

**PGA Professional Golf Management Program**

# **How to Prepare for Level 3 Checkpoint and The Final Experience**



The Professional Golfers' Association of America

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Publication date: May 2002, Rev. December 2002, August 2004,  
January 2005, April 2008, September 2008

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## About This Guide

The purpose of this guide is to help you prepare for your final PGA PGM session. Inside you'll find details on preparing for this session, which includes both the Level 3 Checkpoint and the Final Experience.

Checklists of what to bring with you for each session activity are provided throughout this guide. On the next page you'll find a checklist of every item you are required to bring.

Read this guide thoroughly before attending your session, and give yourself ample time to prepare your materials. If you follow the instructions provided in this guide, you should find the Checkpoint and Final Experience both rewarding and enjoyable.

***Note:***

*Failure to adhere to these guidelines may prevent you from advancing to the next level of the program. If you have any questions or concerns about what is expected of you, contact The PGA of America's Membership Services at 1-800-474-2776.*

## Final Session Overview

The final PGA PGM session takes place over a two-day period and includes three events—the Level 3 Checkpoint, the Final Experience, and Graduation. Following is a brief overview of each event and when it takes place.

- *The Level 3 Checkpoint.* Similar to the Level 1 and Level 2 Checkpoints, this checkpoint includes three evaluation methods: knowledge tests, work experience interviews, and simulations. Testing for electives will also be conducted at the checkpoint. You will be allowed to advance to the Final Experience but will not graduate if all requirements, including the electives have not been satisfied. When you register for Level 3 Checkpoint, indicate which elective tests you will be taking.

***Important:***

If you are completing outside electives—CPR/First Aid, or Public Speaking—you must submit proof of completion to PGA prior to registering for the Level 3 Checkpoint.

- *The Final Experience.* The Final Experience includes two activities: a Challenge-Response Presentation and an Employment Interview. These culminating activities provide you with an opportunity to showcase the knowledge, skills, and experience you have acquired throughout the PGA PGM.
- *Graduation.* The graduation ceremony marks the conclusion of your training.

## What to Bring to Checkpoint 3 & The Final Experience

Here is a complete checklist indicating all of the items you should bring to the final PGA PGM session. Checkpoint items will be collected the first day when you check in.

<b>Level 3 Checkpoint Check-in Items</b>
✓ Photo ID (you will not be admitted without one)
✓ Cover Letter and your resume tailored for one of the positions you will be interviewing for.
✓ Your completed Presentation Challenge/Response Form. See sample on page 30 of this booklet.
Your laptop computer, CD or flash drive if you are showing a PowerPoint slide show. There will be an opportunity to review the audio-visual equipment in the presentation rooms at the end of the checkpoint on Day One. If you would like to check compatibility, bring your laptop or software to checkpoint on Day One.

<b>Final Experience items:</b>
<b><i>The Challenge-Response Presentation</i></b>
✓ 20 copies of your presentation handout.
✓ Visual aids (slides, overhead transparencies, charts, graphs, PowerPoint presentation, etc.
<b><i>The Employment Interview</i></b>
✓ Your professional portfolio (incorporate into your interview)

**Important:** If you do not have your cover letter, resume, and a copy of the Presentation Challenge/Response Form at the Level 3 Checkpoint registration, you will not be allowed to proceed through the checkpoint or on to the Final Experience.

# **Section 1:**

## **Preparing for the Level 3 Checkpoint**

## Prior to Attending the Level 3 Checkpoint

- Refer to your Long Range Plan (in your Roadmap) and determine what your target date is to complete your Work Experience Kit.
- Submit verification of any outside electives, such as CPR/First Aid or Public Speaking, if applicable.
- Complete all Level 3 work experience activities and place in your Work Experience Kit.
- Mail your Work Experience Kit to The PGA Education Center for approval at 8555 Commerce Centre Drive, Port St. Lucie, FL 34986. Be sure to keep a copy.
- Upon notification of approval of your Work Experience Kit, determine availability of the checkpoint you would like to attend.
- Register for a Level 3 Checkpoint by calling the PGA Membership Services at 800-474-2776. Have available the following information:
  - ✓ Name
  - ✓ Address
  - ✓ Phone and fax numbers
  - ✓ E-mail address
  - ✓ Credit card information
  - ✓ Your gender (for lodging purposes)
  - ✓ Departing airport
  - ✓ Seat preference (window or aisle)



- Pay the checkpoint registration fee (See *Associated Costs* listed on PGALinks.com). This includes:
  - ✓ Checkpoint Fee
  - ✓ Travel (round-trip travel from your departing airport to Palm Beach International Airport (PBI) and transportation to the PGA Education Center). You will be sent an itinerary via email for your approval. If you choose not to accept the flight arrangements, you will be assigned a voucher, which is valid for 1 year and entitles you to \$250 off an air-travel package.
  - ✓ Lodging (3 nights lodging at Hilton Garden Inn) Arrangements will be made to lodge you with another student in a double room.
  - ✓ Breakfast - voucher from Sam Snead's Tavern within the Hilton Garden Inn)
  - ✓ Lunch, and breaks at the PGA Education Center
  - ✓ Dinner is on your own except for the graduation dinner
  - ✓ Evening dinner shuttles to local restaurants provided by Palm Beach Tours and Transportation.

## **Arrival**

Upon arrival at Palm Beach International, you should check in with the Palm Beach Tours & Transportation greeter at baggage claim. You will be advised of the time for the next shuttle run to the Hilton Garden Inn. If you choose to rent a car and not use the shuttle service, please advise the greeter. If you have any problems, contact Palm Beach Tours & Transportation directly at (888) 773-7288 or 561-655-5515.

## **Delays/Cancel**

If you are traveling when the PGA Membership Services department is closed and you incur any changes in your travel, you must contact Premier Golf (800) 283-4653 and Palm Beach Tours & Transportation directly. If you find yourself unable to attend the Checkpoint, you must call Premier Golf or the airline directly to cancel your ticket to avoid forfeiting your entire fee. If your airline flight is cancelled due to inclement weather, arrangements will be made to re-schedule you for the next available checkpoint at no additional fee.

