



EFFECTIVE JOB

DESCRIPTIONS & POSTINGS

A grayscale photograph of a hand wearing a golf glove, holding a golf ball. The background is a blurred golf course.

EFFECTIVE **JOB DESCRIPTIONS** AND **POSTINGS**

In the ever-evolving talent acquisition/recruitment realm, effective communication of opportunities will increase the likeliness of better candidate pools, as will it reduce frustrations and potential misunderstanding that may arise with unclear and sometimes even misrepresented job opportunities.

Understanding that there can be blurred lines between job descriptions and a job posting will allow hiring teams to treat these as separate tools. To attract top talent, you need more than just a string of wordy bullet points.

This document will aid in understanding nuances between these tools, as well as provide some guidance in their development. A thoughtful approach can yield positive outcomes on hiring, retention, and employee satisfaction.



JOB DESCRIPTIONS

A **Job Description** is generally used for internal use. The document is a complete description of a position which includes the title of the role, who the position reports into, roles and responsibilities, and qualifications for the role such as, skills, education/certifications, previous experience, etc. It's important that the Job Description clearly describes the expectations of the role, this will in turn mitigate any gaps on what is expected of the position.

The components of a Job Description include:

JOB TITLE

JOB PURPOSE/SUMMARY

JOB DUTIES AND RESPONSIBILITIES

REQUIRED QUALIFICATIONS



JOB TITLES

- Ensure the title accurately reflects the position.
- Make it clear from the title what the specific job requires.
- Keep it simple, but precise.
- Research comparable positions in the Golf Industry. What titles are being used?

JOB PURPOSE/SUMMARY

- The Job Purpose/Summary provides a high-level overview of the position and scope of the role.
- This should be a concise summary of why the job exists, consisting of three or four sentences to provide basic understanding.

JOB DUTIES & RESPONSIBILITIES

This section contains a description of the duties and responsibilities of the position. This should list the essential functions of the role. These functions generally make up a large portion of the employee's time.

- Focus on the outcome of tasks.
- Include phrases that tell how, why, where, and how often the duties/tasks are performed.
- Use action verbs such as manage, design, deliver.
- Identify areas of direct or indirect accountabilities.
- Describe the level and type of budgetary responsibilities.
- Reference areas of decision making.

The duties and responsibilities should be listed in order of priority in which they are performed. They are typically listed in bulleted format. Each duty should be assigned a percentage of time (adding to 100%) which reflects the estimated time the employee will spend over a year (or duration of contract). Duties that require less than 5% of time should be combined with other duties or removed.

THE TABLE BELOW MAY BE USED AS REFERENCE WHEN ESTIMATING THE PERCENTAGE OF TIME:

PERCENTAGE	WEEK	YEAR
5%	2 HOURS	2 ½ WEEKS
10%	4 HOURS	5 WEEKS
15%	6 HOURS	1 ½ MONTH
20%	8 HOURS	2 ½ MONTHS
25%	10 HOURS	3 MONTHS



REQUIRED QUALIFICATIONS

This section includes the required level of knowledge, skills, abilities, education, and experience required to perform the role. This section lists the minimum qualifications for an individual to be successful in the role.

EDUCATION:

State the educational qualifications in terms of area of study and/or type of degree or certification that would provide knowledge required for this position.

EXPERIENCE:

Determine the minimum amount of experience required in terms of years and type of work experience for this position.

KNOWLEDGE, SKILLS, AND ABILITIES:

Identify specific skills and or abilities required to be successful in this position. Some considerations are customer service, budget exposure, communication, multi-tasking, negotiation, problem-solving, analytical etc.

PREFERRED QUALIFICATIONS (OPTIONAL)

These are expanded qualifications or “nice-to-haves” but are not essential to perform the day-to-day duties of the role.

Things to Avoid:

- Using complicated wording/sentencing. Keep the sentence structure as simple and as direct as possible. By doing this, it will keep the document concise and enhance understanding.
- Avoid abbreviations and acronyms. If these are necessary, define them the first time they are used.
- Gender specific language, such as, “she manages” or “he oversees”. Instead use “They/Them”.
- Focus on essential tasks/duties, don’t include occasional duties or smaller tasks.
- Avoid gender-biased words, such as these male-bias words:
 - *Strong, Competitive, Decisive, Chairman, Assertive*Instead choose words like:
 - *Professional, Courteous, Customer-oriented, Responsible*

A grayscale photograph of a woman with long, dark, curly hair, looking directly at the camera while sitting at a desk with a laptop. The laptop is an Apple MacBook, and the Apple logo is visible on the lid. The woman is wearing a dark, textured sweater over a plaid shirt. The background is a plain, light-colored wall.

