



GUIDE TO HIRING

THE RIGHT PGA OF CANADA PROFESSIONAL FOR YOUR FACILITY



SCREENING RESUMES

Resume screening is the process of determining whether a candidate is qualified for a role based on their education, experience, and other information captured within their application.



Hiring your facility's first PGA of Canada professional or replacing a long-time, valued PGA of Canada professional who is retiring may seem like a straightforward task. But have you thought through all the elements that go into finding the right match?

- Analyzing the job requirements.
- Using an appropriate recruiting source.
- Screening resumes effectively.
- Preparing properly for interviews.
- Being diligent in reference checking.

The PGA of Canada's Hiring Steps Checklist will help you keep track of your progress. This checklist is available on the PGA of Canada's website, or can be accessed by emailing employment@pgaofcanada.com

The steps you will need to follow in your hiring search can be related to the key elements of the golf swing. Each of the swing's basics - starting position, backswing, downswing and follow-through - is linked together; none can be overlooked or given short-shift if you plan to stay "on-course" with your game. In the same way, appreciate the totality of the stages of successful hiring and how each of the various steps in your search relates to one another.

Just like how hitting a fine golf shot requires proper equipment, mental preparation, physical agility, and steady aim at a target, so too does the process of selecting the right PGA of Canada professional. You need adequate preparation, sound analysis, a reasonable timeframe, patience, and the ability to stay focused on the final goal.

Choosing the PGA of Canada professional who best meets the demands of your unique golf operation does not happen by luck or accident, it takes commitment and effort from a select group of people who have your facility's best interests at heart. Finding the right person with the skills and personality to take your golf program to new heights is worth the time and energy it takes.

AS INTRICATE AS THE GOLF SWING





THE STARTING POSITION

The starting position of a golf swing gives the golfer perfect balance to execute the shot. Having feet, legs, arms, and body in proper alignment with the ball and the target ensures a firm foundation and freedom of movement during the swing.



GETTING PREPARED

Establishing a good "set-up" is also important when you begin the hiring process. It is essential for those who are involved in the selection to have a thorough understanding of the traits, characteristics, skills, training, and experience desired in your PGA of Canada professional. Your objective is not simply to hire someone to fill the position, but to make sure the person you select represents the "**Right Fit**" and will be with you and your facility for many years to come.

How can your golf facility adequately prepare to start the search?

ANSWER:

Contact the PGA of Canada's Employment Department.

The PGA of Canada is the premier body in Canada for accrediting golf professionals. We provide the training, support, and resources they need to establish and maintain a career in golf. In doing so, we add value to the profession and make these members more marketable.

When you need a person professionally trained and specialized in the business of golf, your first contact should be with the PGA of Canada's Employment Department or with the PGA of Canada Zone Office in your area. The PGA of Canada is actively involved in serving as an employment resource for golf facilities across the country, offering you a talent pool of accredited professionals to select from.

The PGA of Canada can be of assistance in:

- Assessing the club's needs.
- Partnering to create an accurate job description.
- Providing direction on appropriate compensation and benefits to offer.
- Providing you with a strong field of candidates with related specializations by posting the position within the job market section of the zone and/or national website as well as offering paid options, such as emailing your job posting to the entire PGA of Canada membership.
- Helping you with information on how to screen resumes effectively to arrive at the best slate of finalists.
- Guides, resources, templates, etc. that we can provide (through our Tee Talks platform or Employment Department).
- Offering you a resource on how to form an appropriate employment arrangement with your new PGA of Canada professional.
- Providing you with world-leading industry research as well as best practice in hiring, career mapping as well as roles and responsibilities.

The PGA of Canada stands ready to answer your questions and to put you in contact with the right PGA of Canada professionals to fulfill your unique requirements.

Please email employment@pgaofcanada.com to set up an informal meeting to help get you started.



ANALYZE YOUR FACILITY'S NEEDS

Just as every company is unique, no two golf facilities are exactly alike. Though some may fall into similar broad classifications - such as 9-hole public courses or 36-hole resort courses- each facility has its own character, as distinct from others as its course layout.

Two 18-hole semi-private courses with 800 playing members may look statistically alike, but upon closer look, each may have quite different needs. One might require exceptional attention to its junior program and three times the number of lessons for its players, while the other may need more rental services and golf shop merchandise due to busier traffic. Sales volumes for each of these golf shops may vary substantially, both in dollars and in types of merchandise sold, resulting in entirely different needs.

It is important to remember to not simply recycle an old job description. The world is constantly changing and evolving, so too are your facility's needs. It is paramount to conduct a proper needs assessment to discover what your facility needs.