# Checkpoint Overview

A Checkpoint is the name given to the testing process of the PGA PGM. The Level 3 Checkpoint uses three different methods for evaluating your mastery of the skills and knowledge covered in Level 3. Before you can advance from one level to the next you must pass all testing components.

## Knowledge Test

Knowledge tests are standardized and comprised of multiple choice and true/false questions. These questions are linked directly to the course objectives and are designed to assess your level of knowledge of the course materials.

## Skill Simulation

Skill Simulations are activities designed to assess your proficiency at skills that correspond to a PGA member's day-to-day operations. Simulations can include using tournament software programs, increasing a club's swing weight, and analyzing a golf swing.

## Work Experience Evaluation

You will attend the Work Experience Interview. The group discussions are led by faculty members.

## **Americans With Disabilities Act**

- If you are a qualified individual with a disability pursuant to the Americans With Disabilities Act, you must submit written medical documentation to The PGA of America. This documentation must be on file and approved to receive appropriate accommodations before you register for a checkpoint.

## **Testing Policy**

- Regardless of the number of tests and/or simulations failed on Day One, you will be given an opportunity to retake on Day Two. If you do not pass after the retake sessions, you will receive an incomplete for the level. You will participate in the Final Experience component of the checkpoint, but you will not graduate.
- To reattend the testing portion only of a checkpoint to retake those tests you have not satisfied, you must call the PGA Membership Services department to register. You may register In Package which includes travel and lodging or Out-Of-Package in which you are responsible for securing your own transportation and lodging. Please refer to the Associated Costs Document for applicable fees.

All applicants will be required to read and write in English to successfully complete the testing requirements.

You must be on time for each segment of the checkpoint. Failure to do so will result in forfeiting your opportunity to test.

Graduation requires successful completion of each checkpoint activity and satisfaction of the electives requirement.

## Checkpoint 3 Schedule

Day	Event
<i>Day 1</i>	Knowledge testing  Simulations  Work Experience Interview  Final Experience Overview
<i>Day 2</i>	Retake Session  Challenge and Response Presentations  Employment Interviews  Graduation Dinner

## Knowledge Testing

You will take a paper and pencil knowledge test for four of the Level 3 courses (listed below). In addition, you may take up to two knowledge tests for elective courses. Each test will consist of multiple-choice and true/false questions.

- Swing Concepts of Teaching
- Supervising and Delegating
- Merchandising and Inventory Management
- Food and Beverage Control

### **Electives**

- Caddie Program Management
- Golf Course Design
- Golf Facility Design
- Golf Range Management

Register for an Elective Test when you call the PGA Membership Services to register for the checkpoint. . There are no testing or work experience activities required for First Aid/CPR or Public Speaking.

#### ***Note:***

- The test administrator will supply pencils, forms, and calculators at the testing session.
- No other books, manuals, or written materials are permissible.

## **Scoring**

Tests will be machine-scored. Scores will be posted the evening of testing. You will receive a Knowledge Test Report. This report will show what objectives you were stronger and weaker in for each course. If you have failed a knowledge test, you can use this report to help prepare for the retake. You will not be able to see your graded tests or incorrectly answered questions.

## Skills Simulation Testing

There is one simulation for the Level 3 courses. A simulation presents you with a situation you are likely to encounter as golf professional.

Simulation testing can include paper-and-pencil, role-playing, one-on-one, hands-on, and group activities.

At each simulation you will receive simulation handouts that include instructions and worksheets you need to complete the simulations.

### Level 3 Simulation Summary

Course	Description
<i>Swing Concepts of Teaching</i>	✓ You will view a video of a typical golfer and answer questions on pre-swing and in-swing principles as they relate to putting, chipping, pitching and greenside bunker play

### Scoring

Results will be posted the evening of testing. *Simulation Objectives Forms* are provided to apprentices who fail. These forms will help you study for the retake testing. You will not be able to see your graded simulations or incorrectly answered questions.

## **Work Experience Interview**

The Work Experience Interview is a session in which you interact with other apprentices to discuss the work experience activities you've completed. The group discussions are led by faculty members and provide you with the opportunity for self-assessment.



## **After Testing**

### **Retake Testing Session**

Knowledge test and simulation retake sessions will be scheduled for those who have not passed all tests. If after the retake sessions you still have not passed all tests, you will receive an “incomplete” for that course. You will need to retest and pass before you may graduate and become eligible for election to PGA Membership.

### **Incomplete Checkpoint Registration Procedures**

To register to complete any tests failed, contact the PGA Membership Services at 1-800-474-2776. Advise the PGA Membership Services representative that you received an incomplete at your previous checkpoint and mention the specific tests you need to complete. In Package registrants must adhere to the posted deadlines for the checkpoint. Out of Package registrants may register up to ten days before the checkpoint.

### **Mentor Line**

To help you prepare for your next testing opportunity, PGA Education Faculty serve as mentors and are available to discuss the course objectives of the subject(s) you must retake. You may contact a mentor by calling 1-866-866-3382 option 6 or email [PGAPGMMentor@pgahq.com](mailto:PGAPGMMentor@pgahq.com).

## **Section 2:**

# **Preparing for the Final Experience**

# The Final Experience: An Overview

The Final Experience is the culminating event of the program and of your preparation for membership in The Professional Golfer's Association of America. This event includes two parts—a Challenge-Response Presentation and the Employment Interview.

## **Part 1: The Challenge-Response Presentation**

The purpose of the Challenge-Response Presentation is to provide you with an opportunity to address an important industry challenge in the form of a presentation. You will plan, create, and deliver a presentation to a group of up to 16 apprentices and a faculty member.

## **Part 2: The Employment Interview**

The purpose of the Employment Interview is to provide you with an opportunity to showcase your unique qualifications, professional capabilities, and experiences in an interview situation. You will answer questions and present a current resume and a professional portfolio (a collection of your best work) as evidence of your experience and accomplishments.

