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Job Hunter's Toolkit

Please note that sample resume, cover letter and reference page examples are located on PGA.org, under "Jobs."

Document Preparation

"Sell the customer what the customer wants to buy; not what you want to sell them."

Employers are looking for people that are motivated, have been successful, can produce results and will always strive to make things better. They do not want "status quo."

So how do you convey that in your cover letter and resume? Emphasize how you have made the places you worked a better place and show how these successes parallel their priorities.

Your resume and cover letter are nothing more than a sales pitch for you. While presentation needs to be eye catching with all of the T's crossed and I's dotted, the content is critical in selling you. **It needs to be polished and targeted to each employer's needs.**

Keep in mind that research shows that hiring committees, GM's etc. may spend as little as 24 seconds scanning your documents. So your documents need to catch their attention quickly. Tasteful and conservative are key. Make them as powerful and concise as possible and at the same time, show a bit of your personality, especially in your cover letter. Remember, you have only 24 seconds!

Target your resume and cover letter to the specifics of the employer's needs and wants. Do your homework on the facility, job requirements, current employees, and the "hot buttons" that the employer has in relation to the needs of the facility. Reach out to your Employment Consultant, PGA members in the area, contacts you may have at the facility or who know the facility and the job.

Tailor your cover letter with specific accomplishments that fit the employer's needs, construct your resume objective or professional summary to those needs in conjunction with your skills and history, and make sure your work history bullets support your cover letter and profile.

PGA of America

Job Hunter's Toolkit

Fonts Typically Used: It is highly suggested to use only one font for your documents. To add emphasis or to make a section stand out, consider using italics, making it bold or in capitals, or underlining. Here are suggested fonts to utilize:

- Arial
- Book Antiqua
- Bookman
- Century Gothic
- Garamond
- Lucida Sans
- Palatino Linotype
- Tahoma
- Times New Roman
- Verdana

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Job Hunter's Toolkit

COVER LETTER TIPS

A good one grabs their attention in the first line, shows who you are, what skills you possess and what kind of communicator you are. Employers expect applicants to make strong, clear, positive statements about themselves in both a cover letter and resume. While employers typically just scan resumes, they will read a cover letter word for word unless it is filled with empty words and clichés.

Make sure to include something that shows you have researched the facility, you have the necessary skillset and experience and that you desire to join the team.

Length of Your Letter: Normally, cover letters are one page, however as long as the information is concise, pertinent to the employer and helps to differentiate you from the other candidates, it is acceptable to expand to two pages.

Components: Critical and optional components are:

- Your Contact Info
- Today's date
- Employer Address
- Address by Name - Dear Mr./Ms. ...
- Reference Job #- Re: PGA Job # _ _ _ _ _
- Compelling Opening Paragraph
- Match your Qualifications to Job
- Key Accomplishments
- Recognize Needs and Offer Solutions
- Ask for an Interview
- Sign-off
- Signature (either scanned and inserted or use a cursive font)
- Famous or Reference Quote (optional)

The following is a checklist to assist in formatting a cover letter to achieve the ultimate goal of landing an interview.

- In theory, employers will decide to call you for an interview based on how well you match the stated job qualifications. Develop a cover letter that will be a word-based snapshot to help an employer picture you in the job they will need to fill.
- Take the time to write a new cover letter for each position for which you may apply. Each letter needs to be "custom-fit" to that particular position.

PGA of America

Job Hunter's Toolkit

- Add balance to your cover letter. Balance between "Features" and "Benefits." **Features** are the specifics you bring to the job: experience, training, awards, skills, abilities, and so on. **Benefits** entail emphasizing what your features mean to the employer. Close the gap between the skills and abilities you offer and what that means for an employer.
- Respond to stated known facts about the job first (desired competencies, requirements and expectations), then elaborate on special abilities you offer.
- Highlight experience and skills. **For every attribute or skill you are selling, prove it by adding results and accomplishments.**
- Consider using a quote, a compliment or citing an award.
- Avoid re-capping every point in your resume.
- Be concise. Many cover letters consist of a lot of flash but little substance. Focus on addressing their priorities by presenting your skills in the clearest, most persuasive way without unnecessary "fluff."
- **Always proofread (check and double check). As insurance, ask someone else to proofread as well.**
- Members, consider including the PGA member logo as well as adding a comma and the initials "PGA" behind your name. (See guidelines and links below)
- The header with your contact information can be the same as on your resume and reference sheet. Contact information can include your city, state, email address, ONE phone number, website and LinkedIn URL.
- The cover letter is where you inject your personality into your documents and communicate some accomplishments and how they will impact the employer.
- Always write in business letter format.

