

# PGA PGM Associate Mentoring Guide



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## Welcome

Congratulations on employing a PGA Associate currently enrolled in the PGA Golf Management Program that will prepare them to contribute to the game of golf, success of the golf profession and success of your facility.

### PGA PGM

The PGA of America is currently delivering two versions of the PGA PGM Program that includes the 3.0 and the 3.1 programs. Both versions have the same learning outcomes the same content and the same work experience activities. The difference in these two programs is the testing process. Work experience portfolios will be evaluated the same in both programs, but the knowledge testing is the focus of change, with quizzes now embedded in the course manuals in the 3.1 program. These quizzes need to be scored at 100% to advance to the next chapter. Chapter ending quizzes can be retaken until passed at 100%. The 3.1 program will have a cumulative test at the end of the final level requiring a 70% passing score. The 3.0 program remains the same with knowledge testing at each level requiring 70% passing scores. Both versions require that PGA Associates complete all levels of education. An online learning management system, The Education Portal, allows for 24- hour access to course materials and the opportunity for host professionals to review courses and activities online with their PGA Associates. Instructor -led seminars are conducted with PGA Members employed by the PGA of America. The work experience activities included in the portfolio for each level allow for practical application of the learning outcomes presented in the course manuals and taught during the required seminars. The PGA of America will continue to provide mentoring and support for Supervising PGA Professionals and PGA Associates as they progress through their journey to PGA Membership via the PGA Mentor Program. Access to this service via 866-866-3382 ext 6 and [pgapgmmentor@pgahq.com](mailto:pgapgmmentor@pgahq.com).

### PGA PGM Mentoring

This guide contains information specific to the PGA PGM coursework and work experience activities required of each PGA Associate. Utilize these tools and see the many benefits that the program brings to the PGA, your PGA Associate, and to you and your facility.

As a supervising professional, you have the privilege and opportunity to lead your associate through a significant component of the journey to PGA membership. You probably hope your employees will do the job according to your standards. You desire to transition your standards to others. In doing so you maximize performance, develop employees, and leave a lasting legacy. In this is found the essence of mentoring and leadership. Leadership could be defined as how you work through others. How you work through your golf professionals has a direct effect on their capabilities, performance and value. You can help ensure your PGA Associate gets the most from their employment experience by actively encouraging their participation and mentoring them on a daily basis.

## Mission of the PGA Professional Golf Management (PGA PGM) Program

The PGA Professional Golf Management Program provides world-class training for aspiring golf professionals by offering skill-based training programs that provide state-of-the-art skills and knowledge. Graduates of this program will become outstanding golf professionals who provide exceptional service to their customers, employers, fellow professionals and the game of golf.

### What is a Mentor?

#### Mentor: A Definition

A relationship between an experienced and a less- experienced person in a professional field, where the former has a direct influence over the development of the latter and personally commits his/her time for the other's professional and personal growth and development. The pillars of this relationship are mutual trust and respect.  
- Gordon Bloom, 2013

#### Mentor Roles (Kram, 1985)

Sponsor	Coach	Friend	Protector
Challenger	Role Model	Counselor	

#### Difference Between Mentoring and Coaching

In mentoring, emphasis is placed upon listening, questioning, guiding and enabling, as distinct from telling, directing and restricting (i.e. coaching) (Parsloe and Wray, 2000).

Coaching is something you *do* to someone. Mentoring is something you do *with* someone.

#### How to Mentor Your PGA Associate

On a daily basis, PGA Professionals have the opportunity to mentor and help PGA Associates complete the PGM Program. As leaders of the golf industry, you can and should help your associate. In fact, there are several ways to mentor and motivate your associate as they strive for PGA Membership:

- 1) Link progression or completion of the program into your employee's responsibilities
- 2) Utilize the PGA PGM course learning outcomes to match your facility's activities
- 3) Create a weekly plan in which a certain number of activities must be completed
- 4) Review each inventory checklist to parallel work experience activities with on the job responsibilities that will match specific learning situations at your facility
- 5) Conduct routine review sessions
- 6) Counsel and motivate your PGA Associate on a scheduled basis
- 7) Conduct an event to raise money for program fees

- 8) Advise your associate on sources of information for off-site activities
- 9) Attend section/chapter meetings and events with your associate

The possibilities are endless. Communication is the key. Communicate through your words and actions the importance of the associate's progress.

## PGA Code of Ethics

While many of the activities will involve working and communicating with other PGA Associates and facility staff members, the work completed in the work experience portfolio must be by the PGA Associate and the PGA Associate alone. As such, any submission related to the associate's work experience activities must be entirely completed by the associate. Any attempt to submit work that was not completed entirely by the associate and/or intentionally misrepresenting someone else's work as their own may result in a failing grade, a requirement of a new submission, and/or result in disciplinary action as determined by the PGA of America. This may include, but is not limited to, expulsion from the PGA PGM program and/or review by the PGA's Board of Control as a potential Code of Ethics violation.