## Part 1: The Challenge-Response Presentation

As a golf professional you are often called upon to make presentations (formal or informal) on a variety of topics to a variety of different audiences—boards, committees, customers, staff, or the community—for a variety of reasons.

For Part 1 of the Final Experience you will create and deliver a presentation to a small group of apprentices. Your presentation is on a topic of your choice. In choosing a topic you will identify an important challenge facing the golf industry today and explain how you would respond to that challenge emphasizing global perspective. It is very important that your topic is an industry wide challenge and that you have a solution or response to that challenge.

This section will tell you more about the presentation:

- The format and content requirements
- Sample topics
- Tips on creating your presentation
- How your presentation will be evaluated.

### What to Bring to Your Presentation

- |   |
|---|
| ✓ 20 copies of your completed <b><i>Presentation Challenge and Response Form and any additional handouts.</i></b> (See sample on page 29). You will distribute these to the apprentices in your presentation group to provide them with an overview of your presentation.   |
| ✓ Your visual aids. If you have prepared a PowerPoint presentation, you must bring your computer, flash drive or CD. The computers in the Education Center are equipped with Microsoft Office 2003. You must also bring back-up materials if your software is not compatible with the PGA Education Center's equipment. |

## Presentation Requirements

Your presentation should meet the following criteria for content and format:

The Content	
1.	<b>Identify a Challenge.</b> The topic should address an important challenge facing the golf industry today. This challenge could be an ongoing industry-wide problem such as increasing customer satisfaction, member education, community relations, increasing the number of rounds played, etc.
2.	<b>Respond to the Challenge.</b> You should respond to the challenge by presenting a solution—something you have done or would like to do to address the challenge. This response could involve creating a new program, implementing a better staff-training program, spearheading a public relations effort, or providing customer education on course maintenance, to cite just a few examples.
3.	<b>Build on Learning.</b> You should pull together the broad range of knowledge you gained through the program and apply it to an innovative, creative response to the identified challenge.
4.	<b>Be Relevant.</b> The topic should be relevant to your current work environment, or to a work situation you are likely to face in the near future, while at the same time being an industry-wide challenge.

You are required to design and deliver a presentation to a group of your peers and a faculty member. In the time allotted, you will:

The Format	
1.	Deliver the Challenge-Response Presentation using visual aids and other support materials and facilitate a discussion/question and answer session about the topic.

## Choosing a Topic

The following pages present a few examples of “real world” topics that fit the Challenge-Response Presentation requirements.

Use this list as a guide as you search for a topic that fits the requirements. In selecting your topic and shaping your presentation, you need to:

- (1) Clearly identify and describe the industry challenge.
- (2) Summarize your response to the challenge.
- (3) Choose a title and identify the target audience and underlying goal of the presentation.

Choose a topic that is relevant to your particular situation. You may not use the sample topics listed on page [22](#).

Ideally, your Challenge-Response Presentation will be a chance to practice a presentation you will be giving in the near future as part of your actual duties as a golf professional.

## Selecting an Audience and Goal

As you read the examples, notice that the intended audience is not always a group of golf professionals. The intended audience may be the greens committee, bank loan officials, the local community, or the press.

Although you will actually be giving your presentation to a group of fellow apprentices, they will be asked to play the role of your intended audience. For example, if you are giving a presentation to the local community about the environmental impact of your facility on the surrounding neighborhood, the apprentices in your flight will listen to and evaluate your presentation as if they were community members.

If your presentation is for bank officials and your goal is to secure a loan for golf shop renovation, they will be asking themselves: “Would I lend this person the money, based on what I’ve heard?”

### **The Presentation Challenge and Response Handout**

Before you attend the session, you need to fill out the Presentation Challenge and Response Form (there is a master copy on page **30** in this guide). Bring 20 copies of the completed form with you.

This handout will provide apprentices with an overview of your presentation, including a statement of the challenge and your response to it, as well as the presentation's title, intended audience, and goal. You should also provide copies of any additional supporting handouts as well.

## Sample Challenge-Response Topics

Industry Challenge	Your Response	Your Presentation
<p><b>Dealing with different roles, responsibilities, and perspectives.</b> At some facilities there is significant friction between the golf professional staff and the course maintenance staff. This friction can result in a facility that doesn't run as smoothly as it could.</p>	<p><b>Create a collaborative management approach.</b> At our facility, we have created a close working relationship between the head professional and the superintendent. Our approach has resulted in increased customer satisfaction as well as increased job satisfaction for the staff.</p>	<p><b>Title:</b> "A Success Story—Creating a Truly Collaborative Course Management Approach"</p> <p><b>Audience:</b> Fellow golf professionals at a PGA Sectional Meeting</p> <p><b>Presentation Goal:</b> To inform other golf professionals about the facility's approach to successful working relationships between the golf professional and the superintendent.</p>
<p><b>Staff job dissatisfaction.</b> Our facility is a very attractive place to work once one becomes the first assistant. Other assistants often feel that they are only "order takers" and don't have much control over how they contribute to the success of the facility. This has led to low job satisfaction for these positions and high turnover.</p>	<p><b>Create and actively promote motivating work environments.</b> Use the "Involving" strategy and the Performance System model to create a more motivating work environment for assistants.</p>	<p><b>Title:</b> "Making Work Meaningful for Golf Professional Staff"</p> <p><b>Audience:</b> Head golf professionals at a Sectional Meeting</p> <p><b>Presentation Goal:</b> To educate and convince golf professionals of the benefits of creating a motivating work environment for assistant professionals.</p>
<p><b>Stagnant golf shop sales.</b> The number of rounds played has increased by 35% this year, but golf shop sales have remained about the same. Surveys indicate our customers feel our shop is too small, doesn't offer enough variety, and lacks attractive displays.</p>	<p><b>Upgrade the golf shop.</b></p>	<p><b>Title:</b> "Short- and Long-Term Plans for Upgrading Our Facility"</p> <p><b>Audience:</b> Lending officers at a local bank</p> <p><b>Presentation Goal:</b> To present a well-developed business plan to gain approval for a loan to renovate and restock the golf shop.</p>
<p><b>Tournament impact on the community.</b> Our facility conducts several large, high profile events each year. Our surrounding community is up in arms about the increased traffic, overall congestion, and litter that resulted from last year's tournaments.</p>	<p><b>Create a plan for high-traffic events.</b> Create a plan to identify and address community concerns. Implement a plan to handle increased tournament traffic at peak times.</p>	<p><b>Title:</b> "Tournaments and the Community—Handling the Traffic Flow"</p> <p><b>Audience:</b> Tournament staff at the pre-tournament meeting</p> <p><b>Presentation Goal:</b> To present the new tournament plan to the tournament staff. Gain their buy-in for this new approach.</p>



