

PGA Role Descriptors

First Edition



What the industry thinks of the Role Descriptors

Leading golf bodies have welcomed the publication of the role descriptors and describe them as a positive move for the industry.

Colin Mayes, chairman of the UKGCOA, said: "PGA Professionals fulfil a very important role at all golf clubs in the UK, and the UKGCOA has been pleased to be able to assist The PGA in the development of these role descriptors, which we believe can help golf course owners (as employers of PGA Professionals) best use the skills and talents of their PGA Professional to the benefit of the golf club as a business and to golfers who visit the club, either as members or visitors."

Andy Salmon, Scottish Golf development manager, has also acknowledged the potential for the resource, saying: "There is no question that our aims of increasing participation, supporting clubs and developing talent are all dependent on the positive involvement of PGA Professionals."

"The role of the professional can go way beyond coaching and we welcome the development of Role Descriptors which will support employers in future in their efforts to recruit the right professional for their business objectives."

Similarly, Paul Keeling, club services manager for England Golf said: "The landscape of golf has undoubtedly changed over the last few years and is backed up by golf club membership statistics."

"In a difficult climate England Golf and The PGA recognise that in order for both the club and PGA Professional's businesses to succeed, a well-structured partnership is imperative! England Golf fully supports and recommends that our affiliate clubs use The PGA's Role Descriptors guidance document when appraising and developing a good working relationship."

Richard Dixon, chief executive of the Golf Union of Wales commented: "The Golf Union of Wales firmly believes that a PGA Professional is an essential element of any successful club and that the introduction of Role Descriptors by The PGA will benefit employers enormously in helping them identify the right PGA Professional for their specific needs."

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01

Introduction

PGA Professional Role Descriptors

Role descriptors are designed to highlight some of the typical responsibilities expected of a PGA Professional in their employment. They can be used by an employer to help shape a job description for a post they wish to fill, or a position they wish to develop. Please note that the various roles (and the responsibilities which accompany them) are not meant to be in any way exhaustive, and therefore they do not constitute a full description of a particular role.

Instead it is highly recommended that an employer and/or PGA Professional should use the role descriptors to add/refine responsibilities to reflect the particular set of circumstances that each PGA Professional works within at a particular golf facility with its own set of circumstances.

How to utilise the Role Descriptors

The first questions that might be asked are:

- What are the key objectives of the golf club (the business)?
- What purpose will each PGA Professional serve at the golf facility to help achieve those objectives?

Identifying these will help establish the main responsibilities that need to be documented in the job description. The various sample role descriptors are designed to prompt you to think of typical tasks that might be undertaken. When writing the job description it may help to think about identifying SMART objectives and writing in SMART responsibilities to reach those objectives. That means:

S	Are the objectives and responsibilities written down in such a way that they are specific to what needs to be achieved and the type of tasks that need to be undertaken to achieve them?
M	Are the objectives and responsibilities measurable? Some may not be, but what are the critical objectives against which performance will be judged?
A	Is there agreement on the objectives that will be used to assess performance and the responsibilities that will be undertaken?
R	Given the resources available are the objectives and responsibilities realistic?
T	Are there clear time frames by which the objectives should be achieved, and the responsibilities to be undertaken?

To complete the job description you may wish to add details on:

- Main purpose of the job
- Who will the individual report to?
- Who will the individual be responsible for?

Role Descriptor titles

It is important to state that the role descriptor titles are only offered as a suggestion of the title that might be appropriate. There is no 'industry standard' at present, and as such employers are encouraged to use a variety of role descriptors to pull together a job description tailored to a specific club and situation. From there it remains only to determine the job title that is most appropriate.

Further information

The next section in this document lays out the basic purpose of a variety of roles that may be filled by a PGA Professional. Following on from that, six example role descriptors are provided:

- PGA Assistant Professional
- PGA Club Professional
- PGA Golf Manager/Head Professional
- PGA Director of Golf
- PGA Academy Manager
- PGA Teaching Professional

Using the advice provided above, it is hoped that golf clubs, golf professionals, employers and any other interested party can use and adapt these descriptors to help develop roles within the game which benefit all parties concerned.

Feedback on this document should be directed towards David Colclough, Head of Member Education on 01675 470 333 or at david.colclough@pga.org.uk

02

Purpose

Overall purpose of Role Descriptors¹

Before providing examples of key responsibilities each descriptor states an overall purpose for the role. These are listed on the next three pages.

Within the 'overall purpose' the reader will note that each role stresses the personal responsibility that each person should bring to the role; highlighting someone with a proactive outlook who understands how to add value to the customer experience, whilst operating within a budget (and returning a profit).

Understanding that there may be individual exceptions to this view (hence the brackets around 'returning a profit'), the reader is encouraged to amend the language of the key responsibilities that follow to suit the strategic, operational and financial model within which their business/golf facility operates.

PGA Assistant Professional

Under the direction of the Club/Head Professional, to work in the golf shop (responsibilities: achieving sales targets through providing excellent customer service at all times, giving advice and up-selling products and services, taking responsibility for the golf shop being tidy and professionally presented at all times, proactively promoting and merchandising

the stock, stock control and where required, assisting with the ordering of stock and services), organise and deliver coaching for individuals and groups, assist in organising and running competitions, perform club repairs and custom fitting. However, in some facilities, the Assistant Professional may specialise in one particular area, such as teaching, retailing or custom fitting.

