

>>> 2024 Q1

# STRATEGIC PLAN

SCORECARD







The PGA of Canada launched its new **strategic plan** in 2022 and the National Office, National Board, and Zones have been working closely together over the past two years to deliver on the objectives we set out to achieve to satisfy the needs of our members and the golf industry.

This **scorecard** outlines what we're currently working on in each of our **four pillars** and how we are tracking with each deliverable. This is the first quarterly update we have committed to provide through the expiration of the strategic plan in 2026.

We are proud of our successes to date and excited about the work that lies ahead as we grow as an association and continue to find new and innovative ways to support our members and their career pathways.





# PILLARS

## *MEMBER DEVELOPMENT & GROWTH*

Leading-edge training and education, giving members the opportunity to excel in all golf industry career pathways.

# 1

## *ORGANIZATIONAL STRUCTURE*

An organizational structure that provides equal and consistent services, improved efficiencies, and a united stance across the country.

# 2

## *LEADERSHIP & GOVERNANCE*

Organizational and operational excellence is the foundation to our success.

# 3

## *BRAND AWARENESS*

Elevate the PGA of Canada brand as a premier association to members, stakeholders, and the public.

# 4

# PILLAR 1

# MEMBER DEVELOPMENT & GROWTH



## > OBJECTIVES

## >> WHAT ARE WE WORKING ON

## >>> STATUS

**Expand and diversify the training and development of golf professionals.**

- Developing courses to align with and support specializations
- Developing more training for golfers of different abilities

- Planning to transform the existing Business Fundamentals course into a Customer Service course and update the content of the current Marketing course. The EDI module has also been updated, with the Future of Work and new History Course to be launched later in Q2.
- In partnership with Golf Canada, we will be launching "Introducing Golf to people with disabilities" in May. Planning to further develop and pilot the workshop for coaching golfers with physical disabilities that was previously started in 2022.

**Create multiple pathways to membership with relevant education provided.**

- Developing a concept for a non-PAT membership pathway

- Concept in development and discussion with the National Zone EDs and National Board.

**Support members to be compensated at an appropriate living salary.**

- Conducting annual compensation and benefits survey
- Mandating salary or salary range on job postings

- 2023 results will be communicated in late April/early May. Also investigating amalgamating the National & Zone annual surveys.
- Minimum standards for salary disclosure went into effect March 1. Plan to investigate the development of salary ranges by position.

**Increase the number of golf facilities who employ a PGA of Canada member.**

- Launching Right Fit Pilot
- Expanding employment department to increase capacity

- Right Fit Pilot to run from June – December 2024. 3-4 contractors will be hired to support the project
- Senior Coordinator, Employment started on March 25. Expansion of employment department will help us maintain or increase our service with the job board and allocate more time to proactive outreach to members/clubs re: employment of PGA members

**Implement equitable & inclusive programs and services to diversify the composition of the PGA of Canada membership**

- Continuing to implement recommendations from the EDI Taskforce report

- See updates in EDI scorecard for what we've accomplished to date and our priorities for 2024

# PILLAR 2

# ORGANIZATIONAL STRUCTURE



## > OBJECTIVES

## >> WHAT ARE WE WORKING ON

## >>> STATUS

**Create equitable services and programs for all Zones in both languages.**

- Reviewing our official languages policy
- Making every effort to ensure membership and public communication/services are provided in EN and FR simultaneously

- Policy review has just started
- Working more closely with the PGA of Quebec to identify gaps and investigating pathways for FR delivery of all Education courses

**Strong, united association in supporting aligned programs, services and support to members.**

- Engaging Governance Committee to help deliver leadership retreat
- Conducting series of surveys and focus groups with national staff, board and Zone EDs and their Boards to gather feedback prior to retreat
- Updating Zone agreements

- Leadership Retreat was held in February. Agreement at retreat to remain in our current structure but create some working groups to look for efficiencies in our programs and services. Working groups will be kicking off in April/May.
- Initial review of current agreements has been completed and will be updated over the coming months

**Elevate services, efficiency of operations & communication between stakeholders, members and Zones.**

- Adding Zone share to monthly National/Zone calls
- Ensuring National Director reports for the Board meetings provide updates on the programs/services being offered in each Zone

- Each monthly National/Zone meeting now includes at least one Zone share
- Are reviewed on an ongoing basis

**Plan and implement meaningful and mutually beneficial partnerships (services, in-kind, dollars, programs, etc.)**

- Establishing tracking mechanism for new, existing and prospective partners
- Creating a sponsorship department within PGA of Canada
- Establishing a sponsorship working group