## The Presentation Format

You will have a 30-minute time block in which to make your presentation. It's important that you stay within the allotted time frame to receive a passing grade. You will not be allowed to run over the 30 minutes. These 30 minutes must include the following:

<b>Set the Stage</b> (2-3 minutes)	You will need to set the stage for your presentation. At this point you will:  Distribute your presentation handout (you can not give your presentation without this form)  Set up any visuals you are using  Inform the flight what your assumptions are about their role.
<b>Presentation</b> (15 minutes)	You will have only <u>15 minutes</u> to make the "delivery" part of your presentation.  Going over or under this amount reduces your overall score on the presentation..
<b>Discussion/QA Session</b> (5 minutes)	You will facilitate a discussion and/or answer questions from your audience.
<b>Debrief</b> (5 minutes)	At the end of your presentation you will get feedback from your peers and a faculty member about your presentation: how effective it was, strong points, what you might do to improve it, did they understand and follow your ideas.
<b>Transition</b> (2-3 minutes)	You will need to clean up your presentation area. Make sure to collect any visual aids or support materials you used during your presentation.

The following section presents more details and tips to help you develop your 30-minute session.

## Creating Your Presentation

You can use a number of techniques to create your presentation and enhance its effectiveness.

There are no hard and fast rules, and different presenters use different methods to create informative, persuasive, and interesting presentations. There are, however, some general principles that will help you. Here are a few guidelines and a process you can follow to create your presentation.

### Getting Started

The initial planning—identification of an important industry challenge, a thoughtful response to that challenge, and how you can use this information to create a meaningful presentation—is very important. Don't shortchange yourself in this important phase of your presentation development; make sure you have a topic that fits the requirements before you begin.

Deciding on a Topic...
1. <i>Identify a challenge and develop a response.</i> Identify and address a real-world challenge within the golf industry. Make sure you present a viable solution to the identified challenge. Solution should show evidence of your initiative and problem-solving abilities.
2. <i>Decide on your presentation title, intended audience, and presentation goal.</i> Your presentation should allow you to build on what you learned in the program. Ideally, it will be relevant to your current situation.
3. <i>Review the requirements.</i> Review requirements for content and format to make sure you are prepared. Read through the evaluation information to make sure you are aware of how your presentation will be assessed.

## Developing the Content

Is the content well organized and easy for the audience to follow? Here are a few suggestions to help you create your presentation. Provide the audience with an overview (for orientation) and a summary (as a review) in order to help the audience follow and absorb your ideas.

### *Introduction*

When developing your introduction, it is a good idea to consider how you will establish a clear context for your audience. Provide a preview of your presentation so that the audience has some foresight into the topic and the purpose of your presentation.

What to Include...
1. <i>Overview</i> —In the high-level overview, you let your audience know how your presentation is organized and highlight the topics you'll be presenting.
2. <i>Purpose</i> —Let the audience know the purpose and objectives of this presentation.

### *Main Content*

Organize the content in a way that will most clearly and effectively communicate to your audience what your presentation is about.

Decisions to Make ...
1. What are the main points? My sub points?
2. How the information is best organized?
3. Have I organized the content to achieve the goals I have set for the presentation?
4. What points do I want to emphasize and how will I accomplish this?

### *Summary*

Reviewing, highlighting, or recapping your main discussion points will enhance your audience's ability to understand your topic, retain the information, and ask thoughtful questions in the Q & A session.

### **Developing Visual Aids**

You are **required** to use visual aids—charts, short video clips (5-minute maximum), photographs, props, handouts, PowerPoint presentations, etc.—to help communicate your message and to enhance and better illustrate your information and ideas.

Approaches to Consider...	
1.	Use visual aids to show complex information graphically.
2.	Use visual aids as a backdrop, not as the main focus. The audience is interested in what you have to say, not in reading slides or overheads.
3.	Make visuals big enough to see. It can be irritating when the presenter says, "You can't see this, but..."
4.	Make visuals attractive.

### **Preparing for discussion**

The discussion is an important part of your presentation. It is what makes your presentation interactive. It will give the audience a chance to:

- Clarify their understanding of the information you presented
- Add their own experiences
- Bring up alternative perspectives

It gives you, as the presenter, a chance to:

- Get to know your audience
- Listen to others' ideas and perspectives
- Address questions and concerns directly
- Note questions and concerns for future reference

Prepare ahead of time for the discussion and audience questions. Anticipate any questions or concerns you think might be addressed prepare your response. If the audience does not have any questions, you are still required to facilitate a discussion. So, come prepared with a list of questions to ask the audience.

### **Final Preparation**

Even with well-organized content and beautiful visuals, without good delivery your presentation won't be as effective as it could be.

The best way to ensure good delivery is to practice, practice, practice. If you're thoroughly prepared you can relax and enjoy presenting. When you're relaxed, it's easier to establish rapport with your audience and provide an enjoyable and enlightening experience for everyone involved.

Practice your presentation with peers who can provide feedback you can use for revising and improving your presentation. Is the information clear and easy to follow? Are your visuals effective? Are you relaxed and using eye contact appropriately? Is your audience comfortable with your style?