### Work Experience Activity Requirements

- Microsoft Office compatible software
- Account for uploading instruction videos (YouTube, Vimeo, etc.)
- Review all activity instructions to clearly understand the requirements
- Include all supplemental materials required in each exercise
- Use complete sentences to answer all questions
- Eliminate all spelling, grammatical, and typographical errors
- Save work frequently to prevent data loss

## Portfolio Evaluation

**PURPOSE:** Work Experience Portfolios allow PGA Associates and PGA Students to apply what they learn in the courses to on-the-job situations and tasks. This approach ensures that course learning outcomes are translated into practical, work-related skills.

### **DEFINITIONS:**

Work Experience Portfolio: The compilation of all required work experience activities that are evaluated by PGA PGM Faculty.

Work Experience Activity: Required, on-the-job learning activities related to courses that must be completed and recorded in the work experience portfolio

**RUBRIC:** A rubric is a measurable scoring guide used to evaluate performance, a product, or a project. The rubric defines what is expected and what will be assessed. It has three parts:

- 1) Performance criteria - learning outcomes
- 2) Rating scale - levels of performance (scale = 5, 4, 3, 2, 1)

### 3) Indicators – concrete descriptors for each level of performance

Evaluation rubrics are included for all work experience activities in each level. These rubrics were created by PGA of America faculty as a baseline when reviewing submitted portfolios and can be used to ensure the PGA Associate is completing all activities according to the standards and requirements. Please encourage your PGA Associate to review the rubrics before, during, and after completing each work experience portfolio activity. An overview of the learning outcomes used for the activity rubrics is included within this guide.

## EVALUATION CATEGORIES

**CONTENT:** The content of the work experience activities should demonstrate problem solving and critical thinking skills. Answers should identify the ability to solve a problem, analyze a situation, propose and implement multiple solutions and evaluate results. The activity content should exhibit creativity and the use of key concepts and procedures explained in various courses. Describe and apply concepts presented in the PGA PGM course learning outcomes.

**UPLOADS:** Information in upload documents provides additional and/or supporting content being evaluated. Each upload has a point value to verify that the functional components of the requirements have been included.

**PROBLEM SOLVING SKILLS:** Analyze various situations, propose and implement solutions, and then evaluate the results. PGA Associates should exhibit critical thinking and innovation in completing the activities.

**PROFESSIONALISM & COMMUNICATION:** Professionalism and communication is the organization and overall appearance demonstrated in the portfolio. The professionalism of the portfolio should well represent the aspiring PGA Professional in today's competitive job market. Communication is the ability to present written, verbal and visual information in a professional manner. Information should be effectively articulated in a clear and concise manner using complete sentences and proper and accepted grammar, punctuation and spelling. All activities must be complete. The organization and overall appearance must look professional. Documentation should be clear and concise and written using complete sentences with proper grammar, punctuation, and spelling. "Yes", "No", "None", "N/A" or short phrases are not acceptable answers.

## Submitting the Completed Work Experience Portfolio

Final review of the Portfolio will be conducted by PGA Education Faculty. Following submission of your portfolio to the PGA of America, allow 30 days for evaluation of your Work Experience Portfolio.

## PGA PGM Work Experience Portfolio Overview

On the following pages, you will find the work experience activities in each portfolio in each level and career path of the PGA PGM program. It will be important to discuss specific requirements with the PGA Associate.

PGA Associates are eligible to advance to the next level of the PGA PGM Program once they have attended the required seminars, received approval for a completed work experience portfolio and have passed the knowledge test(s) scores for each level of the program.

## Golf Operations Career Path

### Work Experience Portfolio Level 1

#### PORTFOLIO ORGANIZATION

The Level 1 Work Experience Portfolio incorporates the content presented in the Level 1 courses. In Level 1, the two content areas, *Facility Management 1* and *Teaching & Coaching 1* create the framework for the PGA PGM Program.

#### Facility Management 1

*Facility Management 1* includes concepts that relate to how business is conducted in a golf operation. It also includes how to plan, develop, and progress in a golf-related career. The work experience activities are linked to the content of the *Facility Management 1* courses. The activities can be completed in any order. On-the-job experience will vary, somewhat, depending on the PGA Associate's position. Associates are required to complete activities and report how effective operations enhance customer satisfaction, increase revenues and make operations more efficient in order to manage or reduce expenses. The activities are listed below by course.

