



PGA Employment Focus Group Meeting  
September 22, 2010  
Brentwood Country Club  
590 S. Burlingame Ave, L.A. 90049

Attendees:

Ken Ferrell, PGA PGA Employment Consultant  
Patrick Casey, PGA Dir. of Golf, Brentwood CC, National PGA Employment Committee  
Tom Addis, PGA, SCPGA Section E.D., PGA National Past President  
Jason Taylor, PGA, SCPGA Section President, Dir- Lorena Ochoa Academy/Foundation  
Jeff Johnson, PGA, SCPGA Vice President, General Manager, Moreno Valley Golf Club  
Greg Prudham, PGA SCPGA Secretary, West-Regional Marketing MGR, PGA Magazine  
Ric Moore, PGA, SCPGA Employment Chair, Head Golf Pro, Wood Ranch Golf Club  
Greg Davis, PGA General Manager, North Ranch Country Club  
Bruce Williams, CGCS, Valley Crest, Co. Director of Business Development  
James Ward, Golf Manager, City of Los Angeles  
Greg Fredericks, PGA

AGENDA

- 1) Welcome by Patrick Casey and Ken Ferrell
- 2) Introductions
- 3) PGA of America membership information
- 4) State of the golf industry
- 5) State of Employment- California and Golf Industry
- 6) Owner/Operator Needs
- 7) PGA professionals, their role, skill set, abilities
- 8) Open discussion

We are eager to discuss the nature of employment in our industry with you. We will meet in a roundtable setting in an open forum so that each has the ability to express his/her opinion freely. Please keep in mind that our objective includes the following:

Determine how to best communicate and work with employers.  
Identify the staffing needs of golf facility owners/operators/employers.  
Examine the skill set of key positions within our industry i.e.; GM, DOG, HP, DGI  
Analyze if/how the PGA professional is/can be the most highly qualified and employable professional for these positions.  
Traits and qualities of the most successful industry professionals

Other topics which have been brought to my attention which may be discussed include:  
Adding and quantifying value to a facility  
Synergy among department heads  
Maintaining/increasing compensation levels  
Barriers in the industry  
PGA Education programs  
PGA Certified Professional Program

Meeting Objectives:

- get input on what is happening in industry
- industry has changed: where is the industry right now?
- owners-the more we understand the owners, the better we can position ourselves to be the most employable people in the golf industry
- PGA golf professionals-are we the most employable people in the golf industry?
- If we are why?
- If were not why?

Information from this meeting: to say where industry is, what owners need, what they need us to be to be the most employable in the industry.

Identify any other opportunities that we are looking at. Example: off-site facilities, different directions in marketing and sales

Fact Sheet

- 2001 to 2005: net gain 656 golf courses opened
- 2006 two 2008: net loss 175
- 2009: net loss 90 golf courses
- as golf courses drop membership continues to grow
- grassroots level: jobs are dwindling

- less golf courses/more members = condensing
- GM and director of golf jobs are becoming one position. Director of golf and head Pro are becoming one position.
- No growth in membership in regards to ethnic diversity
- sometimes when owners are Asian they advertise/cater to Asian population.
- As PGA pros should we be multilingual? Or have multilingual speakers on our staff?
- unemployment for counties in section: 9 to 15%, Riverside County- 15%
- golf is at 4.4% unemployment rate

Unemployment factor: people who are qualified for a manager or head Pro position are teaching, waiting for a position-that number (4.4%) is low because industry was already downsized

Existing operations have made cuts. What's left is closure of whole operations = threat. Golf follows approximately 2 years after the economy-still has two years before it hits bottom before we can recuperate.

Hiring for value has gone down because expertise is not there. Owners are seeing a price point for salaries and are firing high paid/qualified employees to hire cheaper, unqualified workers.

PGA members that were unemployed-33% are out of golf the golf business, 33% are still unemployed, 33% are back working.