## Evaluation of Your Presentation

Evaluation of the presentations will be conducted by a faculty member. You will be evaluated in two main categories:

- (1) *Communication.* You are evaluated on the structure and style of the presentation: the content, use of visuals, format, and your success in establishing rapport with the audience.

**Content** is well-organized and easy to follow.

**Visuals** are used effectively to help communicate information and ideas.

You establish **rapport** with the audience and effectively facilitate a discussion and answer questions.

Your presentation follows the 30-minute **format**. You must stay within the allotted time frame to receive a passing score.

- (2) *Content and problem solving.* You are evaluated on the content of the presentation. Did you identify a significant and relevant industry challenge, and present a realistic solution to that challenge? Is your topic industry wide? Did you *apply* what you learned in the program and go beyond a recitation of course content?

## Sample Presentation Challenge/Response Form

**Directions:** Complete this form. Make your statements brief since others will need to read the information quickly. Bring 1 copy to sign-in on the first day of the checkpoint. Also bring 20 copies of this completed form to distribute at your presentation.

Name: John Doe

Facility: Golf Links Country Club

### The Industry Challenge

The Challenge	The Response
<i>Community misconceptions. Golf courses have received some bad press and customers often have a number of misconceptions about a golf course and its environmental impact.</i>	<i>Educate the Public. Create and deliver a presentation to address common misconceptions surrounding the environmental impact of golf courses.</i>

### Your Presentation

Presentation Title: Enhancing Our Environment—The Golf Links Country Club Approach

Intended Audience: The local community at a city council meeting

Presentation Goal: To inform the community about the various practices employed at our facility—computerized irrigation, integrated pest management, and a bird sanctuary, to name a few—that protect or even enhance the surrounding environment.

### Your Current Situation

Why is this particular challenge important to you? We've taken great strides to make our Facility environmentally compatible and have created an innovative new bird sanctuary program that enhances our community. I would like the community to be aware of our approach and the motivations for our actions.

Do you plan to deliver this presentation in the future? Please explain.

I plan to make this presentation once each quarter to different local group

## *Presentation Challenge/Response Form*

**Directions:** Complete this form. Make your statements brief since others will need to read the information quickly. Bring 1 copy to sign-in on the first day of the checkpoint. Also bring 20 copies of this completed form to distribute at your presentation.

Name: \_\_\_\_\_

Facility: \_\_\_\_\_

### **The Industry Challenge**

The Challenge	The Response

### **Your Presentation**

Presentation Title: \_\_\_\_\_

Intended Audience: \_\_\_\_\_

Presentation Goal: \_\_\_\_\_

### **Your Current Situation**

Why is this particular challenge important to you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Do you plan to deliver this presentation in the future? Please explain.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Part 2: The Employment Interview

### Overview

During the 30-minute Employment Interview session, the counselor plays the role of a prospective employer (interviewer) and you play the role of the prospective employee. The interviewer asks you a set of questions designed to assess your ability to present yourself—your professional capabilities, aspirations, experience, knowledge and skills—in a one-on-one interview situation.

### Interview Questions

The purpose of this interview is not to evaluate your ability to answer detailed technical questions, but to evaluate your *overall preparation* for a position as a golf professional in the current job market.

To set the stage for the interview scenario, you will be applying for a position as a Head Professional or Director of Instruction at a particular type of facility. You choose whether you wish to be interviewed for a position at a private, public, or municipal facility, or a resort. (*See Facility Profiles at the end of this section.*)

Choose your facility type before you attend the session, and tailor your job interview materials (cover letter, resume, and professional portfolio) for the position. Be prepared to answer questions as if you are interviewing for the open position.

The Interview Counselor (a member of the faculty) will ask you a series of questions about your knowledge, skills, and experiences as they relate to your preparation for the open position.

The interviewer will ask you at least one question from each of four categories:

- People Skills
- Game Skills
- Business Skills
- Problem-Solving Skills

(*See sample interview questions on page 35.*)

## What to Bring to the Interview

- ✓ **A cover letter and copy of your resume to be submitted on the first day of the checkpoint.** Your cover letter and resume should be tailored for your chosen position and type of facility. Your resume must be in a folder or binder
- ✓ **Your Professional Portfolio.** While there may be several ways to prepare a portfolio, your portfolio must include several work samples that show evidence of your capabilities and experiences. These materials should be a collection of your best work. Materials must be bound in a high quality professional-looking portfolio or binder. Your portfolio should be tailored for your chosen position and type of facility. Materials may include work experience activities or academic progress records.
- ✓ **Your Professional Portfolio must be presented during the employment interview.**
- ✓ **A Professional Portfolio is not a resume.**

## ***The Interview***

### **The Setup**

You should tailor your cover letter, resume, and portfolio specifically to the Head Professional or Director of Instruction position you want.

The purpose of the cover letter is to indicate to your interviewer:

- Your qualifications and interest in the position
- The type of facility you are applying to

Submit your cover letter and resume at checkpoint registration. At that time, you will be asked to identify which facility type you have chosen. A faculty member will review your resume to prepare for the interview.

Review Lesson 3 in the *Career Enhancement* apprentice manual for more information on creating cover letters and resumes.

### **How It Works**

The PGA assigns times for all the interviews. At the appointed time, you will leave the ongoing Challenge-Response Presentation session to participate in the Employment Interview. Remember to bring your professional portfolio to the interview.

### **Conducting the Interview**

To obtain a position as a golf professional, a prospective employee

Must be able to convince a prospective employer that he or she possesses knowledge, skills, and experience. All questions are designed to evaluate your abilities in this regard.

You will answer the questions and refer to samples from your portfolio to demonstrate your knowledge, skills, and experience.

For more information on how to prepare for, and present yourself during an interview, see Lesson 4 in the *Career Enhancement* apprentice manual.