#### BUSINESS PLANNING

Activity 1 - Phase 1: Define the Business

Activity 2 - Phase 2: Assess the Current State of the Business

Activity 3 - Phase 3: Develop Objectives and Related Strategies

Activity 4 - Phase 4: Develop a Financial Forecast and 12-month Operating Budget

Activity 5 - Phase 5: Monitoring Performance

#### CUSTOMER RELATIONS

Activity 1 - Moments of Truth at a Facility

Activity 2 - Strategies and Skills at My Own Facility

#### GOLF CAR FLEET MANAGEMENT

Activity 1 - Analyze Fleet Policies, Procedures, and Financial Performance

#### RULES OF GOLF

Activity 1 - USGA Rules of Golf Tutorial Video

**TOURNAMENT OPERATIONS**

Activity 1 – Plan, Prepare and Run a Tournament (3 parts)

Activity 2 – Review and Evaluate the Tournament

**CAREER ENHANCEMENT**

Activity 1 – Comprehensive Career Plan (3 parts)

Activity 1: Part 3a – Revise and Upload a Current Resume

Activity 1: Part 3b: Revise and Upload a Current Cover Letter

**TEACHING AND COACHING 1**

*Teaching and Coaching 1* introduces three fundamental areas of golf instruction: knowledge of learning (Learning), knowledge of teaching (Teaching), and knowledge of the game of golf (Game). Player Development is also introduced in *Teaching and Coaching 1*. The work experience activities are linked to the content of *Teaching and Coaching 1*. The activities are listed below.

**INTRODUCTION TO TEACHING & COACHING**

Activity 1 - Assess Your Own Equipment

Activity 2 - Observe Two Full Swing Lessons

Activity 3 - Take a Lesson

Activity 4 - Conduct a Lesson

**PLAYER ENGAGEMENT**

Activity 1 – Observe a Player Engagement Program

Activity 2 - Design a Player Engagement Program (3 parts)

Activity 2 - Analysis of the Program You Conducted

Activity 3 - Value Proposition

**Learning Outcomes: Facility Management 1 (38/39)****Business Planning (8)**

1. Understand the PGA Business Planning Model
2. Use case studies to apply business planning concepts
3. Define the business at the facility level in terms of vision, core values, facility characteristics and mission
4. Assess the current state of the business by conducting a SWOT analysis
5. Develop appropriate business goals and objectives
6. Develop strategies to achieve goals and objectives
7. Analyze financial history to create a financial forecast and operating budget
8. Monitor performance and make necessary modifications to the plan

**Customer Relations (6)**

1. Understand the business value of customer relations
2. Describe the components of the PGA Customer Relations Model
3. Define and identify Moments of Truth in the context of Staffing, Systems and Resources
4. Utilize the four Interaction Strategies in a variety of routine and challenging



customer situations

5. Utilize the seven Interpersonal Skills in a variety of routine and challenging customer situations
6. Initiate the PGA Experience using a systematic engagement routine

#### Tournament Operations (8)

1. Identify the purpose of golf tournaments at a facility
2. Identify and define a tournament's purpose to develop an event that meets the needs of the customer and the facility
3. Plan, organize, and promote events
4. Define staff requirements for tournament operations
5. Know how golf courses and facilities prepare for an event
6. Understand and communicate tasks required for tournament execution
7. Manage situations and make rulings during events
8. Review tournaments and suggest improvements for future events

#### The Rules of Golf B (3)

1. Define key terms used in *The Rules of Golf*
2. Locate and apply Rules to frequently encountered situations
3. Encourage the use of the Rules and etiquette at your facility

#### Golf Car Fleet Management (8)

1. Understand the importance of the golf car to the customer, the golf professional and the facility
2. Utilize policies and procedures necessary for the operation of a safe and efficient golf car program
3. Know the characteristics of a well-managed golf car fleet
4. Evaluate the components and potential benefits of an effective maintenance program and a proper storage facility
5. Determine golf car needs in order to acquire a fleet that supports the facility's mission, customers, and physical characteristics
6. Project fleet revenue, costs, and profit, and identify how budgeting changes will impact the bottom line
7. Evaluate the advantages and disadvantages of lease-purchase options
8. Determine optimal rental fees

#### Career Enhancement B (5/6)

1. Prepare a professional resume and cover letter for an employment interview
2. Utilize the PGA PGM Work Experience Portfolio to display relevant training and experience
3. Access PGA employment resources and participate in professional growth and development
4. Understand the major components of an employment agreement or contract
5. Utilize negotiation strategies for a compensation package

6. Describe the golf industry job market and the knowledge and skills required to succeed

## Learning Outcomes: Introduction to Teaching and Golf Club Performance (18)

### Learning:

1. Know how students learn and process golf knowledge and skills, and identify the implications for teaching
2. Know how to define and distinguish between learning and performance
3. Understand how juniors learn golf knowledge and skills, and identify implications for teaching
4. Conduct a physical evaluation of a junior golfer and create developmentally appropriate exercise and training programs

### Teaching:

1. Establish student/teacher relationships that promote greater student learning and enjoyment
2. Develop a communication style that fits the student and increases instructional effectiveness
3. Analyze students' instructional needs and set clear, purposeful learning and practice goals
4. Know the format of an effective golf lesson
5. Deliver effective explanations and demonstrations during a golf lesson
6. Engage in self-assessment of teaching skills and competencies

