

# First golf outplacement firm formed

## Five ex-CMMA presidents join forces, talents in new venture

BY MARK LESLIE

Outplacement, an industry in its infancy, has reached the world of golf.

Six former presidents of the Club Managers Association of America, led by Immediate Past President Edward L. Hoffman, have formed Club Professional Outplacement, Inc., and this month opened six offices across the United States. Outplacement is a process by which a company helps employees find new jobs.

"We formed this company initially with the thought of performing a service that was needed and to improve the lot of all club professionals, be they club managers, grounds superintendents, or golf professionals," said Hoffman from his Chicago, Ill., headquarters. "Outplacement is fairly new to industry in general but has been unheard of in our field. There is no one in the (280) existing outplacement companies who really understands club managers and golf professionals."

Hoffman points to his own experience along with the 40 years each accumulated by his partners in the company:

- W.R. "Red" Steger, a former grounds superintendent and golf pro as well as club manager, is vice president and regional manager working out of Houston, Texas.
- James Goslin, who has an accounting background, is secretary-treasurer and manager for the Northeast working from his Warwick, R.I., offices.
- Josef Auerbach, who is retiring within the next year, is a regional vice president and manager for the region around his Wichita, Kansas, office.
- Richard Maynes, who is retired, is regional vice president and regional manager working out of a Sacramento, Calif., office.
- Horace Duncan, a former executive director of CMAA, is regional vice president and Southeast region manager from Highlands, N.C., headquarters. He has been retired for four years and has been conducting retirement seminars, so will be the company's resident retirement expert.

"We have a very diversified group," Hoffman said. "We have all been in the field 40 years and have all managed or been general managers of clubs, so we are intimately familiar with golf professionals as well as grounds superintendents and tennis professionals."

Over and above the normal outplacement service, the new firm will offer "professional staff retention," helping long-time professional employees deal with and implement new club policies in response to changing ideas and demographics.

"We feel that we can help by being engaged by the club to work with that individual because we've been there and we speak their language and can convey what that club really wants," Hoffman said.

"We will stay very high on ethics, will work with these people, will take displaced or terminated people and evaluate them with scientific testing; do psychological evaluations and help them with their career paths; how to interview; practice interviews with videocameras; help them rewrite their resumes; network and tell them where the jobs are and where they ought to apply; and then we'll help

them determine which job they should or shouldn't accept, maybe even influence their contract negotiation if they want us to.

"We're going to do spousal counseling for the displaced individual if they want. We'll also provide retirement counseling."

"We (partners) all want to be a service," Hoffman said. "It's been a great profession. We've made our living out of it for a long time. We love the industry so we thought we'd give something back and maybe make a little money. And right now it looks as though this really could balloon into something."

Pointing out that his wife, son and brother are all club managers and that Goslin and Auerbach have sons who are club managers, Hoffman said: "It is a labor of love for us. We're excited about it, enthusiastic... It is an exciting concept."

Club Professional Outplacement Inc. has asked for an endorsement from the CMAA and will approach other groups. CMAA has endorsed the concept for several years but "there never was a firm that they could endorse," Hoffman said.

Explaining why not one of the 280 outplacement companies have targeted clubs, Hoffman said:

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"There's no one really capable. They don't understand the nuances of the industry. But we as general managers have had dealings with and have hired golf professionals and grounds and tennis professionals. We understand them and we understand where the club boards are coming from as well. So that makes us, I believe, certainly the only qualified firm to do it."

"We're young enough to work at it and old enough to have the necessary experience."



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