For assistance in analyzing your facility's needs, contact your PGA of Canada Zone Office or the PGA of Canada National Employment Department.

APPOINT A SELECTION COMMITTEE

Whether your facility is a public, private, semi-private or resort course, it is highly recommended that a selection committee be appointed to carry out the hiring of your PGA of Canada professional. The hiring committee should be of a workable size - three to five people is ideal, depending on the position - and represent various interest groups at your club or course. Avoid performing interviews by yourself as it could leave yourself and/or your facility open to legal liabilities.

Since successful hiring requires time and effort, the people who serve on your selection committee must be engaged in the hiring process. They must have the discipline to evaluate your facility's current golf program and ascertain what the expectations are for the new professional. To ensure an efficient selection process, committee members should be given full authority to hire the PGA of Canada professional of their choosing, or give a recommendation to the Board of Directors.

GAINING MOMENTUM

These next steps help you decide exactly what you are looking for before you start to look, enabling you to gain momentum for your hiring process.





THE BACKSWING

Just as the backswing sets a player's swing into motion, the background work performed by a hiring committee is essential to start the process on the right track. The better your facility understands the responsibilities of the PGA of Canada professional's role and the profile of the person you need to hire, the better your committee members will be able to establish the proper hiring criteria and to evaluate qualified candidates from the applications.

PREPARE A JOB DESCRIPTION

After reviewing the PGA of Canada professional's role in relation to your facility's needs, you are now ready to define the job's functions and responsibilities.

A job description is a concise written record of a job's tasks and responsibilities and how the position ties in with other roles at a golf facility. It should also communicate the objectives and performance standards of the role, as well as the authority and accountability the job carries.

If a job description format is already in place, review the information with your current PGA of Canada professional, your PGA of Canada Zone Office, or the PGA of Canada National Employment Department to be sure it is accurate, clear, and descriptive of the entire role. If you do not have an established format, the following guidelines will help you develop one for your professional:

- Identify the title of the position (i.e., General Manager, Head Professional), as well as who the professional reports to, and who reports to the professional.
- Summarize the responsibilities of the new professional, in specific terms and in order of importance. The following chart from the PGA of Canada's world-leading research project, *"Hiring Practices of a PGA of Canada Professional"* shows the key roles and duties of a golf professional.



- Outline performance objectives such as how many months your professional is required to be on the job, shop hours, days in per week, committee participation and other details pertinent to your golf shop operation.
- Ensure your job description is using appropriate language and correct terminology. e.g., PGA of Canada rather than CPGA
- Which PGA of Canada Specialization does the role require? Golf Operations, Management & Leadership, Teaching and/or Coaching?



Presented by:



The PGA of Canada Training Academy presented by Titleist and FootJoy allows Class "A" members to specialize (should they choose) in one, or a combination of, four key areas (Teaching, Coaching, Golf Operations and Management and Leadership) based upon their individual career path, goals, and aspirations of employment in the industry. The specializations are connected to the PGA of Canada's Right Fit program, focused on supporting PGA professionals, owners/operators, and hiring managers looking to find the right PGA professional in the right job with the right training and qualifications through the PGA of Canada Training Academy presented by Titleist and FootJoy. More and more hiring managers will be seeking PGA of Canada professionals with one of these specializations.



Once your job description has been prepared, review it carefully to ensure it is specific enough to attract resumes targeted to the job's requirements. Committee members who prepare a job description too general in nature may find it an onerous task to wade through the large number of resumes that are likely to come in. The more specific the job description is, the easier it will be to focus on the candidates you should interview.

IDENTIFY THE IDEAL CANDIDATE

Once you have properly defined the job, it is time to consider what kind of person will best carry out the role of your new PGA of Canada professional.

It is important to be realistic in your expectations when setting out to describe the specific abilities and personal characteristics necessary for the position. No one individual can rate as an expert in every single facet of the golf business, but candidates you do consider should certainly rank high in the areas that your selection committee feels are most important.

Here are some considerations that may be helpful as you prepare the job specification for your professional:

- The type and amount of previous experience at a golf facility needed to run your facility's operations.
- The importance of being able to work in a fast-paced environment with a variety of personality types.
- The range of management responsibilities expected at your facility.

When the requirements of the role are established, the next step is to develop the financial parameters that will attract quality candidates to your golf facility.

DETERMINE THE COMPENSATION PACKAGE

The level of income, bonuses, commissions, incentives, benefits, and perks forming the compensation package for your professional should be based on the composite picture of the PGA of Canada professional you need to hire. Reviewing past financial performance data of the golf operation is also advantageous to understand the income and expense realities of the business.