### Game:

1. Understand the six (6) ball flight laws and the impact they have on the flight of the ball
2. Recognize how the coach applies their understanding of the laws to their teaching plan to correct ball flight
3. Conduct appropriate assessments to determine the short game skill level of the golfer
4. Gain understanding of the short game elements to help lower scores and improve the player
5. Define club performance terms and specifications, including lie angle and clubface angle or position, and describe their effect on ball flight and player performance
6. Define what information is required to properly assess a player's golf equipment
7. Observe a player's swinging motion, ball flight, and equipment to evaluate the effectiveness of their equipment
8. Recognize the appropriate assessment to determine the short game skill level of the golfer

### Player Engagement (9)

1. Understand how player development programs benefit PGA Professionals and support the facility's goals and objectives
2. Identify the components of a comprehensive player development program through the utilization of facility-wide resources
3. Understand the needs, interests, desires, and concerns of diverse populations and customize development programs
4. Describe how to develop plans to market, promote, implement and evaluate player development programs
5. Provide ongoing staff training and educational opportunities to develop an effective teaching business
6. Communicate the facility-wide benefits of teaching programs to owner(s)
7. Develop a business plan specifically for a teaching business
8. Devise a comprehensive instructional program that promotes the game
9. Market and promote the value of the PGA Professional and instructional program offerings

## Golf Operations Career Path

### Work Experience Portfolio Level 2

#### FACILITY MANAGEMENT 2

*Facility Management 2* extends the basic content presented in Level 1 and focuses on the application of business, customer service, and golf operations concepts. Following are brief descriptions of the associated portfolio activities.

Activity 1 – Facility Organization Chart

Activity 2 – Staffing Payroll Model

Activity 3 – Action Plan

Activity 4 – Create a Policy and a Procedure

Activity 5 – Coordination and Collaboration

Activity 6 – Yield Management and Strategic Solutions

Activity 7 – Build Pace-of-Play Solutions

Activity 8 – Interviewing the Golf Course Superintendent

Activity 9 – Merchandise Buying Plan and Merchandise Assortment Plan

Activity 10 – Enhance Retail Environment

Activity 11 – Monitor Golf Operation's Performance

## TEACHING AND COACHING 2

Following is a list of the associated portfolio activities:

- Activity 1, Part 1 – Technology
- Activity 1, Part 2 – Conduct Three Lessons
- Activity 1, Part 3 – Practice Review

### Learning Outcomes

#### **Golf Operations (8)**

1. Describe the organizational structure, key departments, reporting relationships and job descriptions of a facility
2. Align and implement operational policies, procedures and technology systems to support the business plan
3. Know how marketing and promotional strategies help achieve business goals and objectives
4. Identify core business areas that support a customer-focused environment
5. Identify and utilize policies for reservation systems, pace of play programs, and monitoring procedures
6. Identify operations-related course design and maintenance factors that affect play
7. Identify the operations team through organizational systems, consistent communication, training, performance measures, and time management
8. Monitor operational effectiveness and employ quantitative yield management techniques

#### **Merchandising and Inventory Management (10)**

1. Know the characteristics of a merchandising operation that align with a facility's business plan
2. Know what is involved in creating and maintaining a buying plan
3. Create and maintain a merchandise assortment plan (MAP)
4. Establish vendor relationships that contribute to the growth and success of the merchandising operation
5. Control the flow of inventory, including ordering, receiving, stocking, tracking, selling, restocking, and valuing
6. Utilize industry-proven pricing strategies to meet business objectives
7. Know how golf shop design affects merchandise sales
8. Implement promotional campaigns and events to sell through merchandise
9. Implement selling techniques that support the facility's business objectives
10. Monitor key sales and inventory performance metrics to make appropriate adjustments to merchandising plans and sales techniques

#### **Turfgrass Management (8)**

1. Understand types of grasses and soils, nutrient needs and the impact of climate and traffic stress
2. Know common practices for maintaining healthy turfgrass including mowing, watering, fertilizing, aerating, pest control, and disease management

3. Identify the responsibilities of the golf course superintendent and maintenance staff
4. Know strategies for improving communication and cooperation among the PGA Professional, the superintendent, and the maintenance staff
5. Answer questions about course maintenance issues that affect play and the golf experience
6. Be aware of functional design considerations such as drainage, traffic control, safety, course playability, aesthetics, and environmental considerations
7. Describe practices that improve the golf course and protect the environment
8. Describe the process involved in designing a new golf course or renovating an existing one

### **Learning (5)**

1. Explain how the various types of feedback function to influence the effectiveness of teaching and learning golf skills
2. Explain how the various types and factors of augmented feedback influence the effectiveness of teaching and learning golf skills
3. Explain how the timing and frequency of augmented feedback influence the effectiveness of teaching and learning golf skills
4. Identify the principles of effective practice
5. Explain how the variables presented influence the effectiveness of practice in learning golf skills

