



THE RIGHT FIT!

**HIRE THE 'RIGHT FIT'!**

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# ...THE MOST IMPORTANT INFLUENCE...

Your PGA of Canada Professionals have the most important influence on your entire golf program and the volume of traffic in your clubhouse, golf shop and facility.

Hiring the right individual to work at your facility is one of the most critical decisions you will make and has a significant impact on your bottom line. Once the golf course is ready for play, your golf professional and their staff are the ones that project the image of your facility to each member and guest when they visit your course.

## THE ROLE OF THE GOLF PROFESSIONAL

There were key areas of the role of the professional. These roles were based on previous researched conducted by the PGAs of European, PGA of Canada members, national staff, stakeholders and the NGF.

*The five key areas of the golf professional's role include:*



### MARKETING/PROMOTING & SELLING



### PLAYER DEVELOPMENT



### PLANNING/EXECUTING GOLF EVENTS



### RETAIL



### MANAGING FINANCE AND PERSONNEL

## THE ROLE OF THE GOLF PROFESSIONAL

Each of these five key areas was drilled down into various key roles, totally 20. These key roles were based on traditional roles of the golf professional at a golf facility to reflect

*The key areas include:*



- Marketing/Promoting of the game
- Marketing/Promoting of the facility
- Marketing/Promoting of golf events and outings
- Marketing/Promoting products and services
- Selling products and services
- Managing the customer experience



- Introducing/Instructing new golfers
- Facilitating transition from beginner to golfer
- Developing existing golfers
- Playing golf to a good standard



- Planning a golf event/outing
- Executing a golf event/outing
- Managing daily play/tee times



- Managing retail inventory
- Managing merchandising
- Staying current/knowledgeable on products and trends



- Managing finances
- Managing personnel
- Conducting strategic business planning
- Coordinating with total facility operations

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PGA OF CANADA: ROLES & RESPONSIBILITIES



## CORE VALUES OF PGA OF CANADA PROFESSIONAL

- Passion
- Driven
- Revered
- Champion
- Expertise
- Innovative
- Action-Oriented
- Inclusive
- Proven

### *A PGA of Canada professional provides your club with:*

- Trained specialists (Management & Leadership, Golf Operations, Teaching and Coaching)
- The best business practices in the industry through continuous learning via the PGA of Canada's Training Academy.
- Additional revenue streams based on a needs analysis of your course/facility
- Skilled merchandisers.
- Golf equipment experts.
- Promoters of golf.
- Catalysts for golf business growth.
- Somebody trusted and respected by golfers.
- Protection through PGA of Canada's insurance program.
- Stability.
- Confidence in your staff.
- The honesty and trust that you expect from your professional staff.
- An open door to the strongest network within the golfing community.
- Buying power.

● **KNOWLEDGE** - No other golf organization in Canada provides the breadth and quality of service that the PGA of Canada does, or can guarantee the level of excellence we can through our Training Academy and professional development. Our members are more educated, better-trained golfers with higher standards—they are considered leaders in the golf industry and are respected worldwide.

● **ACCESS TO SPECIFIC PROGRAMMING** - junior golf programs, national coaching programs, adult programming, etc. that is available only to PGA professionals and can build your membership and golfer recruitment and retention at your club.

While some courses may prefer a golf professional who is able to deliver strong teaching programs, junior programs and devotes a reasonable amount of time to playing with members, other courses may prefer a professional who puts more emphasis on merchandising and increasing club revenue through the promotion of the facility for tournament play. In all cases, the PGA of Canada has the right professional for every club and course in Canada.

If your facility plays host to just 20,000 rounds per season, your Head Professional will cost you between approximately \$3 and \$4 per round and will contribute to earning much more for your club through the creation of robust programs, implementation of cost-saving measures and many other proven methods learned through top-tier education and experience. How can you afford not to have one working for you?







## **CUSTOMERS RESPECT THE ADVICE OF PGA OF CANADA PROFESSIONALS**

Customer service and image enhancement are extremely important in today's competitive business environment. Our members understand this and work hard to ensure your facility will succeed. Whether you are looking for a golf professional who will operate the pro shop, the driving range, food & beverage, or the entire facility, the PGA of Canada is here to help you with this search. Many staffing services are offered to your facility at no cost.