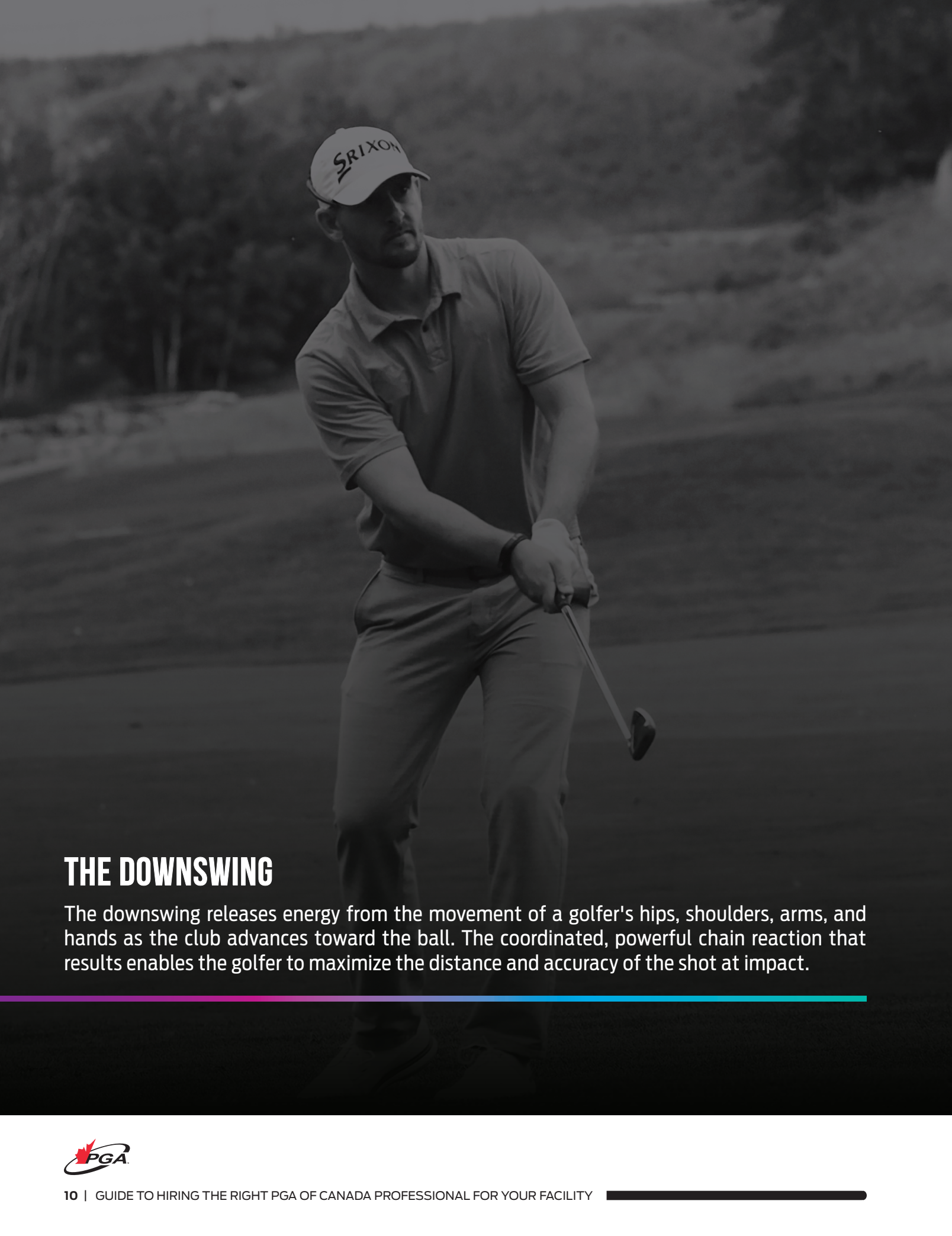
Income areas to consider when formulating a compensation package could include golf cart operations, professional shop services, practice facility services, lessons and merchandise sales. Other revenue areas might involve pull cart and golf club rentals, vending machines, food and beverage sales, tournament revenue, guest fees and net revenue from the total-golf operation.

Other elements of a package may include benefits such as a retirement plan, insurance, education, membership dues and travel allowances, health and dental, equipment packages, club privileges, meals, and vacation time.

The PGA of Canada's Employment department can assist you in determining the appropriate level of compensation and benefits for the role.

