobs](http://www.pga.org/jobs)

## Member Login

### LOGIN NOW



[Forgot Your Password?](#)

LOGIN NOW >

### Need Access to PGA.org?

This site is for PGA Professionals,  
the experts in the game and  
business of golf.

[How to Become a Member](#) >

Are you a golf industry professional  
in need of access?

[Apply for a Login](#) >

[Apply to be an Employer](#) >



# PGA Facility Benefits

- PGA Support
  - PGA Partners – Office Depot – Lexmark – John Deere
  - Facility Insurance Options
- Growth of The Game Programs
  - Player Development Managers
  - PGA Junior League – 51,000 Participants in 2018 - UP 20% since 2017
- Access to Our PGA Events
  - The PGA Championship
  - Ryder Cup
  - Senior PGA Championship
  - PGA Merchandise Show and Expo



# PGA Facility Benefits



- PGA Education
  - PGA Partners – Growing the Game
  - PGA University Programs
  - PGA Continuing Education
- Promote activities designed to increase the efficiency of golf course operations. Through the PGA Sections Chapter Meetings to Share Revenue and Activity Ideas.

# PGA Career Services

## July 2017 - Expanded Team July 2019:

- 103 Non-PGA Facilities to hire a PGA member.
- 197 New management level positions filled by PGA Members.
- Doubled the number of paid Advanced Searches
- CareerLinks management positions posted up 10%.

## In the last year the team of consultants:

- Over 7,600 unique PGA Member meetings.
- Nearly 2,500 unique PGA Employer meetings.
- Implemented a Pro-Active recruiting plan to grow funnel of industry staff.



Thank  
you



Proudly Serving the  
Middle Atlantic  
and  
Tri-State PGA Sections

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