PGA Club Professional

To take personal responsibility for the professional delivery and development of all aspects of the golf operations and to ensure that member and guest expectations are consistently met or exceeded.

Whilst golf operations will vary depending upon the club, areas of responsibility are likely to include organising and coaching groups and individuals, stocking and running a profitable club shop, the provision of a club repair and custom fit service.

It may include handling some of the administration of the golf club, organisation of competitions, corporate days and pro-ams and liaising with greenkeeping staff in the upkeep, maintenance and development of the course. It will include a proactive role in the relationship management of the club to attract new members and retain the existing ones.

Depending upon the facility, may be responsible for a number of Assistant Professionals and other qualified Professionals.

¹ Please remember that these descriptors are not meant an an exhaustive list of responsibilities and can/should be amended as befits the situation and facility.

PGA Head Professional

To take personal responsibility for the professional delivery and development of all aspects of the golf operations and to ensure that member and guest expectations are consistently met or exceeded. Whilst golf operations will vary depending upon the club, areas of responsibility are likely to include organising and coaching groups and individuals, stocking and running a profitable club shop, the provision of a club repair and custom fit service.

It may include handling some of the administration of the golf club, organisation of competitions, corporate days and pro-ams and liaising with greenkeeping staff in the upkeep, maintenance and development of the course. It will include a proactive role in the relationship management of the club to attract new members and retain the existing ones. Likely to be responsible for a number of PGA Professionals who have supervisory responsibility for different areas of golf operations.

PGA Teaching Professional

To provide coaching to groups and individuals that is of a consistently high quality and meets or exceeds customer needs and expectations. Responsibilities include identifying the needs and key performance factors of each participant, designing, planning and delivering a series of linked coaching sessions that take into account the motivators/drivers of individuals, monitoring and evaluating progress to develop performance.

It will include a proactive role in the relationship management of the club to attract new members and retain the existing ones. Likely to be a Level 2, 3 or 4 coach.

PGA Head Teaching Professional

To manage the total teaching programme at the facility, taking personal responsibility for delivering a profitable coaching programme that is of a consistently high standard and meets or exceeds the needs and expectations of the club/facility, members and customers. Responsibilities also include leading on the creation and delivery of golf development initiatives that keep pace with technological advancements in the industry and providing coaching to groups and individuals.

Depending upon the facility, may be responsible for the full management of a number of Teaching Professionals and Assistant Professionals and their development. Team building is likely to be an important aspect of a Head Teaching Professional's role. Likely to be a Level 3 or 4 coach.

PGA Academy Manager/Director of Instruction

To manage the total teaching programme at the facility, taking personal responsibility for delivering a profitable coaching programme that is of a consistently high standard and meets or exceeds the needs and expectations of the club/facility, members and customers. To be proactive and innovative in creating and delivering golf development initiatives.

Likely to be responsible for overseeing and directing the work of the Teaching Team and delivering the agreed objectives for all aspects of the golf academy.

To operate the golf academy within the approved operating budget and deliver the agreed targets whilst maximising revenue and profitability. Likely to be a Level 3 or 4 coach.

PGA Section Manager

PGA Assistant Professional duties, plus minor managerial responsibility for a specific section e.g. custom fit, retail, food and beverage.

PGA Golf Manager

To take personal responsibility for the management of all aspects of the golf facility, proactively identifying additional sales and marketing opportunities, consistently delivering customer service excellence, and maximising revenues and profitability from each revenue stream. Areas of responsibility will vary depending upon the facility, but may include golf tuition, golf

shop, golf course maintenance, locker room, food and beverage, outside golf services, golf specific sales and marketing, the members' club and the facility's administration i.e. Similar to Director of Golf, but more operational (more on staff/team development than DoG) and less strategic.

PGA Golf Operations Manager

To take personal responsibility for the management of all aspects of the golf facility, consistently delivering customer service excellence and consistently meeting or exceeding member and guest expectations. Whilst golf operations will vary depending upon the club, areas of overall responsibility are likely to include tuition, club repairs and custom fitting, marketing the club to attract new members and retain existing ones, organisation of competitions, corporate days and pro-ams and liaising with greenkeeping staff in the upkeep, maintenance and development of the course.

Likely to be responsible for overseeing and directing the work of a number of Section Managers, ensuring that objectives for all aspects of golf operations are achieved i.e. the same as DoG, but possibly without retail responsibility. Also, similar to Head Professional, but in larger facility.

PGA Director of Golf

To operate at both a tactical and strategic level, managing and continuously developing all aspects of the golf business. This involves providing a clear vision for its strategic direction, whilst taking personal responsibility for identifying additional sales and marketing opportunities, customer service excellence is consistently delivered, and revenues and profitability are maximised.

Whilst golf operations will vary depending upon the facility, areas of responsibility are likely to include the golf academy, golf shop, golf course maintenance, locker room, food and beverage, outside golf services, golf specific sales and marketing, the members' club and the facility's administration.