### **Teaching (3)**

1. Focus and maintain a consistent lesson pace to maximize student learning
2. Assign effective practice routines by understanding the who, where, when, how and why of practice prescription
3. Effectively determine and design appropriate practice routines, including drills and drills with an aid, to benefit the player and his or her swing shape
4. Use relevant technology to promote student learning

### **Game (3)**

1. Use a variety of teaching methodologies to meet the full swing needs of the golfer
2. Use a variety of teaching methodologies to meet the specific short game needs of the golfer
3. Demonstrate basic knowledge of anatomy and physiology and be able to conduct a physical assessment to identify movement capabilities and limitations that may affect a golfer's performance

## Golf Operations Career Path

### Work Experience Portfolio Level 3

#### FACILITY MANAGEMENT 3

*Facility Management 3* extends the content presented in Levels 1 and 2 and focuses on the application of supervising and delegating concepts and food and beverage management. Following are brief descriptions of the associated portfolio activities.

- Activity 1 – Diagnosing a Performance Problem at Your Facility
- Activity 2 – Conducting a Joint Problem-Solving Discussion at Your Own Facility
- Activity 3 – Identifying Principles of Motivating Work
- Activity 4 – Applying Appropriate Delegation Strategies
- Activity 5 – Benefits of Food and Beverage Operation at Your Own Facility
- Activity 6 – Coordination of Food and Beverage Operations with Golf Operations at Your Own Facility
- Activity 7 – Customer Service and the Food and Beverage Operation at Your Own Facility
- Activity 8 – Estimating Food Costs at Your Own Facility

#### TEACHING AND COACHING 3

The knowledge and skills presented in *Teaching and Coaching 3* provide a foundation for more extensive application and integration of teaching and coaching concepts with a wide range of players from beginning to advanced. This course extends the knowledge base in human learning, teaching process and procedures, elements of the game, teaching methodologies, golf club alteration and fitting and player development. Following are brief descriptions of the associated portfolio activities.

- Activity 1 – Observe or Take a Short Game and On-Course Lesson
- Activity 2 – Advanced Lesson Series
- Activity 3 – Two-Session Group Lesson

### Learning outcomes

#### SUPERVISING AND DELEGATING

1. Describe the Performance System for supervising and delegating
2. Motivate individual staff members to increase productivity
3. Assign motivating work to individual staff members
4. Use elements of the Performance System to delegate assignments
5. Use the four Interaction Strategies when delegating assignments to employees with varying capabilities and willingness
6. Describe how performance problems are managed appropriately

#### FOOD AND BEVERAGE MANAGEMENT

1. Know the features and benefits of a successful food and beverage operation

2. Describe the major types and levels of service provided by different food and beverage operations
3. Identify food and beverage services that are appropriate for a specific facility
4. Describe staffing and supervision of a food and beverage operation, and how to ensure customer satisfaction
5. Identify areas where food services and golf operations should coordinate efforts

#### LEARNING

1. Explain the role of mental practice and imagery in the teaching, learning and playing performance of golf skills
2. Explain the theories and factors that influence the transfer of learning and playing performance of golf skills
3. Explain how learning occurs when students try to make swing changes in a well-learned swing with implications for teaching and playing performance
4. Explain how to teach students to learn an effective mental game to optimize their playing performance

#### TEACHING

1. Plan long-term developmental programs for beginning, intermediate and advanced players
2. Understand technology best practices that promote student learning
3. Analyze current teaching and develop effective instructional routines, knowledge and skills
4. Communicate the value and facility-wide benefits of the teaching business to key decision makers and customers

#### GAME

1. Demonstrate and apply the appropriate specialty shot information for the benefit of the golfer
2. Understand on-course teaching methodologies to improve player performance
3. Demonstrate appropriate skills including the use of tools and technologies for measuring golf club specifications, performing gap analysis and altering performance variables
4. Conduct an effective club and ball flight performance evaluation
5. Distinguish and explain the rationale between the need to alter the golf club or to provide swing instruction in order to optimize performance
6. Conduct a club fitting to improve performance

## Teaching and Coaching Career Path Work Experience Portfolio Level 2

Following are brief descriptions of the associated portfolio activities.

- Activity 1: Observe Three (3) Lessons
- Activity 2: Observe a 60+ Minute Junior Program Session
- Activity 3: Observe a 60+ Minute Golf Club Fitting
- Activity 4: Club Fitting of your Own Equipment
- Activity 5: Technological Tool Investigation
- Activity 6: Lesson Series
- Activity 7: Five-Session (5) Adult Group Lesson
- Activity 8: Four-Session (4) Junior Group Instruction
- Activity 9: Book and Teaching Video Review

### Learning Outcomes

#### LEARNING

1. Explain how the various types of feedback function to influence the effectiveness of teaching and learning golf skills
2. Explain how the various types and factors of augmented feedback influence the effectiveness of teaching and learning golf skills
3. Explain how the timing and frequency of augmented feedback influence the effectiveness of teaching and learning golf skills
4. Identify the principles of effective practice
5. Explain how the variables presented influence the effectiveness of practice in learning golf skills

