



NEGOTIATIONS



NEGOTIATING A NEW OFFER MAY FEEL UNCOMFORTABLE...

But a little discomfort may be worth it. When you are first offered a new position or renegotiating your contract, this is your best chance to increase your salary and benefits as well as improve the conditions of your new job.



Once you have accepted a job, you lose

YOUR LEVERAGING POWER.

The best negotiators know what they want and are armed with information about what is negotiable and to what degree.

Before you have your first interview, you should begin thinking about what conditions are most important to you and what you want from your new job. Every employer has different ideas about what they are willing to negotiate. Therefore, it is up to you to do your research.

WHAT IS NEGOTIABLE?

Salary is not the only negotiable item on the table. Based on what you need and want, any of these items may be negotiable. Before you interview for a position, review the list below and select a few items that are most important to you.

- Salary
- Medical and Dental Benefits
- Job title
- Start date
- Vacation time
- PGA of Canada dues paid
- PGA of Canada Training Academy/ Professional development costs
- Flextime schedule
- Laptop, mobile phone, home office technology



- Percentage of lesson revenue
- Clothing allowance
- Meal program
- Playing privileges
- Equipment package
- Signing bonus or other bonuses
- Reporting relationships
- Decision-making/Level of authority
- Relocation expenses
- Auto expenses (car, mileage)

RESEARCH BEFORE THE INTERVIEW

It is best to begin by researching salary ranges before you apply. Once you have been invited for an interview, conduct more thorough research on the company's benefits and culture to see how likely you are to get what you are looking for.

Reach out to your PGA Zone or National Office, or look on the PGA of Canada's website for compensation and benefits information to help you understand what you can and should be asking for in terms of your compensation and benefits package. The PGA of Canada can provide you with salary and benefits benchmarks that will enable you to know your value and what you should approximately be making in your role.

Research salary information, but do not stop there. The most helpful information usually comes from current or past employees. Ask current or previous employees if you are able or read reviews online about what an employer has to offer. If you are unable to gain any insight, figure out what is important to you and, if offered the job, ask for what you want. The employer will say yes or no.

RESEARCH DURING THE INTERVIEW

Remember, throughout the interview process your goal is to determine whether you are interested in working for this employer. It is up to you to ask questions during the process. Again, it is always best to talk "off-the-record" with current or past employees to learn what items tend to get negotiated.

Salary is usually the first thing you should start negotiating. How close the hiring manager comes to meeting your salary requirements may determine how hard you try to negotiate other

items. For example, if the company is not willing or able to increase the salary offered, you can attempt to gain more benefits that equal the value of a higher salary.

WHEN DO I START NEGOTIATING?

Do not attempt to ask for more money or any items on your list before you have received an offer. It may result in your elimination as a candidate. You cannot officially start negotiating until you have an offer. An offer is either presented verbally or in writing. Once you have received an offer, be sure to express your gratitude and enthusiasm for the job and ask how long you have to evaluate the offer. Remember, this is a major decision, and you need time to think about it, even if you know you want the job. Arrange for a date and time to meet or talk on the phone to provide your answer.

PREPARE TO NEGOTIATE

Once you have the offer, you hold some power. The employer wants you on their team. They have invested time in whittling down the candidate pool and selecting you. But, do not let this go to your head. Be willing to compromise. Prioritize your list of negotiable items from the sample list above and write down what your non-negotiables are based on the needs of your family and personal life. For example, if you need 3 weeks' vacation, then that would be your bottom line, or if you or someone in your family requires an expensive prescription, you will want to prioritize extended health benefits. It helps to think about these things prior to negotiating so you are not caught by surprise. Using your list of top priorities will help you continue negotiating the most important elements so you can evaluate the entire offer. Based on the negotiated terms, it is up to you to decide whether or not to accept the job.



NEGOTIATE YOUR OFFER

When you meet to discuss the offer, remember to show your interest and enthusiasm. If you do not seem like you want the job, the employer is less likely to be interested in you. Begin negotiating salary first. If you can win this, you should be willing to make compromises on other items you wanted negotiated. If you do not get the salary you are looking for, you can push harder for the other items you are interested in. When negotiating, it is important to highlight the value that will bring the course or facility. Do you have a proven track record of increasing revenue? How? Did you decrease spending? How? Did you increase Membership? How?

MORE NEGOTIATING TIPS TO KEEP IN MIND

Do not make demands but ask questions. To make the exchange feel like a win-win solution and to honour your potential new manager's authority, form your requests as a question. For example, if asking for a higher salary, form your question like: "Based on my specific skills, I was expecting a higher starting salary. What can we do to increase this number?"

- Negotiate with the right parties. Know who has the ultimate authority to make negotiations. It is not necessarily HR.
- If you are asked to provide a number, start high. This will give you room to move and get the number you really want.

- Be prepared to walk away. If the offer does not meet your expectations in areas that are important to you, you may be better off declining the offer. You may be bitter or resentful if you accept less.
- Keep quiet and always wait for an answer. There is an old saying: "Whoever speaks first, loses." When you propose your salary number, or your item to negotiate and your desired terms, do not talk. Wait for the response.
- Focus on what is in it for them. Never make this solely about your needs and wants. Explain how they will benefit from hiring you.
- Leave your emotions aside. This is a business transaction. Do not let your pride, fear, uncertainty, or any other emotion impact what you say or do.
- Be confident in your value. Remember, the employer is lucky to get you and your skills. They have invested a lot in this process, and they do not want to start over unless they must. Remind them of the problems you will solve.
- Use your research information. If you know the company has made exceptions in vacation policy, use it to your advantage (without naming names).
- Smile. You must be positive and likeable. It also reflects how you handle stress on the job.
- When all is said and done, be sure you get the agreed terms in writing before you start.

SHOW APPRECIATION AND END ON A POSITIVE NOTE.

After you have negotiated, it is important to thank your employer. Let them know that you are excited about your new role.





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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:

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