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Overall job purpose

Role Descriptor - PGA Assistant Professional

Under the direction of the Club/Head Professional, to work in the golf shop (responsibilities: achieving sales targets through providing excellent customer service at all times, giving advice and upselling products and services, taking responsibility for the golf shop being tidy and professionally presented at all times, proactively promoting and merchandising, stock control and

where required, assisting with the ordering of stock and services), organise and deliver coaching for individuals and groups, assist in organising and running competitions, perform club repairs and custom fitting.

Key responsibilities

The following are examples of the duties that Assistant Professionals are likely to carry out under the direction of the relevant senior Professional. However, the list is not intended to be exhaustive and, in some facilities, the Assistant Professional may specialise in one particular area, such as teaching, retailing or custom fitting.

Operations

- To carry out opening and closing procedures following standard operating procedures for till reconciliation, site security, etc.
- To collect fees and process payments in line with club procedures, including shop purchases and green fees.
- To assist in organising and running tournaments, and other events, to help make them a success, in line with club policy.
- To organise and control play ensuring that customers receive the best service and enjoyment during their day.
- To perform basic club repairs and custom fitting to the standard required to generate maximum customer satisfaction.
- To organise and control the practice facilities ensuring that customers are able to practice according to the guidelines laid down by the club or operator.
- To organise and control the hire of all relevant equipment rentals.
- To offer the opportunity for members or any prospective clients or customers of the golf club to play in a variety of formats, at the club and/or in tournament play.

Teaching

- To organise and deliver effective coaching for individuals and groups, ensuring that participants' needs are identified, coaching sessions are planned and delivered to develop participants' performance and the effectiveness of sessions is evaluated and reviewed.
- To assist with organising and promoting junior golf.
- To deliver school/junior development courses that maximise student progress and enjoyment in the game.
- To work on own initiative to build up client base for coaching.

Retailing

- To supervise the daily operation of the golf shop under the direction of the relevant Senior Professional.

- To offer specialist advice using product knowledge, recommend products and services to meet customer requirements.
- To achieve sales targets.
- To provide excellent customer service at all times.
- To ensure that the golf shop is clean, orderly, well-stocked and professionally presented at all times.
- To monitor and regularly update sales display areas, including window displays and merchandise in hot spots.
- To assist in organising promotions to stimulate golf shop sales.
- To assist with stock control and ordering, pricing and bar-coding.
- To follow all established shop procedures, including those for payment processing, handling, customer complaints, opening and closing, health and safety, security, etc.

People

- To act as onsite supervisor when the senior Professional is not on duty.
- To prepare the rota and allocate duties for golf shop staff when acting as shift supervisor.
- To promote positive customer relations, supporting other staff as needed.
- Under the guidance of the relevant Senior Professional, to provide orientation and induction training for new staff.
- To establish and maintain effective working relationships with other employees, Club officials / facility owners, members, guests and visitors.

Key responsibilities (cont.)

Financial

- To complete cashing up and banking procedures when acting as shift supervisor.
- To complete transactions using customer credit, in line with guidelines laid out by the relevant Senior Professional.
- To complete daily reports, under the direction of the relevant Senior Professional.

Marketing and customer service

- To provide excellent customer service at all times.
- To promote all golf club activities and services, acting as an ambassador for the facility.
- To assist with organising corporate entertainment.

PGA Training Programme - (if not yet qualified)

- Complete the requirements of PGA membership and the PGA Training Programme.

Personal attributes

People focused:

- Strong interpersonal skills - able to maintain a congenial rapport in all dealings with a variety of people.

Business acumen:

- Focus on customer service excellence, awareness of importance of building member and client relationships, in touch with trends in golf equipment and sports fashion.

Personal traits:

- Professional conduct and appearance, passion for teaching all ages and abilities, interested in retailing, hard-working, reliable, enthusiastic, self-motivated, keen to learn, flexible, pays attention to detail, uses initiative - able to work independently with minimum of supervision, effective and natural communicator, good selling skills, trustworthy, punctual.

Qualifications and experience

- PGA Registered Assistant studying Foundation Degree in Professional Golf, or PGA Class A Member.
- If PGA Class A – develop a high level of appropriate CPD reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
- Level 2 coach (or working towards).
- Strong product knowledge.
- An enhanced CRB check.
- Current first aid certificate.
- Current Safeguarding and Protecting Children certificate.
- Knowledge of Rules of Golf and tournament organisation.
- Good working knowledge of custom fitting and club repairs.
- Retail experience, including selling, stock control and visual merchandising.
- IT literate with experience of relevant software applications (PC and/or Mac), computerised POS and tee time system, extending to usage of motion analysis systems and launch monitors.

Overall job purpose

To take personal responsibility for the professional delivery and development of all aspects of the golf operations and to ensure that member and guest expectations are consistently met or exceeded. Whilst golf operations will vary depending upon the club, areas of responsibility are likely to include organising and coaching groups and individuals, stocking and running a profitable club shop, the provision of a club repair and custom fit service. It may include handling some of the administration of the golf club, organisation of competitions, corporate days and pro-ams and liaising with greenkeeping staff in the upkeep, maintenance and development of the course.

