

## CAREER NOTES

By Dick Bradow, PGA Employment Consultant

With the recent effects of the economy combined with an already stressed golf industry in some areas, many PGA Professionals and their facilities are facing challenging times. What can you do to help yourself and your facility weather the storm?

First – be aware of all the programs and resources that are available to you through the PGA, and use them to help you manage your business, improve your skills, and advance your career. Here are just a few examples:

- **PGA Best Practices** – to learn from your fellow PGA Professionals about ideas and programs that work
- **Play Golf America and Growth of the Game Programs** – to help you create activities and programs to grow rounds, revenues, and participation
- **PerformanceTrak** – to measure your facility against others and learn where you need to improve
- **PGA Professional Accomplishment Report** – to let your employer know what you are doing to serve your customers, improve your operation, and drive revenue to the bottom line (see below)
- **Certified Professional Program** – to stay ahead of the curve and enhance your skills and knowledge
- **ProFinder** – to promote yourself and your facility
- **Golf Retirement Plus** – to help build income for your future
- **Explore PGALinks** – to learn about additional PGA resources that can help you

It's also a natural tendency to withdraw and become discouraged in the face of tough times or challenges. Staff morale tends to wane and a facility can lose its vibrancy. Here are some thoughts to help fight that tendency:

- **Be Visible** – Get out of your office and make yourself more visible to your employer, customers, and staff. Spend more time communicating with your employer and let them know you are part of the solution, not part of the problem. Be a cheerleader for your staff, and make sure you encourage and motivate them every day. Interact and listen to your customers to find out what they want and to let them know you care.
- **Be Vibrant** – Even if things are really tough, make the choice every day to have a positive attitude and take the approach that the glass is “half full”, not “half empty.” Take the lead in setting the tone, atmosphere, and energy level at your facility. Your attitude will rub off on everyone around you, and your ability to keep everyone moving forward in the face of adversity will put you in a better position when times get better.
- **Be Valuable** – During challenging times, you have the chance to be the “Most Valuable Player” at your facility and make your own position more secure for the future. Continually look for opportunities to improve your operation and demonstrate your value to your employer. Find ways to do more things and provide better services, even with less staff and resources. Spend the off-season developing a specific business plan to increase rounds, revenues, and participation.

### PGA Employment Services

While everyone wants to be successful in their current position, it's also a reality that PGA Professionals strive to advance their careers with new and more rewarding challenges. To that end, the PGA offers a variety of employment tools to assist you in furthering your career.

**CareerLinks** is the PGA's award winning employment service that assists employers and PGA Professionals with management level positions such as head professional, director of golf, general manager, etc. The biennial **PGA Membership Survey** is the basis for creating your **CareerLinks ProFile**, which helps match qualified PGA candidates with desirable positions. You can review and update your ProFile anytime on PGALinks to maximize your efforts in seeking new opportunities. Also, be sure to complete the new **2009 PGA Membership Survey** when it is released in January. All PGA Professionals will be required to complete the 2009 Membership Survey to remain active in CareerLinks and continue to receive job notifications.

**PGAjobfinder** is the new name for the PGA's online resume and job posting service for non-management positions. Formerly known as CareerNet, PGAjobfinder is available to PGA Professionals who are looking to hire staff, and to PGA Professionals who are seeking positions such as assistant professional, teaching professional, and other golf industry opportunities. Searches can be customized by job category and PGA section or state, plus automatic e-mail notifications can be sent to you if you set up PGAjobfinder posting alerts.

The **PGA Compensation Survey** is a valuable tool when evaluating or negotiating in your current position or for future opportunities. The results of the 2008 Compensation Survey are available through a new interactive compensation query tool on PGALinks.com. The report tool allows you to create customized compensation reports for your specific needs using a variety of filters, including Total Compensation, Base Salary, PGA

Section, State, Job Title, Facility Type, Initiation Fee, Annual Dues, Peak Green Fee, Number of Holes, Years in Current Job Title, and Years at Current Facility.

The ***PGA Professional Accomplishments Report*** is a wonderful way to keep your employer informed of all the things you have achieved at your facility throughout the year. The Report Builder tool on the PGA Employment Center allows you to create a professionally formatted year-end report that highlights your accomplishments and value to your facility. The tool has been enhanced to make it more user friendly, with a variety of new sample reports and a worksheet for Key Performance Indicators to help you get started.

Information on all these resources, in addition to sample resume, job search tools, and more, can be found on the ***PGA Employment Center*** on PGALinks.

Finally, use this time to network and re-connect with your fellow PGA Professionals and golf industry contacts. Don't just rely on e-mail or text – pick up the phone and call them, or better yet, get together in person. If you know someone who is trouble, call them and offer your support. If you know someone whose facility is thriving, find out how they are doing it.

Please don't hesitate to contact me if you have any questions or would like assistance with any PGA employment services.

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