### ***Your Professional Portfolio***

The professional portfolio is a collection of the best materials you have developed through this program or on the job. Your portfolio must be in a binder or notebook and organized in a professional way. This notebook or binder is a way of showing off your best work to a prospective employer.

Your portfolio should be a very personal document. It should express your individual experiences and interests as a golf professional. Create a professional portfolio that best shows evidence of your experience and skills. Include examples of work you've completed. For example, the portfolio could include:

- Your best Work Experience Activities (i.e., Tournament Plan, Rules of Golf Clinic, etc.)
- Work that you have done on the job that you wish to show off (i.e., a notice, teaching aids, business forms you developed)
- Work Experience Activities that have been redone to look more professional
- Materials that you have produced for previous golf-related jobs

## **Interview Evaluation**

### **Faculty Evaluation**

A faculty member will conduct evaluation of the interview. You will be evaluated in two main categories:

- (1) *Presentation.* Use of the resume, professional portfolio, and interpersonal communication skills.

Your **resume** is well organized, neat, and reflects your capabilities and experiences.

Did you present your **professional portfolio** during the interview? Your portfolio is organized and in a binder or notebook. It shows evidence of your capabilities as a golf professional. If you do not present the portfolio during your interview, you will not pass the interview.

You establish **rapport** by engaging in an open discussion with the interviewer and answering questions directly and thoroughly.

- (2) *Communication of experiences and ideas.* You show evidence of appropriate knowledge and skills in the areas of people, business, and the game.

## Sample Interview Questions

### **People Skills**    *Customer Relations*

**Q:** At our facility, we place an emphasis on a person's ability to focus on and achieve customer satisfaction. We also realize that satisfying some customer requests can be very challenging. What is your philosophy on how the customer should be handled?

- Tell me about an experience you've had with a particularly demanding customer and how you handled it.
- What do you think you did well? Is there anything you would do differently if a similar interaction occurred in the future?

### **Business Skills**    *Increasing Business*

**Q:** At our facility we've recently embarked on a campaign to increase the number of rounds. If you were asked to help us in this regard, what ideas might you have? What have you done in the past?

### **Game Skills**    *Tournaments*

**Q:** Here, at Rolling Hills Country Club, we have several large tournaments a year. We find that it's essential for our head professional to have played a role in events that involve a variety of staff, including volunteer staff. Tell me about your tournament experience and how you could help us in this regard.

- What are some of the tools, techniques, policies, or procedures that helped you run a smooth tournament?
- What have been some of the biggest challenges you faced?

**Problem-Solving Skills**    **Q:** Describe a situation where you identified and solved a significant problem on the job. What steps did you take in solving the problem?

## **Facility Profiles**

You will choose your facility type before you attend the Level 3 Checkpoint/Final Experience session. On the following pages you will find information about six facilities that have openings for Head Professionals and Directors of Instruction. Choose one of these facilities and tailor your job interview materials (cover letter, resume, and professional portfolio) for the position.

## Large-scale Municipal Facility

- 36-hole municipal golf course; one 18-hole course; two 9-hole courses.
- Total of 150,000 rounds per year; very busy operation.
- Facility is known for its excellent customer service and innovative golfer development programs; very diverse clientele.
- Course is located in southern California; 12-month playing season.
- \$32 green fee; \$12 optional golf car rental.
- 60-person staff: 30 full-time staff, 30 part-time staff. Regulars are very well-trained. Part-time staff has received almost no training over the years. Part-time staff compensation is very low.
- Golf professional reports to the City Council.
- Golf professional responsible for administration of all golf operations, including:
  - Large retail operation, including 10,000 sq. ft. golf shop; city takes 20% of the total retail revenue of \$640,000 annually
  - 145 golf cars, varying states of repair; all revenue goes to the city
  - All teaching and instructional programs
  - Tournaments and charity outings (facility manages over 200 tournaments yearly)
  - Large restaurant (seats 100 people)
  - 80-tee golf range
  - Supervision of groundskeeping and maintenance operations.
- Compensation is approximately \$80,000. Not included in this figure is incentive compensation of approximately \$15,000 additional for meeting certain revenue goals established by the city.
- This is a very successful facility. Previous Head Professional is retiring after 44 years of service. Previous Head Professional generated very high levels of loyalty from staff, who are very worried about who the replacement will be. Many staff members have been at the facility for over 20 years and consider other staff members “part of their family.”

## **Medium-Size Municipal Facility**

- 18-hole municipal golf course; extremely scenic course; immaculate grounds and buildings.
- Course is located in central Tennessee; 35,000 rounds per year.
- \$26 greens fee and \$8 optional car rental.
- 10-month playing season; could be “stretched” to 12.
- 40-person staff: 20 full-time staff, 20 part-time staff.
- Golf professional reports to the mayor, and is responsible for administration of all golf operations, including:
  - Golf shop; \$160,000 revenue annually; inventory shrinkage is a serious problem.
  - 65 brand-new leased golf cars; assorted pull carts.
  - A growing teaching program, run by a retired PGA teacher—approximately 400 lessons per year, with potential for doubling that number. The city splits revenue with golf facility. Head Professional allowed to teach no more than 10 lessons per week.
  - Tournaments and charity outings (approximately 50 tournaments yearly). Very little revenue is generated from these tournaments.
  - Cafe (seats 50 people).
  - 30-tee golf range, recently renovated and repainted.
  - A junior golf program with over 100 young people involved. Currently administered by the Assistant Head Professional, this program has been the source of several complaints and problems in the past year, mostly involving accidents and injuries.
- Compensation is approximately \$50,000. Head Professional is permitted to teach on a limited basis and retains all earnings from teaching. Average teaching income for Head Professional is \$8,000 annually.
- A major off-course retailer is completing construction of a golf superstore about 5 miles from the front gate of the facility.