It will include a proactive role in the relationship management of the club to attract new members and retain the existing ones.

Depending upon the facility, may be responsible for a number of Assistant Professionals and other qualified Professionals.

Key responsibilities

Strategic

- To work closely with the owners/boards/committees of the facility to develop and implement an annual business development strategy for the golf facility.
- To regularly review plans to take into account changes in the environment in which the facility operates and continually seek new business development opportunities for all areas of the golf operations.

Operations

- To develop tuition programs and deliver high quality individual and group coaching to members, juniors, guests, and other interested parties.
- To establish and operate an appropriately stocked golf shop, providing expert advice, a high quality custom fitting and club repair service delivering customer service excellence.
- To deliver a high standard of support in golf operations, including organising and running tournaments, providing expert advice on rules, monitoring tee sheet activity and handicapping records, player service operations, providing an efficient buggy hire service.
- To establish and maintain a clean, safe and tidy working environment, ensuring that Health and Safety procedures comply with up-to-date legislation, are effectively implemented and regularly reviewed.
- To develop, implement and review operational policies regarding the use of Club facilities in order to maintain quality service standards for members and guests, whilst maximising revenue and profitability.
- To produce regular operation reports containing details of course utilisation, sales and marketing activity, financial performance and human resources, as appropriate.
- To keep abreast of technological improvements in the industry and recommend any potentially beneficial additions to the facility e.g. EPOS systems.
- To contribute to the preparation of annual budgets, business plans, sales and marketing plans and operational strategies.

- To offer the opportunity for members or any prospective clients or customers of the golf club to play in a variety of formats, at the club and/or in tournament play.

People

- To be responsible for staffing the golf shop, ensuring that there are sufficient staff available to meet operational needs.
- To recruit, induct and develop new staff, ensuring that they receive initial training that covers all key aspects of the Professional's business and that of the club. Designed to equip them to perform their duties effectively as quickly as possible after commencing their employment.
- To manage and monitor members of golf shop team to ensure that customers consistently receive the standards of standards of conduct, appearance, advice and service expected.
- To identify individual training needs, develop and deliver training to meet those needs (including all regulatory training applicable) and complete regular performance reviews.
- To promote PGA training and CPD opportunities, ensuring that any staff undergoing training have the support needed to complete their qualifications.
- To conduct regular, scheduled staff meetings.
- To ensure all human resource policies are being implemented and followed by all Professional staff.

Key responsibilities (cont.)

Financial

- To meet and exceed revenue and contribution targets.
- To develop, implement and ensure all staff adhere to standard operating procedures for all aspects of the financial operation of the golf shop. This includes stock control procedures, book keeping, cash handling, discount and refund policies and procedures.
- To complete financial records efficiently, meeting all requirements of HMRC.
- To manage cash flow and ensure daily operations are managed within the operating budget.
- To assist in the preparation of the annual operating budget and capital expense forecasts for the golf facilities.

Marketing and customer service

- To work closely with the facility's owners/ club committees to develop a coordinated sales and marketing plan covering all areas of golf operations including the development of an up to date customer database.
- To actively participate in networking opportunities, developing links with external agencies (local schools, clubs, businesses, etc) to promote the game of golf and facilities at the club to potential new members and golf participants.

- To organise corporate, promotional, sales and marketing events, ensuring that they are properly structured, coordinated, communicated and delivered to benefit members, guests and other potential users of the golf club.
- Organising and conducting demo days to stimulate product sales.
- To develop the club's reputation as a facility that consistently delivers high quality coaching, custom fitting and repairs, expert advice and service in the golf shop.
- To liaise with the facility's owners in developing value added services and products for the benefit of members and users of the facilities.
- To ensure where appropriate local, regional, national and/or international public relations initiatives are developed and implemented.

Personal attributes

People focused:

- Able to influence, strong interpersonal skills (able to maintain a congenial rapport with all those comes into contact with), 'no problem' mentality, coaching and mentoring style.

Business acumen:

- Focus on customer service excellence, building member and client relationships, organised (plans and prioritises, keeps accurate records), in touch with trends in golf equipment and sports fashion, awareness of sports and sales psychology.

Personal traits:

- Professional conduct and appearance, good time manager, self-motivated and keen to develop the business, flexible, effective and natural communicator, pays attention to detail, uses initiative, reliable, customer focused, strong presentation skills, structured approach to coaching, high standards of golfing etiquette and behaviour on course.

Qualifications and experience

- PGA Class AA Member or higher.
- Maintain active membership in other appropriate professional organisations.
- Maintain a high level of appropriate personal and professional development reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
- Good working knowledge of custom fitting and club repairs.
- Experience of developing a business plan, cash flow forecasting, revenue forecasting, capital expenditure, bookkeeping.
- Experience of planning and coordinating tournaments and other golf events.
- Comprehensive knowledge of the Rules of Golf.
- Retail experience, including buying, stock control, visual merchandising.
- IT literate with experience of relevant software applications (PC and/or Mac) and computerised POS.
- An enhanced CRB check.
- Current first aid certificate.
- Current Safeguarding and Protecting Children certificate.

Overall job purpose

To take personal responsibility for the professional delivery and development of all aspects of the golf operations and to ensure that member and guest expectations are consistently met or exceeded.