- Signed contract with software partner. Data entry approximately 70% complete.
- Created new role at PGA of Canada to coordinate fulfillment of sponsorship agreements – Coordinator, Partnerships & Member Services
- Sponsorship working group to kick off in late Q2

# PILLAR 3

# LEADERSHIP & GOVERNANCE



## > OBJECTIVES

## >> WHAT ARE WE WORKING ON

## >>> STATUS

**Foster direct and open communication between PGA of Canada and its Zones.**

- Holding monthly calls with Zone EDs
- Sending out monthly round ups outlining operational updates to Zones and National Board
- Having a National Rep attend Zone AGMs
- Developing a schedule for Zone President calls
- Disseminating quarterly strategic plan and EDI scorecard
- Providing monthly reports to National Board, Zone Boards and Zone EDs on Board Committees and working groups

- Month calls continue to be held
- 3 monthly round ups disseminated so far this year
- PGA of Canada CEO attended 3 AGMs
- Zone President calls to begin in Q2
- First scorecard to be disseminated in Q2
- First monthly report of the working groups/Board committees to be disseminated in Q2

**Recruit, develop and retain a dedicated staff to lead the organization.**

- Developing orientation manual for new staff
- Establishing minimum on-boarding requirements
- Reviewing job posting criteria

- To begin late Q2/early Q3
- Standardized hiring process established as well as minimum training requirements
- Salary ranges are now mandated as part of job postings

**Recruit and develop a competency-based Board of Directors.**

- Executive Committee creating process to address accountability of the Board in carrying out their duties (ie. meeting attendance, participation, Zone engagement, engagement with PGA of Canada properties)

- Minimum standards being established for the National Board

**Implement strategies to diversify the leadership within the operational & governance levels of the organization.**

- Annual review of hiring practices

- Implementing practices to remove bias from hiring (interview, resume review) and implemented consistent interview processes (i.e. multi staff, minimum two rounds of interviews)



# PILLAR 4

# BRAND AWARENESS



## > OBJECTIVES

## >> WHAT ARE WE WORKING ON

## >>> STATUS

**Increase the number of members who would recommend the PGA of Canada as a career pathway.**

- Targeting specific audience of low handicaps and younger demographic

- Working with Golf Canada to generate a list

**Improve the use of the current brand image and logo.**

- Updating our brand guidelines
- Creating new profile picture logos for Zones
- Co-posting content with Zones
- Auditing Zone social media channels to ensure brand compliance
- Creating and distributing templates to Zones

- To begin late Q2/early Q3
- Standardized hiring process established as well as minimum training requirements
- Salary ranges are now mandated as part of job postings

**Actively promote our member's stories, successes and innovation.**

- Creating Women in golf campaign in partnership with the Gist
- Ongoing storytelling/social media/content

- Shoot scheduled for Q2
- 2 member stories shared in Q1

**Strategic marketing aimed at the users of the game to spread the word on the diverse roles of PGA of Canada professionals.**

- Expanding PGA Shop
- Diversifying photo database

- Planning 2-3 expansions this year. Tentative planned expansions are in May, June and the Fall. May will be to add some new products, June to expand our Pride line and Fall to add more new products
- Expanding photo database and plan to leverage events throughout the year



## MEMBER DEVELOPMENT & GROWTH

### ACCOMPLISHMENTS

- ✓ First PGA in the World to introduce PAT for golfers of different abilities
- ✓ Implemented new membership categories
- ✓ Provided support to members on negotiation skills
- ✓ Added compensation averages by role to PGA of Canada website
- ✓ Added demographic data fields to the database

### NOTES

- 4 applicants successfully completed the PAT in 2023
- Rolled out to membership in 2023
- Negotiation course and Tee Talks PD content launched in 2023

## ORGANIZATIONAL STRUCTURE

### ACCOMPLISHMENTS

- ✓ Added French staff person to support communications and membership services
- ✓ Conducted bi-annual leadership retreats with National Board, Zone EDs, Zone Presidents and select National Staff

### NOTES

- Full-time staff person hired to support both PGA of Canada and the PGA of Quebec
- Leadership retreats have been held in 2022 and 2024

## LEADERSHIP & GOVERNANCE

### ACCOMPLISHMENTS

- ✓ Competency based matrix developed for the Board
- ✓ Updated onboarding process for new Board members
- ✓ Conducted values and culture assessment for National Office
- ✓ Two at-large Board members elected to the National Board
- ✓ New internal hiring process established for the National Office

### NOTES

- Matrix was used for 2023 and 2024 Board elections
- Board orientation sessions scheduled and manual provided to all new members
- 2 new Board members were elected in 2023 (this was an action item from the EDI report)
- New hiring process implemented (multi-staff participation, minimum two rounds of interviews, consistent questions related to the organization's values)