#### TEACHING

1. Focus and maintain a consistent lesson pace to maximize student learning
2. Assign effective practice routines by understanding the who, where, when, how and why of practice prescription
3. Effectively determine and design appropriate practice routines, including drills and drills with an aid, to benefit the player and his or her swing shape
4. Use relevant technology to promote student learning

#### GAME

1. Use a variety of teaching methodologies to meet the full swing needs of the golfer
2. Use a variety of teaching methodologies to meet the specific short game needs of the golfer
3. Demonstrate basic knowledge of anatomy and physiology and be able to conduct a physical assessment to identify movement capabilities and limitations that may affect a golfer's performance
4. Demonstrate and apply the appropriate specialty shot information for the benefit of the golfer
5. Conduct an effective club and ball flight performance evaluation



6. Distinguish and explain the rationale between the need to alter the golf club or to provide swing instruction in order to optimize performance
7. Conduct a club fitting to improve performance

## TEACHING AND COACHING CAREER PATH

### Work Experience Portfolio Level 3

Following are brief descriptions of the associated portfolio activities.

Activity 1: Take Two (2) On-Course Lessons

Activity 2: Create a Program for Players with Disabilities and Injuries

Activity 3: Observe Two (2) PGA Members Give Two Short Game Lessons

Activity 4: Short Game Weak and Strong Skill Lessons

Activity 5: Technological Instruction Piece Investigation

Activity 6: Develop a Business Plan for a New Teaching Program

Activity 7: Group Instruction with Juniors Emphasizing ADM

Activity 8: Advanced Player Series of Lessons

Activity 9: Teaching Books and Videos Review

Activity 10: Personal Development Plan

### Learning Outcomes

#### LEARNING (4)

1. Explain the role of mental practice and imagery in the teaching, learning and playing performance of golf skills
2. Explain the theories and factors that influence the transfer of learning and playing performance of golf skills
3. Explain how learning occurs when students try to make swing changes in a well-learned swing with implications for teaching and playing performance
4. Explain how to teach students to learn an effective mental game to optimize their playing performance

#### TEACHING (4)

1. Plan long-term developmental programs for beginning, intermediate and advanced players
2. Understand technology best practices that promote student learning
3. Analyze current teaching and develop effective instructional routines, knowledge and skills
4. Communicate the value and facility-wide benefits of the teaching business to key decision makers and customers

#### GAME (7)

1. Demonstrate and apply the appropriate specialty shot information for the benefit of the golfer
2. Understand on-course teaching methodologies to improve player performance

3. Demonstrate appropriate skills including the use of tools and technologies for measuring golf club specifications, performing gap analysis and altering performance variables
4. Conduct an effective club and ball flight performance evaluation
5. Distinguish and explain the rationale between the need to alter the golf club or to provide swing instruction in order to optimize performance
6. Conduct a club fitting to improve performance
7. Demonstrate and apply the appropriate short game specialty shots information to improve player performance

## Executive Management Career Path

The following 13 Core Competencies provide the framework for which the Executive Management Levels 2 and 3 were created in collaboration with UNLV Hospitality College. Additional contributing experts include Mitchell Stump, CPA and private club tax accounting expert.

- **Adaptable, Flexible and Agile** – Able to adjust to given environment and situations
- **Change Ready** – Leader of transformation and progress at the facility
- **Conflict Resolution** – Negotiate results for the best course of action
- **Cultural Awareness** – Driver of facility culture
- **Delegation** – Appropriately utilize team resources and talent to accomplish tasks
- **Diversity & Inclusion** – Resource Diversity and Inclusion to drive results
- **Externally Aware** – Aware of market conditions and trends that may impact facility bottom line
- **Innovation and Creativity** – Seek and develop innovative solutions and offerings
- **Priority Management** – Able to prioritize projects based on criticality and impact
- **Project Management** – Utilize facility team and resources to achieve project goals within given constraints to
- **Strategic Thinking** – Consider long-term facility Goals and Vision when making facility decisions
- **Team Development** – Manage and develop facility talent for longevity, career growth and positive facility impact
- **Values and Ethics** – Utilize high moral standards in all decision-making

## Work Experience Portfolio Level 2

*Executive Management 2* extends the basic content presented in Level 1 and focuses on the application of knowledge and skills at a facility-wide level. Following are the learning outcomes that will be assessed.

