



2008
CMAA WORLD CONFERENCE





What General Managers should expect
from PGA Golf Professionals





Objective

- ✓ Understand what PGA Golf Professionals should know in relation to running a golf facility operation.





Your Expectations

✓ Let's Discuss





Communications

- ✓ Open / Honest
- ✓ Regular Meetings providing information for entire facility
- ✓ Meetings with key management personnel



Golf Operations

- ✓ Business Plan
 - Annual
 - Specific and measurable objectives
 - Analyze past performance in preparation to forecast
 - 12 month budget
 - Staffing plan
 - Operational policies and procedures
 - Safety / security
 - Tools and technology



Golf Operations

- ✓ Business Communications
 - Regular reports
 - Board report
 - Newsletter
 - Website
 - E-mail addresses



Policies and Procedures Manual

- ✓ Organizational chart
- ✓ Job descriptions
- ✓ Opening/closing
- ✓ Cash controls
- ✓ Night drop procedures
- ✓ POS
- ✓ Gift card procedure
- ✓ Credit card
- ✓ Gift certificate
- ✓ Tee time
- ✓ Rain check
- ✓ Professional policy
- ✓ Pricing for seniors/juniors
- ✓ Accident/injury
- ✓ Threatening weather
- ✓ Golf car maintenance
- ✓ Telephone/cell phone
- ✓ computer



Policies/Procedures

- ✓ Employee golf
- ✓ Employee purchases
- ✓ Disciplinary action
- ✓ Radio/TV policy
- ✓ Vacation/time off
- ✓ Dress code
- ✓ Time card
- ✓ Sexual harassment
- ✓ Closing course
- ✓ Refund/rain checks
- ✓ School play
- ✓ League play
- ✓ Key control
- ✓ Ranger/marshal policy
- ✓ Fees/charges
- ✓ Holiday schedule
- ✓ MISSION STATEMENT



Policies and Procedures

- ✓ Caddy/starter/
- ✓ Locker room
- ✓ Professional services
- ✓ Pace of play
- ✓ Range program/procedures
- ✓ Yield Management
- ✓ HR/Personnel
- ✓ Wage and Hour



Maintenance Policy and Procedure Manual

- ✓ Job description
- ✓ Grass type/cutting procedures
- ✓ Accident/injury procedure
- ✓ Equipment maintenance
- ✓ Equipment use policy
- ✓ Computer use
- ✓ Employee purchases
- ✓ Vacation
- ✓ Time card
- ✓ Sexual harassment
- ✓ EPA
- ✓ Chemical procedures
- ✓ Aquatics procedures



Maintenance Policy

- ✓ Irrigation system
- ✓ Golf course set-up
- ✓ Hazards care
- ✓ Tee, collar, fairway appearance
- ✓ Rough, bunker care
- ✓ Record keeping
- ✓ Fuel usage/care
- ✓ OSHA
- ✓ 1st aid/emergency
- ✓ Pesticide storage
- ✓ Safety training
- ✓ Eye Wash station
- ✓ Chemical Storage



Turfgrass

- ✓ Communication with the superintendent
- ✓ Knowing what the super does
- ✓ Basic turf grass knowledge
 - Types of grass
 - Aeration, dethatching, topdressing, overseeding, watering, traffic management, tee marker rotation, cup rotation, pests,



Environment

- ✓ Enhancing the environment/community
- ✓ Audubon Society programs



Customer Service

- ✓ G - GREET
- ✓ E - ENQUIRE
- ✓ O - OFFER
- ✓ D - DELIVER
- ✓ E - EVALUATE



Moment of Truth

- ✓ Every day is a moment of truth



PGA Standards of Excellence

- ✓ Member & guest Interaction
- ✓ Enthusiasm
- ✓ Attention to detail
- ✓ Provide accurate information
- ✓ Well groomed
- ✓ Well spoken
- ✓ Stewards of safety
- ✓ Proper perception



Golf Car Fleet Management

- ✓ Assessing facilities need
- ✓ Maintenance program
 - Storage, rotation, daily log and daily procedures
- ✓ Evaluating golf car brands/models/dealers
- ✓ Budget for golf cars
- ✓ Administrating safety program
- ✓ Ownership/leasing
 - Private ownership
- ✓ Operating policies/procedures





Tournament Operations

- ✓ Developing Tournament plan objectives
 - Formats / Types of events
 - Eligibility requirements
- ✓ Promotion
 - Newsletter / Web
 - Golf shop/locker rooms
 - Telephone committee/committees
- ✓ Preparing course
 - Marking / Setting up course





Tournament Operations

- ✓ Running the event
 - Operational manual
 - Groupings/starting times
 - Scoring/tie-breakers
 - Local rules sheets
 - Pin placement
 - Tournament day
 - Software / GPS
 - Prizes
 - Publicizing results
- ✓ Reviewing/debriefing



Merchandising

- ✓ Importance of merchandising
- ✓ OTB Plan (open-to-buy)
- ✓ MAP Plan (merchandise assortment plan)
- ✓ Vendors
- ✓ Pricing strategies
- ✓ Selling techniques
- ✓ Promotions
- ✓ POS (point-of-sale)



Merchandising

- ✓ PO system
- ✓ Returns
- ✓ Certificates
- ✓ Inventory procedures/payables/receivables
- ✓ Traffic and display
- ✓ Sales strategies
- ✓ Special order
- ✓ Mill river

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Key Performance Indicators

- ✓ Rounds played
- ✓ Total revenue per round
- ✓ Merchandise revenue per round
- ✓ Merchandise sales per square foot
- ✓ Food and beverage per round
- ✓ Maintenance expenses
- ✓ Labor expenses
- ✓ Golf course utilization rate
- ✓ Golf car utilization rate

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Instruction



- ✓ Teaching Programs/groups,clinics,schools
 - Juniors
 - Women
 - Seniors
 - Individual differences and special populations
- ✓ Fitness Programs
- ✓ Club Fitting Programs
- ✓ Use of technology
- ✓ Golf club repair
- ✓ Recruiting

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Instruction

- ✓ Course management
- ✓ Rules
- ✓ Putting
- ✓ Chipping
- ✓ Pitching
- ✓ Bunker play
- ✓ Uneven lies
- ✓ Special shots and unusual conditions



 

Play Golf America

- ✓ Free Lessons
- ✓ Executive Women
- ✓ Bring your daughter to the golf course

Questions / Comments

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 Club
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