Whilst golf operations will vary depending upon the club, areas of responsibility are likely to include organising and coaching groups and individuals, stocking and running a profitable club shop, the provision of a club repair and custom fit service. It may include handling some of the administration of the golf club, organisation of competitions, corporate days and pro-ams and liaising with greenkeeping staff in the upkeep, maintenance and development of the course. It will include a proactive role in the relationship management of

the club to attract new members and retain the existing ones.

Likely to be responsible for a number of PGA Professionals who have supervisory responsibility for different areas of golf operations.

Key responsibilities

Strategic

- To provide a clear vision of where the business is going and work closely with the facility owners to prepare the business plan.
- To regularly review plans to take into account changes in the environment in which the facility operates, making recommendations for capital improvements, supplies and equipment.

Operations

- To draw up and implement operational plans for each area, ensuring that objectives are specific, measurable, achievable, realistic, timed and support the vision for the facility.
- To continuously monitor and evaluate achievement of objectives in each area, implementing changes to operational plans as needed to ensure overall success for the golf facility.
- To continuously review and develop standard operating procedures for each area to ensure maximum customer satisfaction whilst maximising revenue and profitability.
- To produce regular reports on financial performance, stock control, course utilisation, sales and marketing activity, and human resources.
- To oversee the care and maintenance of all the physical assets of the golf facility.
- To develop and implement Health and Safety procedures that comply with up-to-date legislation, are clearly communicated, effectively monitored and regularly reviewed.
- To assure operational compliance with current legislation.
- To prepare for, attend and contribute to all departmental and organisational meetings.

People

- To communicate regularly and effectively with individuals, managers and teams within the organisation and act as a role model of professionalism.
- To provide effective team leadership, giving direction to staff and motivating and supporting them to achieve individual and team objectives.
- To produce and manage staff scheduling procedures, monitoring their effectiveness to ensure operational requirements are met and a high level of customer service is maintained at all times.
- To produce succession plans for all aspects of golf operations, identifying workforce requirements needed to achieve the future objectives of the facility.
- To recruit, induct, monitor and develop staff and complete regular performance reviews.
- To ensure that all staff have appropriate opportunities to develop skills, knowledge and experience to enhance their performance.
- To develop, deliver and monitor all learning and development activities for the team and to promote PGA training, further education and CPD.
- To ensure all Human Resource issues are managed professionally, consistently and fairly, ensuring compliance with up-to-date legislation.

Key responsibilities (cont.)

Financial

- To manage on site accounting, payroll, purchasing, inventories, banking, cash flow, and establish and maintain controls to safeguard funds and assets.
- In conjunction with the facility owners, coordinate the development of operating and capital budgets to support achievement of business objectives.
- To monitor and analyse operating budgets and take prompt corrective action to address variances, ensuring each operating area is maximising efficiency and profitability.
- To develop standard operating procedures for accurate stock control and monitor to ensure all staff adhere to these procedures.
- To achieve revenue and contribution targets and identified Key Performance Indicators (KPI's) for each aspect of golf operations.
- To establish and monitor compliance with all purchasing policies and procedures.

Marketing and customer service

- To develop a coordinated sales and marketing strategy covering all areas of golf operation, in line with the corporate strategy for the facility.
- To offer guidance on business decisions to the owners of the facility by staying on top of golf industry trends attending conferences, workshops, and meetings.

- To ensure that all promotional activity is properly structured, communicated and delivered.
- To initiate and manage programmes to provide members and other customers with a variety of innovative functions, programmes and events.
- To create ongoing in-house promotions and activities to stimulate revenue in different areas of golf operations.
- To identify and develop value added products and services to enhance the customer experience.
- To stimulate innovation, encouraging staff to think outside of the box and put forward new ideas.
- To ensure that the team consistently delivers excellent customer service, thereby achieving maximum customer satisfaction.
- To be proactive in developing publicity opportunities and effectively dealing with the media in line with the corporate strategy for the facility.
- To maintain and update all relevant internal and external signage.
- To communicate effectively with external organisations, individuals and agencies.

Personal attributes

People focused:

- Leader, able to influence, motivator, team builder, coaching and mentoring style, 'no problem' mentality, positive, strong interpersonal skills - able to foster relationships with members and guests, with co workers, service staff and other employees.

Business acumen:

- Results orientated, decisive, plans and prioritises, willing and able to deliver change, experienced and credible in the industry, in touch with current trends/issues.

Personal traits:

- Maturity of character, customer focused, good time manager, self-motivated, creative: thinks outside the box, flexible, effective and natural communicator, effective negotiator, strong presentation skills, logical thinker, pays attention to detail, uses initiative, confident and prepared to challenge, energetic.