Activity 1: Leadership Traits and A.O.R. **Error! Bookmark not defined.**

Activity 2: Understanding Federal Labor Laws

Activity 3: Characteristics of a Private Club – Non-Profits

Activity 4: Retail Buying Plan and Merchandise Assortment Plan

Activity 5: Food & Beverage Controls at your facility

Activity 6: Staffing Payroll Model

Activity 7: Monitor Golf Operations Performance

Activity 8: Analyze Enterprise Financials

Part 1: Create a Facility Operations Scorecard For your own Facility

Part 2: Create a Strategic Plan for an Example Private Club Facility

Part 3: Analyze Income Statements of the Private Club Facility

Activity 9: Facility Organization Chart

Activity 10: Organization and Communication

Activity 11: Create a Policy and a Procedure

Activity 12: Planning and Implementing Meetings

Activity 13: Turfgrass Management Interviewing the Golf Course Superintendent

Activity 14: Turfgrass - Sustainability Practices and Functional Design

Activity 15: Supervising and Delegating

Activity 16: Delegate a Motivating Assignment at Your Own Facility

Activity 17: Staff Training Program to Utilize the “6 Step Selling Process” at Your Own Facility

Activity 18: Marketing

## Learning Outcomes

### STRATEGIC BUSINESS PLANNING (10)

1. Apply the Five (5) Step Business Planning Model to all business areas in the enterprise
2. Develop a facility brand enhanced by the PGA Brand
3. Project enterprise-wide revenues, expenses, and profit figures to monitor performance
4. Prepare and interpret facility-level financial statements
5. Determine how common transactions affect specific accounts using the debit and credit rule

6. Recognize the key characteristics and relationships between financial statements
7. Understand the two different ways Private Clubs can be taxed.
8. Understand what documentation is needed to identify whether a transaction is with a Member or a nonmember.
9. Understand how to identify a “nontraditional activity” at a 501(c)(7) tax-exempt Club.
10. Communicate with a Club Board what a 501(c)(7) tax-exempt Club can and cannot do.

#### **LEADING THE ORGANIZATION**

1. Explain the various types and traits of leaders
2. Apply the Action Observation Reflection (AOR) model to a situation
3. Describe the five forms of power
4. Identify the various types of follower qualities
5. Assess personal emotional intelligence
6. Implement active listening techniques
7. Apply the components of ethical decision making
8. Describe an organization’s approach to human resources
9. Apply the process of talent management
10. Recognize employment laws that apply to the golf industry

#### **ORGANIZATIONAL DEVELOPMENT**

1. Describe the organizational structure, key departments, reporting relationships and job descriptions of a facility
2. Identify core business areas that support a customer-focused environment.
3. Align facility operations through Staffing, Resources and Systems to support the business plan
4. Identify the operations team through organizational systems, consistent communication, training, performance measures, and time management
5. Recognize the business value of diversity and inclusion
6. Understand the importance of evolving the demographic composition of the golf industry workforce
7. Determine training needs and develop on-site training programs
8. Describe the Performance System for supervising and delegating
9. Assign motivating work to increase productivity
10. Describe how to manage employee performance problems
11. Utilize the Performance System and the Interaction Strategies to delegate assignments

#### **DEPARTMENT OPERATIONS**

1. Understand the responsibilities of the executive manager in the administration of a facility
2. Implement, communicate and evaluate facility policies and procedures
3. Understand how to define, assess, and develop tournament business at a facility
4. Market and promote the value of the PGA Professional

5. Align the characteristics of a retail operation with a facility's business plan
6. Understand the importance of creating and maintaining a buying plan and a merchandise assortment plan (MAP)
7. Establish vendor relationships that contribute to the growth and success of the facility operation
8. Understand the system to control the flow of facility inventory, including ordering, receiving, stocking, tracking, selling, restocking, and valuing
9. Utilize industry-proven pricing strategies to meet business objectives
10. Monitor key sales and inventory performance metrics to make appropriate adjustments
11. Identify functional course design, set-up, and practices for maintaining healthy turfgrasses
12. Understand the responsibilities of the golf course superintendent and maintenance staff
13. Apply strategies for improving communication and cooperation among the PGA Professional, the superintendent, and the maintenance staff
14. Understand the importance of food cost control and the types of costs in a food establishment
15. Utilize analytical methods to assess performance of a food and beverage operation

#### **ASSET MANAGEMENT, MARKETING AND PROMOTION**

1. Understand consumer behaviors and marketer perspectives through all phases of the purchase
2. Establish marketing and promotional initiatives to influence consumer behavior at the facility
3. Understand the customer, costs, competition, distribution channels, demand and supply
4. Determine an appropriate pricing mix
5. Utilize the Six-Step Sales Model to sell products and services to customers
6. Understand relationship selling to support a facility-wide sales culture

#### **EXECUTIVE MANAGEMENT CAREER PATH**

##### **Work Experience Portfolio Level 3**

*Executive Management 3* extends the content presented in Levels 1 and 2 and focuses on application of the PGA curriculum. Following is the comprehensive list of the associated portfolio activities.

##### **Activity 1 – Leadership Assessment Plan**

Part 1: Conduct a leadership self-assessment.

Part 2: Develop a personal leadership improvement plan.

Part 3: Develop a succession plan for your role.

**Activity 2 – Strategic Planning** Select either the Private Club Facility or the Public Facility from the Level 3 Seminar Culminating Experience to create a Strategic Plan for the next 3 years (periods 6-8).