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The customer/member/guest won't continue the relationship-building process until they know in their heart that you care about them as a person. The least-expensive strategy, yet the one that can provide you with the greatest return on your investment, is a strategy of creating relationships, strengthening relationships and educating relationships about the added value the customer receives from doing business with you. Technology, products, services, and the business at large continue to change, but the one constant is that people want to know that we want and care about them. If the customer doesn't feel this when they

visit you, they'll leave and they'll visit someone else who they believe does care about them. Once the customer knows that you care, you'll be able to grow your revenues for each customer by engaging in intelligent conversations with them. By understanding and conversing with the consumer about what they want and need from the game, you'll be able to discuss the products and services that you provide to meet their wants and needs. As you meet these wants and needs, not only will you improve your revenue from each customer, but you'll also grow your number of customers through better customer retention.

## OUR GOAL IS TO MATCH OUR MEMBERS WITH EMPLOYERS TO HELP FIND THE “RIGHT FIT”

The “**Right Fit**” is a deeply personal definition. It is specific to the role, the person, and the company at hand. But we should be holding out for finding a long-term fit—someone who is the right person for the role and the company, and who also feels that the company and job are right for them.



A black and white photograph of three women standing on a golf course. The woman on the left is wearing a light-colored jacket and pants, holding a golf bag. The woman in the middle is wearing a light-colored polo shirt and dark pants, holding a golf club. The woman on the right is wearing a dark jacket and pants, holding a golf club. They are all smiling and looking at the camera. An umbrella is visible in the background on the left.

## A GOOD CULTURAL FIT

Employees who are a good cultural fit at a company are likely to be less stressed, remain dedicated to a company, and enjoy themselves in the work environment. Just as an employee and a company benefits from a good culture fit, both parties suffer from a poor one.

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Statistics indicate that the direct cost of replacing an employee depends on their position. For example, replacing a mid-level employee can cost 20 percent of their annual salary, meaning a \$60,000 per year manager can cost about \$12,000 to replace. Meanwhile, replacing a high-level employee, with large salaries and specialized training, can cost up to 213 percent of their salary. This puts the direct cost of replacing a \$100,000 per year C-Suite Executive at up to \$213,000.

Indirect costs of employee turnover can include factors like lost productivity; lost engagement as existing employees begin to question why turnover is so high and start to disengage; and others, such as lost institutional knowledge, reduced morale, and even gossip. While none of these factors can have their impact tracked with an exact monetary value, they still certainly exist as a cost to organizations and should not be ignored when examining the impact of employee turnover.

Our membership, which consists of well-trained, highly educated, motivated and talented individuals,

is continually growing and evolving to meet the demands of the ever-changing golf industry. If you are looking for a golf professional who puts an emphasis on Management & Leadership, Golf Operations, Teaching or Coaching, we have the right golf professional for you and will help you find them.

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 on identifying 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 and job postings will be seeking PGA of Canada professionals with one of these specializations.

## OUR MEMBERS ARE PASSIONATE ABOUT THE BUSINESS...

And committed to the long-term success of the golf industry. Today, the PGA of Canada is comprised of over 3,600 golf professionals who are leaders in golf. We provide instruction to all golfers, leadership for all golf environments and the expertise necessary to handle any situation.





# HIRE THE “RIGHT FIT”!

## 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](mailto:info@pgaofalberta.com) | W: [www.pgaofalberta.com](http://www.pgaofalberta.com)

### PGA OF BRITISH COLUMBIA

#243 - 7080 River Road, Richmond, BC V6X 1X5  
Ph: 604-303-6766 | TF: 1-800-667-4653 | Fx: 604-303-6765  
E: [info@pgabc.org](mailto:info@pgabc.org) | W: [www.pgabc.org](http://www.pgabc.org)

### PGA OF NORTHERN ONTARIO

100 Tupper Drive, North Bay, ON P1C 1N3  
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W: [www.nopga.ca](http://www.nopga.ca)

### PGA OF OTTAWA

18035 Island Road, Martintown, ON K0C 1S0  
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### PGA OF CANADA ATLANTIC

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### PGA OF QUEBEC

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### PGA OF SASKATCHEWAN

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