Once the compensation package is established, the following information should be included in the professional's job description to present an accurate picture of the job's financial status and potential: concessions or sources of income, expenses the professional will be accountable for, benefits and other terms of the agreement.





THE DOWNSWING

The downswing releases energy from the movement of a golfer's hips, shoulders, arms, and hands as the club advances toward the ball. The coordinated, powerful chain reaction that results enables the golfer to maximize the distance and accuracy of the shot at impact.



AIMING FOR THE RIGHT TARGET

Just as you need to aim at a target in your golf swing, the stage you are at in your hiring process now requires steps that will lead you to the candidates who can best fill the role as your PGA of Canada professional and be the "Right Fit" for your facility. An important question to ask is, "Do I need a specialist?" PGA of Canada professionals specialize in one or more of the following, **"Management & Leadership"**, **"Golf Operations"**, **"Teaching"** and **"Coaching"**.

Whatever your facility's needs are, the PGA of Canada has a professional that will add value to your organization.

ADVERTISE THE POSITION

When the financial arrangements have been concluded in your meeting with local PGA of Canada officials, it is time to craft a job posting to be advertised by the PGA of Canada. Your local PGA of Canada Zone and/or National Office is more than happy to assist you in the preparation of your advertisement and posting the position on the career section of the website. Job description templates can be found on the PGA of Canada's website or by emailing employment@pgaofcanada.com

Your job description should include: a description of the type of professional you are looking for, a paragraph about the course/facility/organization, a job summary, the position's responsibilities, the qualifications required, compensation, benefits/perks, employment term, deadline to apply and how to apply. Also, any information required by Provincial Employment legislation such as providing accommodations during the recruitment process.

Once your job description is finalized, you are ready to post your position with the PGA of Canada.

The PGA of Canada offers many different job posting options for all budgets:

- National & Zone job board postings
- Sponsored job posting/classified email blast to entire membership contact list
- Sponsored job ad in the PGA of Canada's newsletter
- Sponsored LinkedIn job posting on the PGA of Canada's LinkedIn Page

Contact the Employment Department,
employment@pgaofcanada.com

For more information on which job posting option(s) may be right for you.

COLLECT AND SCREEN RESUMES

Resumes are used to help applicants put their best foot forward. When faced with several applications, your committee members will need to be able to read between the lines of a resume to decide whether a candidate should be interviewed.

There is no predetermined number of candidates you must interview. Once you have narrowed the list of candidates down to a final group, four to six is a reasonable number, you should contact each applicant to schedule an interview.

It is a best practice to start with a phone interview to get a sense of a candidate before you schedule an in-person interview. It will also provide insight on the consistency of each candidate. Ask candidates to be prepared to present a specific plan on how they would administer golf program activities at your facility. Prior to hiring, a candidate's references, education, background check, and current/previous employment should be verified.



GETTING PAST IMPLICIT BIAS

Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

Hiring a diverse team requires pushing through the implicit biases we have. These biases can lead people to hire “mini-me” versions of themselves. Removing implicit bias from your hiring process starts early on and should be addressed at every step.

As a final word about applications, it is appropriate and expected that you acknowledge receipt

of the applicants resume and inform them of their standing throughout the selection process. Samples of three letters your facility may send to applicants to let them know of their status can be found on the PGA of Canada’s website or by emailing employment@pgaofcanada.com.

For help with the interviewing process, please review the Interview Guide available on the PGA of Canada’s website or by reaching out to employment@pgaofcanada.com.

THE FOLLOW THROUGH

The follow through displays how well the golfer has executed the fundamentals of the golf swing. The club's speed and momentum carry the swing to a full finish.

FINISH STRONG

A good finish to your golf swing makes the shot. Likewise, in the last stage of your selection process it is important that your final steps lead to a good hiring decision.

MAKE THE FINAL SELECTION

Your committee is now at the moment-of-truth of the selection process: making the all-important hiring decision. Take the time to reflect on all that has occurred to date in your recruitment activities. The success of your hiring decision

will be directly proportional to the accuracy, thoroughness and relevancy of information gathered on the candidates under consideration.

When the research is complete, the hiring committee should hold a final meeting to select the new professional. Objectivity is a key factor in evaluating your final group of applicants. Candidates should be compared to the standards established for the PGA of Canada professional role, not to each other.



After a decision has been reached on your first choice for the job, wait until a written contract has been signed with the person before making any announcements. This may be difficult since your committee has spent weeks searching for the right individual. But if the candidate you want to hire must relocate, the decision can be a complex one. The realities of uprooting a family and leaving familiar surroundings can be traumatic, reversing a candidate's previous verbal commitment. Do not notify any other finalists about your committee's decision until you have the necessary signatures on a contract. Your top two choices may end up not accepting the position if final arrangements are not up to their expectations or if they are in line for other jobs. That is why it is critical for committee members to keep their decisions and negotiations confidential.