Qualifications and experience

- PGA Class AA Member or higher.
- Maintain active membership in appropriate professional organisations.
- Maintain a high level of appropriate personal and professional development reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
- An enhanced CRB check.
- Current first aid certificate.
- Current Safeguarding and Protecting Children certificate.
- Bachelor's degree (BA); and/or minimum of three years of increasingly responsible experience in supervision/management of a golf business/operation; or equivalent combination of education and experience.
- Understanding of how the operation of each of the following areas can impact on the golf business; golf course maintenance (e.g. greenkeeping/basic principles of golf course agronomy); accommodation (e.g. hotel rooms/Dormy House); food and beverage operation (e.g. bar, restaurant/snack bar, party/group catering); corporate functions/events (e.g. golf days, tournaments); practice/teaching facilities (e.g. driving range, teaching academy, individual/group coaching); golf club administration (e.g. membership, competitions, handicaps).
- Knowledge of budgets, services and equipment relating to golf facilities.
- A thorough knowledge of expense control as it relates to payroll, cost of goods, and the forecasting and budgeting of expenses.
- Experience of yield management, revenue forecasting, capital expenditure, stock management, marketing.
- Experience of working with sponsors.
- IT literate with experience of relevant software applications (PC and/or Mac) and computerised POS; management systems.
- Experienced in writing business reports.

Overall job purpose

To operate at both a tactical and strategic level, managing and continuously developing all aspects of the golf business. This involves providing a clear vision for its strategic direction, whilst taking personal responsibility for identifying additional sales and marketing opportunities; customer service excellence is consistently delivered, and revenues and profitability are maximised.

Whilst golf operations will vary depending upon the facility, areas of responsibility are likely to include the golf academy, golf shop, golf course maintenance, locker room, food and beverage, outside golf services, golf specific sales and marketing, the members' club and the facility's administration.

Key responsibilities

Strategic

- To provide a clear vision of where the golf business is going and the route it will need to follow in order to get there. This is likely to involve liaising closely with other senior managers within the organisation to ensure that the business development strategy for golf operations fits with the overall corporate strategy and supports/is supported by those of other business areas.
- To prepare and regularly review the business plan for golf operations.
- To keep abreast of changes in the environment in which the organisation operates and use this knowledge to identify new business development opportunities for all areas of golf operations.
- To produce supporting operational plans for different business areas that will contribute to achieving the objectives set out in the strategic plan.
- To influence and positively manage the development of organisational culture.

Operations

- To manage projects and monitor and evaluate their success.
- To produce regular reports on financial performance, stock control, utilisation of facilities, sales and marketing activity, and human resources.
- To continuously review and develop standard operating procedures for each area of the golf business to ensure maximum customer satisfaction whilst maximising revenue and profitability.
- To oversee the care and maintenance of all the physical assets, inventory and resources of the golf facility.
- To develop and implement Health and Safety procedures that comply with up-to-date legislation, are clearly communicated, effectively monitored and regularly reviewed.
- To be ultimately responsible for the performance of the golf shop operations, golf services and condition of the golf course.
- To co-ordinate plans with the Food and Beverage Manager for food and beverage needs of all golf functions.

People

- To communicate regularly and effectively with individuals, managers and teams within the organisation.
- To provide effective leadership for the golf operations management team, giving direction to individual managers and motivating and supporting them to achieve the organisation's vision and objectives.
- To produce staffing and succession plans for all aspects of golf operations, identifying workforce requirements needed to achieve the organisation's current and future objectives.
- To recruit, induct, monitor and develop members of the golf operations management team and complete regular performance reviews including head professional, head greenkeeper, head teaching professional or other.
- To ensure that all members of the golf operations management team have appropriate opportunities to develop skills, knowledge and experience to enhance their performance.
- To develop, deliver and monitor learning and development activities for the management team and to promote in-house training, PGA Training, further education and CPD.

Key responsibilities (cont.)

Financial

- To prepare capital expense budgets to support achievement of objectives.
- To establish, monitor and analyse operating budgets and take prompt corrective action to address variances, ensuring each operating area is maximising efficiency and profitability.
- To achieve revenue and contribution targets and identified KPIs for each aspect of golf operations.

Marketing and customer service

- To liaise with other senior managers to develop a coordinated sales and marketing strategy for the facility that links to corporate strategy and covers all areas of golf operations.
- To identify and develop innovative programmes for all customer segments including tournaments, social events, external promotions.
- To ensure that all promotional activity is properly structured, communicated and delivered.
- To establish, implement and review effective marketing strategies that take into account the expectations and needs of different customer groups.

- To identify and develop value added products and services to enhance the customer experience.
- To stimulate innovation, encouraging staff to think outside of the box and put forward new ideas.
- To ensure that all teams in the golf business consistently deliver excellent customer service, thereby achieving maximum customer satisfaction.
- To communicate effectively with external organisations, individuals and agencies.

Personal attributes

People focused:

- Leader, able to influence, motivator, team builder, coaching and mentoring style, 'no problem' mentality, positive, strong interpersonal skills.

Business acumen:

- Results orientated, decisive, plans and prioritises, willing and able to deliver change, experienced and credible in the industry, able to work at both strategic and tactical level, in touch with current trends/issues.

Personal traits:

- Maturity of character, customer focused, good time manager, self-motivated, creative: thinks outside the box, flexible, effective and natural communicator, strong presentation skills, logical thinker, pays attention to detail, uses initiative, confident and prepared to challenge, energetic.