- On average it took 6 to 9 months to get reemployed in the golf business.
- Higher income level unemployment goes down
- average teaching Pro makes \$52,000 a year/unemployment rate = 9%
- average had professional makes 82,000 a year/unemployment rate = 5%
- average GM makes \$118,000 a year/unemployment rate = 4%
- employment observations:
- is this a time of opportunity?
- Depressed prices in golf property
- entrepreneur in golf might find benefit in knowing bankers who by golf property
- we should be outside managers for bank that by golf businesses
- niche: become an asset manager property manager for banks i.e. work oh via that by golf businesses.
- Temporary opportunity for banks that are holding the property = consulting to ready a property for sale.

Employers are finding excellent candidates out there but are having a difficult time getting them to relocate. Employers are paying for relocation fees, local people out of work, mortgage hard to get out of, etc.

Question: out of 16,000 golf courses in the United States, how many are lease/old by PGA professionals?

-Why don't PGA professionals think that way?

-Requires: interest, emotional stamina, finding money

-PGA should subsidize golf courses so it would bring in PGA jobs, golfers

Question to the non-PGA members of the meeting: How do you view the value of the PGA?

-Hiring is not done at top level, employees started bottom and are promoted with in, some direct hiring a key positions but not like private sector. PGA pros are good with people, part of job = customers, membership but they don't deal with politics of government. PGA comes from the game side, people side were their superintendent background. There are PGA pros at Muni facilities but jobs for management are not open to them. Management comes from within.

In today's economy it's more important to have a business side than playing a good golf game.

Consolidation = Director of Golf/GM

PGA has marketing that club managers and superintendents don't half.

Validation comes from being a class A PGA member. Employers need to know where that value is from

What can a PGA member bring to the job versus non-PGA. Who can bring 30 outings, etc., who has a track record of increasing participation, who knows how to grow the business.

- Most employers say they don't care if it's PG or not they will hire the best person for the job.
- PGA pros must not be status quo. Employers need more ROI/quantify
- Pros must quantify how much you're worth your employer.
- Must evolve in the business of golf

Half of membership wants to play and give golf lessons, other half wants to grow the business of golf: employers need business people.

Need five years- vision of what should happen. Need plan A, B, C and know where you are going to change.

Golf industry needs to be cutting-edge-twitter, Facebook, technology, etc. to grow or get people who can do it for you.

If you do things the way you did five years ago, you're behind.

Public sector: need to place yourself for the younger generation-20+ year olds, can find you when they want to play: online, website, newsletter

Motto: "ready,aim,fire": try a lot all at once to keep things growing. Example: change of dress code-casual Fridays with jeans, higher shorts for women, use of cell phones on golf course. Helps increase general participation.

Recruiting assessment: who are we recruiting in PGA programs-only those who want to teach, or those who want to be GM's, director of golf, etc. We need to hire people who are business majors, need to have internships and mentors. Not enough emphasis in PGM degrees on business: accounting, finance, sales and marketing

- career fitness manual-business skills needed
- business management
- budget and fiscal management
- managing and training of staff
- food and beverage
- marketing and promotion

We must be proactive-not reactive when it comes to cutting costs, budgeting for all sides of management. Economics don't allow hiring of more business qualified professionals, you can get pros who just want to play and teach cheaper-that's why pros must quantify and strategize their worth.

Show them what you can do from a business perspective.

When pros were asked, "what can PGA do for you?", the reply was," bring us more business".

It's not good enough that the golf department succeeds, you must help all the other departments succeed as well.

Employment observations: PGA 5.5% 4.8% in SC PGA are GM's.

- Recruiting for GM's is happening too late in training process
- GM's need internships
- condensing of roles: example-doing away with director of golf position = opportunity for PGA professional to assume a bigger role.
- Job description and responsibilities indicate job title, not title alone-often inflated
- membership director = great in for GM position.
- Expanded career paths

- growth of indoor facilities-contributed to increase in teaching professionals
- possible affiliate memberships to include other parts of industry
- reach more people

China: viable alternative for opportunities-500 facilities, looking to add 5000 to 7000 facilities in the next 10 years.

We want to take this information act were members to let them know what employers want:

- what kind of education should we be providing our PGA members?
- Practical, quantifiable, more than just seminars, respected by businesspeople
- personalized
- education and desire for education not getting to all members
- personalized apprenticeships and cross training
- everybody should be able to take on more roles to be a valuable PGA professional
- PGA needs a working PGA program
- growth needs to be in new programs, younger generation-kids programs
- need answers to time constraints