

## CAREER NOTES

By Dick Bradow, PGA Employment Consultant

With the arrival of fall, many PGA Professionals will be faced with performance evaluations and contract negotiations over the next few months. While this can be a stressful process, with proper preparation and a sound “game plan,” you can use this time to demonstrate your value to your employer and enhance your job situation.

Before entering into discussions with your employer, it can be helpful to ask yourself the following questions:

- What are the critical factors my employer uses to measure my performance? If you don't know, it can be very difficult to prepare for an evaluation or negotiation.
- How have I improved my facility's operational or financial performance in the past year? Being able to show measurable achievements can be a valuable asset in discussions with your employer.
- What is my “wish list” of items that will satisfy me in the negotiation? Keep in mind this does not apply only to your compensation – it could be better benefits, additional staff, more equipment or resources, etc.

Here are some tips and tools that can help you through this process:

1. If you don't already have a regular evaluation process in place, ask your employer to give you an annual or semi-annual performance review. With regularly scheduled reviews, you can find out if you are meeting your employer's expectations, learn what areas and skills you need to improve, and address job and performance issues before it's too late. It's also an excellent time to work with your employer to develop goals and action plans for the next year. You can find performance review information and evaluation forms on the PGA Employment Center on PGALinks.com.
2. Use the [PGA Professional Annual Report](#) tool on the PGA Employment Center to create a professionally formatted year-end report for your employer. The Annual Report tool is flexible, easy to use, and will help you create a presentation that highlights your accomplishments and value to your facility. The tool provides the ability to report Key Performance Indicators (KPI's) in various golf facility operational areas and provides ideas and formulas for documenting KPI success. The Annual Report can be a wonderful way to keep your employer informed of all the things you do on their behalf throughout the year.
3. Use the new interactive [2008 PGA Compensation Survey](#) report to determine how you and your staff compare in compensation to similar facilities. The Survey report tool allows you to create customized compensation reports based on a combination of parameters, including the following:
  - Total compensation, base salary, and a number of other options
  - PGA section (or combination of multiple sections)
  - State (or combination of multiple states)
  - Job title
  - PGA classification
  - Facility type
  - Facility fee structure (initiation fee, dues, or greens fees as applicable)
  - Number of years in current job title
  - Number of years at current facility
  - Number of holes at facility
4. Prepare for negotiations by reviewing the Negotiating Tips area on the PGA Employment Center and utilizing the “PREP” Worksheets provided. The tips and worksheets can help you in formulating your needs and objectives, developing your strategy, understanding the other party's needs, determining options and alternatives, and preparing your rationale.
5. Finally, remember that I am available to help you with any of the above items. I will be happy to discuss your situation and assist with developing strategy for your evaluation or negotiation, obtaining applicable compensation data, or reviewing your Annual Report.

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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