## Small Resort Facility

- 18-hole, upscale golf resort, located in Catskill Mountains of central New York State. 128 cabins. Very scenic, remote area. 20,000 rounds a year.
- 8-month golf season; resort is open year-round. Good skiing is nearby in winter.
- Golf course will need renovation within 3–5 years. Three fairways need improvement right away.
- Typical customer is affluent vacationer from New York City, Boston, Philadelphia.
- \$126 greens fee and \$14 required golf car rental.
- 40-person staff: 25 full-time staff, 15 part-time staff.
- Golf professional reports to 5-person Board of Directors:
  - Resort Chief Executive Officer
  - Resort Director of Operations
  - Resort Chief Financial Officer
  - Chairperson, greens committee (changes every two years)
  - Chairperson, rules committee (changes every two years).
- Golf professional responsible for:
  - Small golf shop; \$85,000 revenue annually. Previous Head Professional was not interested in merchandising, so shop is rundown and not very attractive.
  - 60 golf cars—three different manufacturers
  - Golf lessons—approximately 300 per year
  - Tournaments—15–20 per year
  - 20-tee golf range.
- Compensation—\$35,000 for 8-month season. Previous Head Professional earned 25% of all lessons for an additional \$6,000 annually. Previous Head Professional earned additional \$8,000 annually as ski instructor at nearby ski operation.

## **Large Resort Facility**

- Large multi-sport resort, located in southwest Missouri. New development built by major resort chain.
- Resort offers very upscale fitness facility along with tennis, running, nutrition, and general fitness programs. Currently developing heart health program for people recovering from stroke and heart attack.
- 8-month golf season; resort is open year-round. 75,000 rounds per year.
- 36-hole facility, designed by one of the big names in course design. One course is very challenging, championship-quality course. The other course is a typical resort golf course.
- Resort company is very interested in making a bid to host a major PGA Tour event at the facility approximately four years from now.
- Customers come from all over the United States and Europe. Many of them are business travelers who are redeeming frequent-flyer and hotel-chain coupons.
- \$100 greens fee and \$25 required golf car rental.
- 60-person staff for golf operations.
- Golf professional reports to resort Executive Director.
- Golf professional responsible for:
  - Large golf shop; \$948,000 revenue annually. Previous Head Professional was very interested in merchandising and had built a very lucrative business in apparel. Equipment sales appear to be an area with good potential for additional growth.
  - 140 golf cars, leased.
  - Golf lessons—approximately 2,500 per year; staff of four teaching professionals.
  - 45-tee golf range.
- Compensation—\$65,000 for 8-month season. Previous Head Professional left because he was dissatisfied with compensation.

## **University Golf Facility**

- 42-hole Midwest University golf operation; 36 are regulation, 6 are for learning lab; 50,000 rounds per year.
- 8-month playing season.
- Golf professional reports to director of athletics.
- Golf professional responsible for the administration and the operation of all golf operations, including:
  - A new clubhouse
  - Snack bar operation (seats 40 people)
  - Lighted 36-tee golf range
  - 100 leased golf cars
  - 50 pull carts
  - All instructional programs.
- Golf professional also serves as the academic liaison to a professional golf management program administered by University School of Recreation.
- Compensation is \$25,000–\$38,000 per year and is based on golf shop merchandise sales, teaching, base salary, summer camps.
- Shop grosses \$100,000 a year in sales.
- Faculty and members pay \$500 per year in dues.
- Students pay \$300.
- Course is losing \$250,000 annually. Previous Head Professional resigned to take a position with a golf equipment manufacturer. University is looking for a dynamic individual with good business sense and very good administrative skills.

## **Private Facility**

- 18-hole facility, both private equity members and non-equity members.
  - 30,000 rounds per year.
  - Southeastern United States; year-round playing season.
  - Professional owns golf shop merchandise, golf range.
  - Shop grosses \$250,000 per year.
  - Range grosses \$10,000 per year.
  - Club is 35 years old—only four professionals in history, last two have been there for 25 years total.
  - Professional reports to general manager.
  - Club is on the Mill River Plan.
  - Club pays two assistant salaries.
  - Head Professional pays professional services help.
  - Professional receives 75% of bag storage (approx. \$15,000 per year).
  - Overall compensation package is worth approx. \$60,000 per year.
- (2) • Previous Head Professional resigned to take a job in the Northeast. Club is looking for someone with excellent skills in membership development, merchandising, and teaching.

## **Director of Instruction**

- Ability to run golf school program over two to three day
- Experience with clinic formats
- Experienced teacher of women, juniors, seniors and men
- Experienced with video and computer based analysis of the swing
- Must be an instructor with a philosophy
- Must be a proven marketer of lesson programs
- Excellent interpersonal skills
- Must be a proficient at supervising and delegating
- Must show ability to teach the various learning styles of kinesthetic, auditory and visual

## Final Experience Retakes

After the Final Experience session, if you have not received a passing score on both of the Final Experience activities, you will need to make arrangements to attend another session. At that future date, you will need to retake only the part—either the Presentation or the Interview—for which you did not receive a passing score.

### *Graduation*

Apprentices who pass both Final Experience activities, and have completed all program requirements (including electives), will continue on to “Graduation.”

### *Membership*

If you have submitted your membership application to the national office before attending the checkpoint and have accumulated 36 credits and have met all other requirements, you are elected to membership.

After you register for the Level 3 Checkpoint, you will be asked to complete and submit a membership application to the PGA Membership Services, 100 Avenue of Champions, Palm Beach Gardens, FL 33418. The membership application can be downloaded from [PGALinks.com](http://PGALinks.com)

# **Section 3:**

# **Policies & Procedures**

# Policies & Procedures

## Work Experience Kits

- The PGA must approve your work experience kit before you are eligible to register for any checkpoint. Only complete kits will be accepted for review.
- Work Experience Kits are evaluated on a first come, first served basis. Allow 30 business days for approval.
- It is your responsibility to submit your kit in the proper order. It must be neat and typed by utilizing activities found on [www.pgalinks.com](http://www.pgalinks.com), or another word processing format.
- Your kit will be returned to you via a trackable shipping service after evaluation. If your email address is on record at the PGA, you will receive an email when your kit is evaluated. You may also verify receipt and/or approval of your kit on PGALinks.com – PGA Education – Apprentice Corner or call PGA Membership Services at 1.800.474.2776
- If you do not complete all the required work experience activities or submit illegible materials or materials that are not your own work, your kit will not be approved.
- Level 3 Work Experience Kits may be submitted through email. Complete each activity and save each file using the following naming rules: (apprentice number\_Lastname\_activityname.doc) Example:  
01234567\_Smith\_F&B.doc

Place all Work Experience Activity files into a single zip file folder using the following naming rules:

(apprenticenumber\_Lastname\_workexperiencekit\_Level)

Example: 34567\_Smith\_workexperiencekit\_Level 3

Email the zipped file to [WorkExpSubmission@pgahq.com](mailto:WorkExpSubmission@pgahq.com).