JOB POSTINGS

A **Job Posting** is used externally to recruit/attract candidates. Job postings can be considered a piece of marketing material, as its purpose is to attract the right candidates for the role. A job posting should introduce the organization, provide a more concise description of the position, and shed light as to what it's like to work for the organization. Also, a job posting should include qualifications, benefits, and compensation to help attract qualified and diverse candidates.

As always, clear communication in a job posting is key to setting the tone for creating a positive recruitment experience for both the candidate and the organization.

Before beginning to create the job posting, the targeted audience will need to be determined. To do so, consider if this job will be posted internally or externally. Research applicable associations/ member clubs that will contain a high volume of the targeted audience.

- Junior level roles- Schools
- Executive level roles- Associations (NGCOA, CMAC etc.)

Here are a few questions to help define the targeted audience:

- Who is the ideal candidate?
- What are their skills, experience, goals, and motivations?
- What are the pain points and challenges of this role? How can they be solved?

By defining the targeted audience, the job posting can be tailored to their interests and needs by using the correct language and tone that will attract and resonate with them.

POSITION TITLE

- Reference the title used in the Job Description.

Note: If you are not attracting the right candidates, consider re-evaluating your job title to ensure that it targets the correct pool of candidates for the role and adjust if necessary.

COURSE/FACILITY SUMMARY

Provide a brief overview of the course/facility. This is a great opportunity to communicate your value proposition. Your club/facilities value proposition is the specific benefits and rewards you offer to your employees in exchange for their contribution and performance. A question to consider, "What's in it for them?"

- What sets you apart from other competitors?
The answer you should be seeking is "why should someone work for you?"
- How do you make an impact?
- How do you support your employees?
- How do you create an inclusive environment?
- You can use stories, testimonials, awards, and achievements to illustrate your employer's brand.

JOB SUMMARY

- Reference the Job Summary in the Job Description.

DUTIES & RESPONSIBILITIES

This section should list between 5-7 most essential job duties of the role in bullet point form. Avoid including all duties and responsibilities from the Job Description.

QUALIFICATIONS

- Reference the Job Description requirements.
- **Optional:** include the preferred qualifications

COMPENSATION

This should outline the expected salary, or a salary range. Including salary information on job postings is essential for promoting transparency, efficiency, fairness, and trust in the hiring process. It also helps attract the right audience, reduces bias, and enhances the overall candidate experience while also ensuring compliance with some existing regional legal requirements.



BENEFITS

Including some of the benefits that are offered is a great way to highlight your employer's value proposition and showcase some of the exciting perks employees will receive.

EMPLOYMENT DURATION

Include the appropriate duration for the role by selecting one of the options below:

- Full-time, permanent
- Part-time, permanent
- Seasonal
- Contract

START DATE (OPTIONAL)

Include the start date for the role if applicable.

APPLICATION DEADLINE DATE

State the last day candidates can apply for the job posting.

APPLICATION PROCESS/CONTACT INFORMATION ON HOW TO APPLY

To finalize the application, include a call to action. It should tell the candidate what to do next, how to do it and when to do it. Ensure that the contact information to whom/how the candidates can apply is correct.

Example:

"Interested applicants are encouraged to submit their resume in confidence to [contact name and title] at [contact email address] by [insert application deadline]."

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY STATEMENT

As our society becomes increasingly diverse, organizations are increasing their focus and efforts on fostering an inclusive workplace. Including a diversity, equity, inclusion, and accessibility statement on a job posting is a great way to make a clear stance on the organization's values and inform potential applicants. This statement can illuminate the organization's commitments to DEI, highlight their understanding of the barriers in the current job market, and showcase how the organization can contribute to an equitable and diverse workplace.

SEE THE EXAMPLE BELOW OF A DEI AND ACCESSIBILITY STATEMENT

"At the PGA of Canada, we foster a culture where; Diverse, Equitable, and Inclusive teams have a positive impact on our membership and employers that seek to do the same. Our employees, leaders and board share this commitment. Whether through our events, services, and internal practices; our commitment to these values is unwavering – across all of our work.

All qualified applicants will receive consideration for employment without regard to race, ancestry, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, genetic disposition, age, marital status, family status, disability, or any other aspect which makes them unique. Accommodations are available on request for candidates taking part in all aspects of the selection process."





PGA OF CANADA ZONE OFFICES

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