Qualifications and experience

- PGA Class AA Member or higher.
- Maintain active membership in appropriate professional organisations
- Maintain a high level of appropriate personal and professional development reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
- An enhanced CRB check.
- Current first aid certificate.
- Current Safeguarding and Protecting Children certificate.
- Bachelor's degree (BA); and/or minimum of three years experience as Golf Manager; or equivalent combination of education and experience.
- PGA Director of Golf (or working towards).
- Understanding of how the operation of each of the following areas can impact on the golf business; golf course maintenance (e.g.

- greenkeeping/basic principles of golf course agronomy); accommodation (e.g. hotel rooms/Dormy House); food and beverage operation (e.g. bar, restaurant/snack bar, party/group catering); corporate functions/ events (e.g. golf days, tournaments); practice/teaching facilities (e.g. driving range, teaching academy, individual/group coaching); golf club administration (e.g. membership, competitions, handicaps).
- Experience of yield management, budgeting, revenue forecasting, capital expenditure, stock management, marketing plans.
- Experience of working with sponsors.
- IT literate with experience of relevant software applications (PC and/or Mac) and computerised POS; management systems.
- Experienced in writing business reports.

Overall job purpose

To manage the total teaching programme at the facility, taking personal responsibility for delivering a profitable coaching programme that is of a consistently high standard and meets or exceeds the needs and expectations of the club facility, members and customers. To be proactive and innovative in creating and delivering golf development initiatives.

To operate the golf academy within the approved operating budget and deliver the agreed targets whilst maximising revenue and profitability. Likely to be a Level 3 or 4 coach. Likely to be responsible for overseeing and directing the work of the teaching team and delivering the agreed objectives for all aspects of the golf academy.

Key responsibilities

Operations

- To plan, budget, implement, analyse and revise annual coaching programmes and strategies that deliver high quality coaching, whilst maximizing revenue and profitability.
- To liaise with the manager of the golf shop to organise and conduct promotional events focused on equipment and custom fitting to stimulate product sales.
- To develop and implement standard operating procedures for all aspects of operation of the golf academy to ensure maximum customer satisfaction at all times. This includes the accurate recording of coaching enquiries and bookings, care and presentation of academy facilities, stock control procedures, availability of clean golf balls, equipment and operational items to meet demand at all times.
- To keep abreast of technological improvements in the industry and recommend any potentially beneficial additions to the facilities to the Director of Golf.
- To produce regular operation reports containing details of the golf academy's financial performance, utilisation, sales and marketing activity and human resources.
- To establish and maintain a safe working environment, ensuring that Health and Safety procedures comply with up-to-date legislation, are clearly communicated, effectively monitored and regularly reviewed.
- To prepare for, attend and contribute to all departmental and organisational meetings.
- To contribute to the preparation of annual budgets, business plans, coaching development plans, sales and marketing plans and operational strategies.

People

- To provide effective team leadership, motivating and monitoring members of the golf academy team to ensure that customers consistently receive the high standards of standards of conduct, appearance and coaching expected.
- To recruit, induct and develop employees, and complete regular performance reviews.
- To develop, deliver and monitor training ensuring all employees are suitably trained in order to perform their duties and fulfil their role within the golf academy.

- To promote PGA training and CPD opportunities, ensuring that all team members who are undergoing training have the support needed to complete their qualifications.
- To organise the work rota, ensuring that there are sufficient team members on duty to cover the expected daily demand.
- To ensure all human resource policies are being implemented and followed by all members of the golf academy team.

Financial

- To achieve revenue and contribution targets and all other agreed KPIs for the golf academy.
- To ensure that the daily operations are managed within the operating budget.
- To liaise closely with the Director of Golf on corrective action needed to address variances to ensure the golf academy is continuously maximising efficiency and profitability.
- To assist the Director of Golf in the preparation of the annual operating and capital budgets.

Marketing and customer service

- To establish the golf academy as a centre of excellence for tuition, custom fitting and equipment services.
- Working closely with the Director of Golf, develop and implement an effective sales and marketing strategy for the golf academy that meets the expectations and needs of different customer groups.
- To assist in organising club, corporate, promotional and sales and marketing events, ensuring that they are properly structured, coordinated, communicated and delivered.
- To develop and implement appropriate public relations initiatives to ensure maximum local and regional awareness of the golf academy is maintained.
- To ensure members and guests are provided with expert information and advice relating to golf equipment and relevant equipment purchases are recommended.

Personal attributes

People focused:

- Enthusiastic about coaching and learning, structured approach to coaching, able to influence, coaching and mentoring style, strong interpersonal skills.

Business acumen:

- Focus on building business and client relationships, organised (plans and prioritises, keeps accurate records), in touch with new approaches and technological advancements in the industry.

Personal traits:

- Professional conduct and appearance, energetic, proactive and innovative, self-motivated, flexible, strong verbal and written communication skills, good time manager, pays attention to detail, uses initiative, confident, reliable, happy to work autonomously whilst acting within agreed guidelines.

