

sional. This piece suggests how this effort should be organized, points to be considered in the interview, preparing the job description and drafting an employment contract. The other piece, "How To Capitalize On A Job Opportunity" was prepared for the PGA member to guide him through preparing a resume, writing the appropriate cover letter, how to conduct himself during the interview, and points to be covered in preparing and negotiating the employment contract. We strongly recommend that the PGA golf professional seeking a new position or discussing a new contract with his present employer avail himself of this publication. Anyone wishing information on either of these new books should contact their section office or the director of club and professional relations at the PGA national office in Lake Park, Fla.

There is obviously a great deal of work to be done. I have spent a great deal of my time since joining the PGA staff in January of this year, visiting our section offices and their officials. We have discussed ways we can help them and have suggested they can help by sharing their successful employment service programs with other sections who do need assistance. This will be accomplished by my office serving as the clearing house for all such information. I have been impressed by the excellent organization of the section offices and the quality of the staff, especially the golf professionals that have been chosen to be chairmen of the employment committees. It was also apparent that there are no two PGA sections exactly alike or whose needs are identical. Therefore, our programs have to be designed with a certain flexibility so they can be tailored to the section's requirements.

The next five years will bring new challenges to our association, but there is no doubt the PGA's continued growth will come with better educated and trained golf professionals serving an increasing percentage of golf facilities, so that these facilities have the expertise to offer better golf programs to the players and be more profitable to owners and members. This is the goal we must strive to with renewed dedication. □

They even wrote a book

If you or your club will be involved in the selection process for a club professional in the future, you can get needed assistance from the national PGA office and its department of Club and Professional Relations.

Recently, the PGA has made available a manual on the employment process of getting a club professional entitled, "How to Hire a Golf Professional." You can obtain the book from the PGA by writing Employment Assistance, Box 12458, Lake Park, Fla. 33403. A short excerpt from the manual follows:

How to evaluate your club. Someone once said that a golf club is like a person. No two are exactly alike. When you think about the clubs and courses in your area, this becomes obvious. While they all fall in broad classifications like private or public, 9, 18 or 36 holes, many that seem to be similar are as substantially different in club personality as they are in course construction.

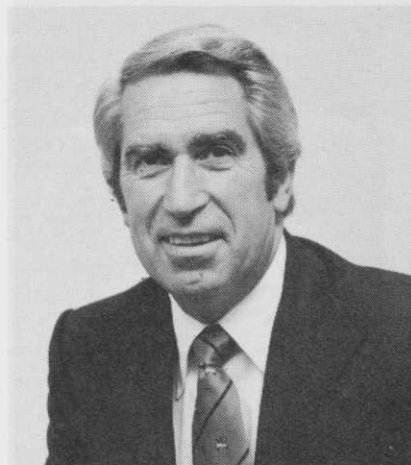
For example, take two 18-hole private clubs with 300 golfing members each. One might have twice the number of rounds played a year. Although the two clubs might look statistically alike, members of one might require three times the lessons of the second. The golf shop volume may vary significantly between the two, both in dollars and in type of merchandise sold. So the net profit from the golf shops may be entirely different.

So it is apparent that there are many yardsticks that must be used to measure the club prior to hiring a new man.

- How many golfing members?
 - (a) By Type (men, women, juniors)
 - (b) How many of each play more than 15 rounds per year?
 - (c) How many guests play if a private or semi-private club?
- What is the total number of rounds played annually . . . by month?
- How many months will the

golf shop be open? What is the golf shop sales volume by type of product . . . clubs, balls, shoes, soft goods, etc.

- What is the average value at cost of inventory? What is the average turn of various types of products?
- What is the number of lessons given? The rate, individual and group?
- Does the professional receive income from the bag storage and driving range? If so, on what basis?
- Does the professional have an income from the golfers . . . greens fees, carts, headcount. If so, on what basis?



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The way in which you answer these preliminary questions will have a direct bearing on the type of professional you should hire. These questions, and others to meet your specific needs, are the same type, incidentally, you would ask before hiring any other management man or woman.

Here is a cross-check you can use in relation to your answers on the preliminary questions. Because golf professionals, like any other management person, will have varied strengths and weaknesses, be sure to look at your man by comparing his strengths to your club needs. For example, if the applicant you are considering for interview excels in teaching than other aspects) you will probably save time by not interviewing the applicant. □