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# Request for Proposal

Strategic Business Planning & Managing A Project

PGA of Canada Training Academy

September 2019

# Introduction

The purpose of this Request for Proposal (RFP) is to outline the process for prospective subject matter experts to submit a proposal to the PGA of Canada for the new PGA Training Academy. This document will give an overview of the specifications detailed in your RFP submission.

## Instructions

Please thoroughly read through this document to learn about our association, online training program, and the specifications and scope of the courses we are creating. The PGA of Canada is requesting submissions that cover all of the deliverables presented in this document. The submission should provide the PGA of Canada with a high-level overview of what the subject matter expert is able to offer. If you are interested in making a submission, please follow the guidelines outlined below in the Submission Process section.

Please submit to [greg@pgaofcanada.com](mailto:greg@pgaofcanada.com) by September 22nd, 2019.

The successful subject matter expert will be contacted within 10 days.

## Background Information

After a comprehensive review, the PGA of Canada is restructuring its extensive education training program into an e-learning platform. The PGA of Canada has done a complete review of their current education program and conducted their own industry-leading research to build the foundation for a new program. The program is built to support PGA professionals and must deliver a world-class level of education.

Prospective PGA of Canada professionals must go through an education and training program ranging from three to six years to complete. Existing PGA of Canada members have access to grow their skills and training through continuing education with the Training Academy. With the launch of a new program, the PGA of Canada will be creating approximately 30 new dynamic, action-focused and learner-oriented e-learning courses. Subject matter experts will be expected to provide content and references for a minimum of one course but are encouraged to provide estimates for multiple courses if they have applicable content.

The content for all courses must be golf industry specific. The content must also meet all of the course-specific learning outcomes presented by the PGA of Canada.

## Program Overview

**OUR VISION**

To lead and deliver a **DYNAMIC WORLD CLASS EDUCATION SYSTEM** and programs designed to increase the value, integrity, and employability of a PGA of Canada Professional.

**Our Mission**

- Develop innovative programs and training from leading industry research-based findings
- Provide a diverse delivery of training relevant to the roles and responsibilities of a PGA Professional
- Support the employment of PGA Professionals through innovative skills, training, tools, and resources
- Inform and education the golf industry and stakeholders of the value of PGA of Canada professionals to their business, facility, or operation

**Our Values**

- Consistency in delivery of programs
- Positive and engaging member experience
- Exceed industry stakeholder needs and expectations
- Collaborative approach to information sharing
- Five-star approach to all development and delivery

- **TARGET LEARNERS:** learners in this platform are golf professionals completing their educational requirements to either to become a PGA of Canada Class “A” professional or as an existing Class “A” professional. The content must be engaging with real-world scenarios. Courses will be housed on the Learning Management System Brightspace by Desire2Learn and created either using their course builder or Articulate Storyline.
- **BUSINESS GOALS:** as a membership-based association, not for profit, we must deliver world-class content, with engaging real-world scenarios to prepare the learner for industry jobs.
- **PROGRAM GOALS:** our aim is to provide innovative, world-class training to PGA professionals in Canada and around the world through a variety of topics and delivery platforms.

The PGA of Canada has developed the following program-level outcomes to define the competencies that all members will display.

Based on world leading industry research, the PGA of Canada Training Academy has developed the following program level outcomes:

1. Demonstrate the required level of proficiency and practical application associated with each core roles and responsibilities of a PGA of Canada professional
2. Communicate effectively in a variety of industry-related situations involving a variety of topics both orally and in writing.
3. Critically reflect on their performance and the effect their actions have on others with the purpose of self-correction, improvement, and growth.
4. Develop a personal career map that is based on industry best practice and their personal and professional goals.
5. Inspire a passion for the game of golf in others through their day-to-day actions and overall leadership approach.

# General Requirements

This course will be delivered as a click through module with long answer-based assessment. The content of this course may include video recordings, pre-recorded in-person training sessions, audio recording, additional toolkits and templates. The content does not need to include graphic design work or specific structure.

The PGA of Canada prefers that content is specifically designed for its membership. If a video or lecture needs to be created, the PGA of Canada is willing to work with the subject matter expert on content creation. Please detail in your response whether or not you require any content to be created by the PGA of Canada.

All content must be owned or properly referenced by the subject matter expert and the rights must be transferred to the PGA of Canada.

Content must be completed by January 6<sup>th</sup>, 2020.

Below are the deliverables that all must be met by all courses.

- Create content to meet the course-specific learning outcomes
- Provide a golf specific focus for all content
- Examples must be geared toward application-based questions and real-world scenarios
- Collaboration with our curriculum writer to build courses that can be delivered online:
  - Introductory call with PGA of Canada staff and curriculum writer
  - Multiple touchpoints with the PGA of Canada and the curriculum writer to ensure alignment for e-learning delivery (process detailed below)

The successful subject matter expert must be willing to follow the PGA of Canada's communication plan outlined below:

1. Kickoff meeting with the PGA of Canada and the curriculum writer
  - a. Subject matter expert will deliver a high-level outline of the course following this meeting
2. Meeting and sign off by curriculum writer
  - a. Subject matter expert will provide the first draft of work
3. Instructional design will begin and follow up meetings will be conducted as necessary

### Course-Specific Learning Outcomes:

- Give examples of different projects that have had success at golf facilities across the country
- Manage the budget, timing and scope of the project
- Devise a critical path outline that clearly defines start and end dates for all components of the project
- Adapt projects when conflicts and issues arise both internally and externally
- Maintain transparency and use effective communication with stakeholders
- Be prepared to market the final project to the targeted members of the golf industry
- Use a SWOT analysis to encourage change and growth at your facility
- Identify organizational values for your facility
- Create a vision, mission, values and purpose
- Set SMART goals
- Use presentations that include infographics to present and promote growth

NOTE: course learning outcomes may be altered once the successful subject matter expert is selected

### Course-Specific Objectives

- Create innovative plans to grow business at your facility
- Execute projects by managing multiple clients
- Communicate with your membership or guests using change management principles
- Manage the budget for your project

## Pricing

The PGA of Canada has already partnered with a curriculum writer and the estimate is to only include the subject matter content. The pricing should be inclusive of all content and reference materials provided to the PGA of Canada. The content must also meet the requirements of our learning expert to be built into online courses.

Your price point should reflect the PGA is a not for profit, membership-based association, operating in Canadian dollars.

## Submission Process

Please be sure that your submission meets the standards outlined below.

- Include individual or company name and information as well as contact information
- Outline relevant qualifications and experience in specific field

- Provide at least one sample of related work that you have completed
- Project narrative plan that covers your:
  - Vision for this project
  - Commitment to the scope of work
  - Proposed approach to meet the outlined demands

## Support

Course content will be updated on a regular basis (courses will be reviewed every 2-5 years). When content needs updating, the PGA of Canada will look to continue existing partnerships whenever possible.

All questions can be directed to [greg@pgaofcanada.com](mailto:greg@pgaofcanada.com).