Qualifications and experience

- PGA Class AA Member or higher.
 - Level 3 or 4 coach*.
 - Maintain active membership in other appropriate professional organisations.
 - Maintain a high level of appropriate personal and professional development reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
 - An enhanced CRB check.
 - Current first aid certificate.
 - Current Safeguarding and Protecting Children certificate.
 - Minimum of three years experience in golf coaching.
 - Experience in running a golf coaching business, including budgets, revenue reporting, sales and marketing.
 - Experience of successfully coaching a range of clients of different ages and backgrounds (both individual and groups) and setting up and running junior coaching programmes, including schools coaching.
 - Experience of using video analysis packages and other technology driven coaching tools (or ability to learn quickly).
 - IT literate with experience of relevant software applications (PC and/or Mac) and computerised POS.
- *It should be noted that:
- A Level 3 coach is qualified to be able to: plan, implement, analyse and revise annual coaching programmes.
 - A Level 4 coach is qualified to be able to: plan, implement, analyse and revise, design, implement and evaluate the process and outcome of long-term/specialist coaching programmes.

Overall job purpose

To provide coaching to groups and individuals that is of a consistently high quality and meets or exceeds customer needs and expectations. Responsibilities include identifying the needs and key performance factors of each participant, designing, planning and delivering a series of linked coaching sessions that take into account the motivators/drivers of individuals, monitoring and evaluating progress to develop performance.

It will include a proactive role in the relationship management of the facility to attract new members and retain the existing ones. Likely to be a Level 2, 3 or 4 coach.

Key responsibilities

Participant development

- To organise, promote and deliver effective coaching for members, juniors, guests, and other interested parties, ensuring that participants' needs are identified, coaching sessions are planned and delivered to develop participants' performance and the effectiveness of sessions is evaluated and reviewed.
- To organise, promote and deliver golf events that generate new participants, new members or which grow the amount of golf played by established golfers.

Operations

- To implement operational policies regarding the use of the facility in order to maintain quality service standards for members and guests, whilst maximising revenue and profitability.
- To liaise with Senior Professional/Manager to conduct promotional events focused on equipment and custom fitting to stimulate product sales.
- To keep abreast of technological improvements in the industry and recommend any potentially beneficial additions to their Senior Professional/Manager.
- To establish and maintain a safe working environment, ensuring that health and safety procedures are clearly communicated to all members, guests and other relevant people.
- To prepare for, attend and contribute to departmental and organisational meetings as requested.
- To contribute to the preparation of coaching development plans, sales and marketing plans and operational strategies where necessary.
- To work on own initiative to build up client base for coaching.

People

- To promote positive customer relations, supporting other staff as needed.
- To establish and maintain effective working relationships with other employees, officials/facility owners, and all members, guests and visitors.

Financial

- To achieve revenue and contribution targets as well as all other agreed KPIs for the golf facility.
- To ensure that any daily operations for which they are responsible are managed within the operating budget.

- To liaise closely with the Senior Professional/Manager on corrective action needed to address variances to ensure the golf facility is continuously maximising efficiency and profitability.

Marketing and customer service

- To take a proactive role in helping to establish the golf facility as a centre of excellence for tuition, custom fitting and equipment services.
- To take a proactive role in facility, corporate, promotional and sales and marketing events, ensuring that they are delivered in accordance with golf facility policy.
- To actively participate in networking opportunities, developing links with external agencies (local schools, clubs, businesses, etc) to promote the game of golf and facility to potential new members and golf participants.
- To develop the facility's reputation of consistently delivering high quality coaching, custom fitting and repairs, expert advice and service in the golf shop.
- To liaise with the senior Professional/Manager in developing value added services and products for the benefit of members and users of the facilities.

Personal attributes

People focused:

- Enthusiastic about coaching and learning, structured approach to coaching, able to influence, coaching and mentoring style, strong interpersonal skills.

Business acumen:

- Focus on building business and client relationships, organised (plans and prioritises, keeps accurate records), in touch with new approaches and technological advancements in the industry.

Personal traits:

- Professional conduct and appearance, energetic, proactive and innovative, selfmotivated, flexible, strong verbal and written communication skills, good time manager, pays attention to detail, uses initiative, confident, reliable, happy to work autonomously whilst acting within agreed guidelines.

Qualifications and experience

- PGA Class AA Member or higher.
 - Level 2, 3 or 4 coach*.
 - Maintain active membership in other appropriate professional organisations.
 - Maintain a high level of appropriate personal and professional development reflective of current and/or future role responsibilities e.g. courses, qualifications, reading etc.
 - An enhanced CRB check.
 - Current first aid certificate.
 - Current Safeguarding and Protecting Children certificate.
 - Minimum of three years experience in golf coaching.
 - Experience in running a golf coaching business, including budgets, revenue reporting, sales and marketing.
 - Experience of successfully coaching a range of clients of different ages and backgrounds (both individual and groups) and setting up and running junior coaching programmes, including schools coaching.
 - Experience of using video analysis packages and other technology driven coaching tools (or ability to learn quickly).
 - IT literate with experience of relevant software applications (PC and/or Mac) and computerised POS.
- * It should be noted that:
- A Level 2 coach is qualified to be able to: prepare for, deliver and review coaching sessions on their own.
 - A Level 3 coach is qualified to be able to: plan, implement, analyse and revise annual coaching programmes
 - A Level 4 coach is qualified to be able to: plan, implement, analyse and revise, design, implement and evaluate the process and outcome of long-term/ specialist coaching programmes.



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