The subject line should include your name, apprentice number and level of kit

Some activities have been adjusted to meet the demands of electronic submissions.

Philosophy and Swing Concepts of Teaching – Activity 7 – All evaluations are required and can be copied/pasted within the Work Experience File. The video is no longer required.



Food and Beverage Control –Activity 3 – Food and Beverage Surveys- The activity is required but actual copies of the surveys are not.

Food and Beverage Control – Activity 9 – Food and Beverage Regulations in Your Community.

To include copies of the Food and Beverage licenses, imbed digital images into the activity or include them as a separate file in the zipped file folder.

To download the software or to review how to create a zip file, visit [www.winzip.com](http://www.winzip.com)

## Checkpoints

- Visit PGALinks.com for Checkpoint schedule and deadlines.
- Register for a Checkpoint by calling The PGA's Membership Services at 1-800-474-2776.
- There is a specific registration deadline noted on PGALinks for each Checkpoint. Registration is based on availability. A Checkpoint may close before the registration deadline if it reaches maximum capacity.
- If you are delayed for any circumstance and cannot arrive on site by the scheduled starting time of the Checkpoint, you must re-schedule.
- If you are delayed for any circumstance and cannot arrive on site by the scheduled starting time of the Checkpoint, you must re-schedule. If your airline flight is cancelled due to inclement weather such as hurricanes or snowstorms, arrangements will be made to re-schedule you for the next available checkpoint at no additional fee.
- If you do not pass all testing components of the checkpoint, your electives requirement or both components of the Final Experience you will receive an Incomplete for the level. You will not graduate or be eligible for PGA Membership until you satisfy those requirements.
- Your apprentice fees must be paid and you must be eligibly employed to attend any PGA PGM session.

## **Transfer**

A fee will be charged anytime you need to re-schedule your attendance.

## **Cancellation**

A fee will be charged anytime you need to cancel your attendance. If you cancel over the weekend you must contact Premier Golf or the airlines directly to cancel your airline ticket. Failure to do so will result in forfeiting all fees.

## **Dress Code**

The dress code for the checkpoint and game seminar is golf casual. Business attire must be worn during the People and Business seminars.

## **General Information**

- You are responsible for notifying The PGA of any address or phone number changes. The PGA is not responsible for lost materials, or non-notification in the case of address changes.
- Always refer to PGALinks.com first for answers to your questions. It's available 24 hours a day, 365 days a year. Visit online at <http://www.pgalinks.com>.
- It is your responsibility to contact The PGA Membership Services Department regarding any concerns you may have. Representatives are available from 8:00 am - 5:00 pm, EST, Monday through Friday. Call 1-800-4-PGA-PRO (1-800-474-2776).
- If you have specific questions relating to the PGA PGM Courses, you may call the mentor line at 1-866-866-3382 option #6 or contact a mentor via email at [pgapgmmentor@pgahq.com](mailto:pgapgmmentor@pgahq.com).
- Your apprentice fees must be paid and you must be eligibly employed to attend any PGA PGM session.

## **Acceptable Progress – Effective July 2005**

Acceptable progress in the PGA PGM Program is defined by successful completion of each level.

### **Successful Completion of Level 1 -- Two years from Level 1 start date**

- Level 1 Checkpoint must be successfully completed within two years of the Level 1 Start Date. If the Level 1 Checkpoint is not successfully completed by the end of two years the apprentice is put on suspension until the Level 1 Checkpoint is completed. If the Level 1 Checkpoint is not completed within four years, the apprentice is terminated. After termination, if the Level 1 Checkpoint is completed within six years, the former apprentice may re-register and continue in the PGA PGM Program. If not completed within six years, the former apprentice must wait until eight years past the Level 1 start date to re-register and must complete the PGA PGM Program in its entirety.

### **Successful Completion of Level 2 -- Four years from Level 1 start date**

- Level 2 Checkpoint must be successfully completed within four years of the Level 1 Start Date. If the Level 2 Checkpoint is not successfully completed by the end of four years the apprentice is put on suspension until the Level 2 Checkpoint is completed. If the Level 2 Checkpoint is not completed within six years, the apprentice is terminated. After termination, if the Level 2 Checkpoint is completed within eight years, the former apprentice may re-register and continue in the PGA PGM Program, however, the PGA PGM Program and election to Membership must occur within eight years of the Level 1 start date. If not, the former apprentice must wait until eight years past the Level 1 start date to re-register and must complete the PGA PGM Program in its entirety.

### **Successful Completion of Level 3 -- Six years from Level 1 start date**

- Level 3 Checkpoint must be successfully completed within six years of the Level 1 Start Date. If the Level 3 Checkpoint is not successfully completed by the end of six years the apprentice is put on suspension until the Level 3 Checkpoint is completed. If the Level 3 Checkpoint is not successfully completed within 8 years the apprentice is terminated and must complete the PGA PGM program in its entirety.

### **Election to PGA Membership -- Eight years from Level 1 start date**

- Apprentices have eight years from their Level 1 Start Date to be elected to PGA membership. If apprentices do not become elected in eight years, they are terminated from the program and must complete the PGA PGM Program again in its entirety, including passing the PAT.