## BRAND AWARENESS

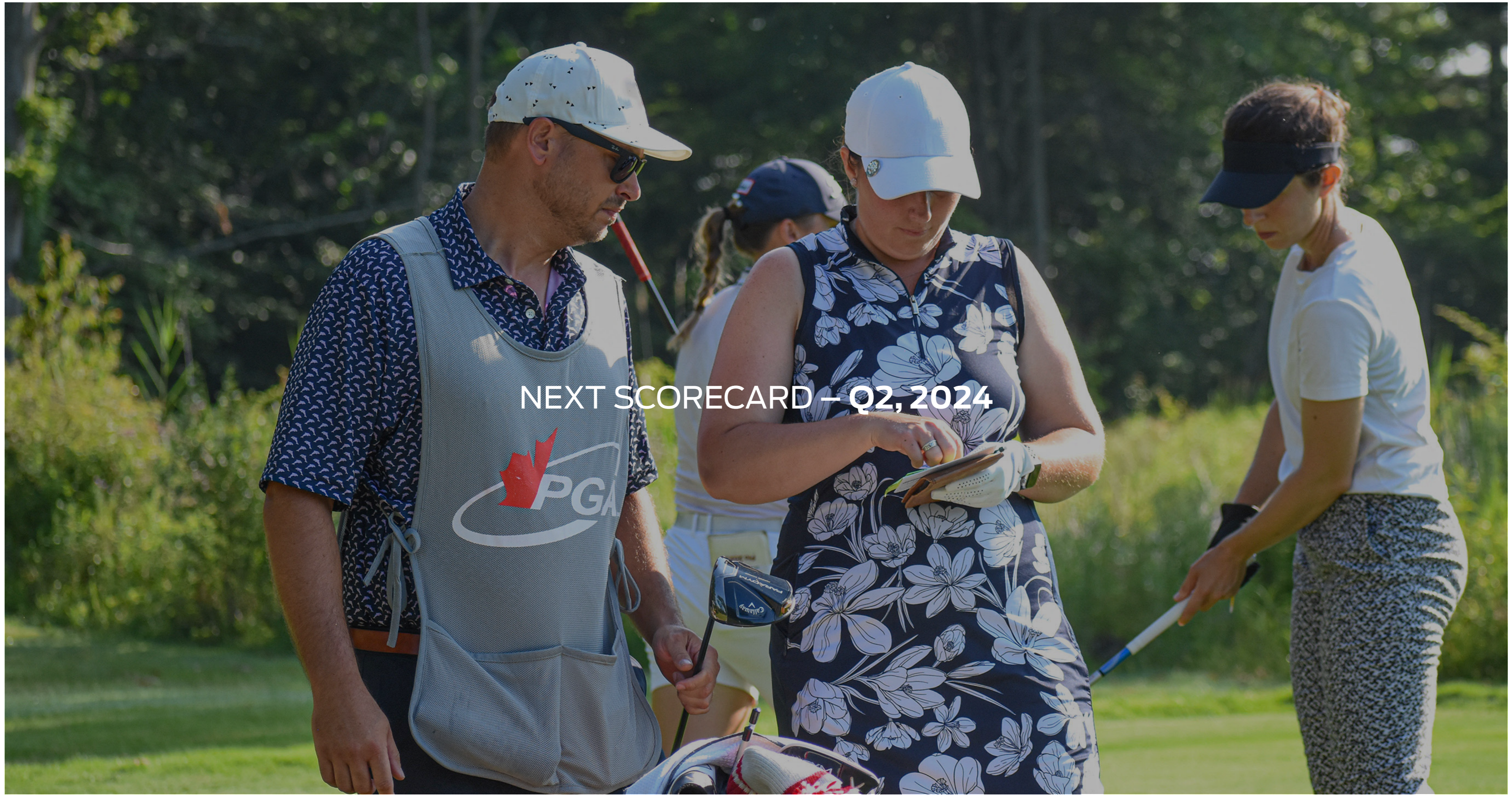
### ACCOMPLISHMENTS

- ✓ Created Go for Pro campaign
- ✓ Enhanced storytelling of our members and services
- ✓ Applied AODA standards to digital and print materials
- ✓ Continued to build out image database capturing more images/content of our members from under-represented groups
- ✓ Expand PGA Shop

### NOTES

- Campaign launched in 2023
- Used paid advertising to amplify content, enhanced production quality
- Pride and women's merchandise now available





NEXT SCORECARD – Q2, 2024