SIGN A CONTRACT WITH YOUR NEW PGA OF CANADA PROFESSIONAL

The formal written contract established between your facility and your new PGA of Canada professional should be mutually beneficial. It gives the professional a measure of security and sufficient time to perform well in the job and it assures the club or course the right person for directing your golf operations will be on board for several years.

The contract simply confirms in writing what has been agreed to verbally, eliminating possible areas of misunderstanding in the future. It spells out a clear working arrangement between the two parties, stating all the job responsibilities, sources of income and benefits for the professional, as well as a payment schedule and timeframe for the contract. Your local PGA of Canada Zone and/or National Employment Department can provide resources to assist in this area.

THE RIGHT FIT



ANNOUNCE YOUR DECISION

Once a contract is arranged and signed, it is time to tell the good news. Take advantage of this opportunity to garner some publicity for your facility by preparing a press release and distributing it to the local news media. Be prepared for questions as to why your facility is making the change. The best way to discuss the hiring move is to emphasize the positive outlook for your club or course.

As a professional courtesy, contact the other candidates promptly by email, thanking them for their participation and complimenting them on their presentation to your committee.

Finally, announce your decision to the PGA of Canada officials in your area, letting them know who was hired, what the official position is, and the person's effective date of employment.

MAINTAINING GOOD RELATIONS WITH YOUR PGA OF CANADA PROFESSIONAL

Now that your facility has hired the right PGA of Canada professional for your needs, it is important to embark on this partnership in the spirit of co-operation, fairness, and mutual respect. No relationship can be taken for granted, particularly one that success is highly dependent on each party's understanding of its respective responsibilities and benefits.

One of the first things you should do is work with your professional to determine the objectives of your golf program and to formulate a plan for meeting those goals over a specific period.

Since a PGA of Canada professional is the pivotal point around which a successful golf operation revolves, it is also key to maintain an ongoing process for assessing how well your professional

is meeting the expectations of your facility. Regular, open communications and timely performance evaluations are ways in which your club executives can actively promote a rewarding, long-term relationship with your professional.

PGA of Canada professionals welcome the opportunity for a constructive review of their performance. It is advisable at the time of hiring to establish when evaluation sessions will take place and to conduct them at least annually. Taking the time to sit down and thoughtfully discuss the strengths your professional brings to the position, as well as suggestions for areas of improvement, will go a long way toward fostering a harmonious and prosperous relationship. Such appraisals not only demonstrate a sincere interest in developing your professional's skills but form a solid basis for making compensation decisions and for rewarding exemplary performance.

It is also an opportune time to understand from your professional's point of view how the golf operation can become more successful. Consider offering professional development opportunities through the PGA of Canada's Training Academy which will enable your professional to stay abreast of current industry trends and knowledge which in turn will enhance your operation's bottom line.

PGA of Canada professionals will do their finest work when they are treated with consideration. They would rather learn of ways they can improve the quality of their services through periodic assessments, than to become aware of vague rumours of dissatisfaction. The time and energy required to find and keep the right PGA of Canada professional will be more than worth it in the long run when the relationship between your golf facility and professional is a pleasant and mutually profitable one.



HIRING PRACTICES OF A PGA OF CANADA PROFESSIONAL

For more information, please read “Hiring Practices of a PGA of Canada Professional”. A world-leading research project and the first of its kind in the golf industry amongst the NGCOA (National Golf Course Owners Association) and PGA of Canada Members who hire PGA of Canada professionals to understand the skills, training, education, and background they seek in hiring both junior and senior-level positions.





GUIDE TO HIRING THE RIGHT PGA OF CANADA PROFESSIONAL FOR YOUR FACILITY

PGA OF CANADA ZONE OFFICES

Find out more about how a PGA of Canada professional can help your facility improve its service standards and financial performance. For further information on hiring guidelines, please contact your PGA of Canada Zone Office:

PGA OF ALBERTA

517 23rd Avenue NW, Calgary, AB T2M 1S7
Ph: 403-256-8894 | TF: 1-800-866-6140
E: info@pgaofalberta.com | W: www.pgaofalberta.com

PGA OF BRITISH COLUMBIA

#243 - 7080 River Road, Richmond, BC V6X 1X5
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E: info@pgabc.org | W: www.pgabc.org

PGA OF NORTHERN ONTARIO

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PGA OF OTTAWA

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