- Part 1: Define the Business
- Part 2: Assess the Current State of Business
- Part 3: Facility Goals, Objectives, and Strategies
- Part 4: Department Strategic Plans
- Part 5: Enterprise-wide Forecasts
- Part 6: Monitor Performance

### **Activity 3 – Club Operations Tax**

- Part 1: Times to Be 501(c)(7) Tax Exempt and 501(c)(7) Advertising
- Part 2: Compensation Structure and Reporting Guidelines

### **Activity 4 – Enterprise-Wide Daily Operations Report**

- Create a Facility Daily Operational Scorecard:
- Create a daily summary report for all departments at your facility. Be sure to include key metrics and qualitative information from all key facility departments.

### **Activity 5 – Food & Beverage Menu Engineering and Inventory Management**

- Part 1: Conduct Menu Engineering Analysis on the menu at the facility
- Part 2: Purchasing and Receiving Methods for the facility operation
- Part 3: Inventory Management Procedures comparison for three key departments

### **Activity 6 – Food & Beverage Menu Redesign**

- Part 1: Develop a revised menu based on the results of the Menu Engineering Analysis in Activity 5
- Part 2: Develop a Staff Training Program to educate and promote the facility's commitment to food health and safety
- Part 3: Create a revised menu for the facility

### **Activity 7 – Competitive Advantage Pricing**

- Part 1: Assess the Pricing of Products offered by all Departments
- Part 2: Prioritize the Facility Pricing Assessments
- Part 3: Develop an Action Plan to Improve the Facility's Competitive Advantage in The Market Place

### **Activity 8 – Talent Management and Evaluation**

- Part 1: Identify the Process of Managing Staffing Levels
- Part 2: Create a Facility Team Member Performance Review Plan
- Part 3: Create a Facility-Wide Cross Training Plan

### **Activity 9 – Diversity and Inclusion Assessment**

- Part 1: SWOT Analysis
- Part 2: Create a Plan for Diversity and Inclusion at Your Facility

## Activity 10 – Marketing Plan

Complete a comprehensive enterprise-wide Marketing Plan for your own facility. Utilize the template provided to complete all sections of the marketing plan outlined below.

Part 1: Define the Business (Products and Purpose)

Part 2: Assess the Current State of the Marketing Business (Product)

Part 3: Develop Facility Marketing Goals, Objectives and Strategies (Product, Price, Placement, Promotion and Purpose)

Part 4: Department Marketing Plans

(Product, Price, Placement, Promotion and Purpose)

Part 5: Summary of Intended Outcomes (Purpose)

## Learning Outcomes

### LEADERSHIP AND HUMAN RESOURCES (9)

1. Identify best practices for leading individuals through change
2. Analyze current transformers causing change to the golf industry
3. Understand how different individuals from different demographic backgrounds may lead differently
4. Understand established models to identify personality traits
5. Understand group dynamics
6. Define the four stages of leadership
7. Understand how to develop an effective team
8. Understand how to lead a multigenerational workforce
9. Communicate the importance of implementing work-life balance

### STRATEGIC MANAGEMENT (9)

1. Apply the strategic planning process
2. Define the different types of business strategy
3. Assess the role of environment in strategic planning
4. Create a sustainable competitive advantage
5. Implement practices that mitigate risks to the facility
6. Determine insurance coverage for a facility
7. a 501(c)(7) tax-exempt Private Club
8. Understand IRS requirements when marketing a tax-exempt Private Club
9. Understand how income tax laws apply to tipped employees and independent contractors

**ORGANIZATIONAL DEVELOPMENT (6)**

1. Establish performance standards and conduct periodic evaluations
2. Apply the process of talent management and manage staffing levels
3. Implement the AIDA Model to create a more diverse workforce
4. Understand how to overcome biases and additional forms of discrimination
5. Develop opportunities to engage new people to the game of golf
6. Utilize best practices to create a more inclusive organization

**DEPARTMENT OPERATIONS (11)**

1. Understand the importance of maintaining the physical assets
2. Understand the impact of golf facility's amenities on the facility
3. Determine the profitability and popularity of menu items
4. Utilize menu engineering to develop and evaluate menu offerings
5. Understand the objectives of purchasing
6. Utilize appropriate food and beverage inventory management methods
7. Understand the objectives of receiving
8. Identify federal and regional government agencies that regulate the safety of foodservice operations.
9. Describe the five leading causes of foodborne illness and how to avoid them.
10. Identify foods that cause allergic reactions or intolerances in humans
11. Understand local, state and federal liquor laws and regulations that apply to a facility

**MARKETING (6)**

1. Understand how the components of value affect pricing
2. Utilize survey research to determine what customers value
3. Understand conditions suitable to utilize revenue management
4. Utilize the strategic levers of rounds, rates and reach to manage revenue
5. Identify the Five P's of Marketing used to meet a facility's objectives
6. Utilize the Business Planning Model to Develop a Marketing Plan and Promotional Strategies