Critical Points: There are many ways to impress an employer, just as there are many ways to alert them.

- Indicate why you are applying (example- if you are making a lateral move)
- Address "red flags" to show employer that it should not be a concern or it is a positive
 - Out of area candidate
 - Out of work
 - Gaps between jobs

 - "Job hopper"
 - Taking an obvious step back in your career
 - Coming from a different background
- Address employer's priorities

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Job Hunter's Toolkit

Pay attention to the following characteristics that may alert them in a not so positive way.

- Poor overall appearance
- Misspelled words, or poor grammar and punctuation
- Rambling text; lack of focus
- Bland or boring writing
- Gross exaggeration
- Over-aggressiveness
- False modesty; self-deprecation

Replacing the “I’s”: It is commonly seen in a cover letter for each sentence to begin with the word “I”. Below is an example of this and following is the same verbiage with those “I’s” moved.

“I am a seasoned PGA Professional with 17 years’ experience in the golf industry. I possess strong leadership and customer service skills. I have proven success in fiscal management, marketing and creating revenue-producing programs. I am a self-starter with excellent interpersonal and communication skills. I am creative, goal-oriented and cost conscious.

“A seasoned PGA Professional with 17 years’ experience in the golf industry, I possess strong leadership and customer service skills with proven success in fiscal management, marketing and creating revenue-producing programs. A self-starter with excellent interpersonal and communication skills, I am creative, goal-oriented and cost conscious.

PGA of America

Job Hunter's Toolkit

PGA Logo Guidelines and Links: When the PGA Professional logo is featured with a name placed immediately beneath it, here are the guidelines.

- The size of the name should be made equal to the height of the white letters “PGA” within the Seal
- The spacing between the logo and the Professional’s name should also be equal to the height of the white letters “PGA” within the Seal

All logos and guidelines can be found on the Membership Information homepage of www.pgalinks.com. To insert one of these into your resume, right click on it, click copy and then paste it into your resume, cover letter or reference page.



Including Your LinkedIn URL: Assuming your LinkedIn profile is very professional, error free and in line with your desired job goals, consider including it on your resume. It may show an employer that you are a proactive job-seeker, you are technically adept as well as who you know. Your LinkedIn URL should only seek to complement your resume, not replace parts of it.

Adding a Graphic of Your Handwritten Signature on Your Cover Letter: This can add a nice touch to your letter. To do so, first, you need to create an image of your signature. Write it on a piece of paper, then scan the page and crop the image file that your scanner creates. Save the image in one of the common image file formats, such as .bmp, .gif, .jpg, or .png. Then consult the instructions of your scanner to determine how best to upload the file into your computer and onto your letter.

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Job Hunter's Toolkit

RESUME TIPS

A good resume presents supporting details for the cover letter. It is critical to carefully prepare a professional-looking resume that highlights your skills and qualifications to impress the employer and meet the goal of being selected for an interview.

There are basically three types of resumes: **Chronological**, **Functional**, and **Combination**.

- **Chronological** -- most frequently used format--begins with most recent position and proceeding in reverse order
- **Functional** -- this type emphasizes skills and accomplishments before you list your actual employment experience. This format allows you to highlight talents and abilities that are directly related to the job opening
- **Combination** -- combining the chronological and functional styles

If you have gaps in your work history, are changing careers or you have had many jobs, you may be tempted to organize your resume in a functional format. A word of caution, however, many prospective employers say they prefer chronological resumes. They are used to seeing them formatted by career growth and development without any gaps in work history. So a functional resume can throw up a red flag.

If you decide that a functional resume is best for you, address any potential problems head on by explaining briefly in your cover letter; why you have had gaps in your work history or had multiple jobs and why they may be pluses for the employer.

Critical and Optional Components:

- Contact Information
- Headline
- Tagline or Branding Statement (optional)
- Resume Summary or Career Profile (vs. Objective)
- Core Competencies
- Professional Accomplishments
- Professional Experience
- Formal Education

PGA of America

Job Hunter's Toolkit

- Professional Education
- Professional Affiliations
- Activities and Volunteer Service
- Technological Skills
- Military Service
- Testimonials (optional)
- Reference Quotes (optional)
- References (on a separate page)

Header: Your name, address, zip code, phone number and email address at the top. Include PGA logo if member in good standing (see guidelines in section above).

Headline: Just like with a newspaper, this is used to grab attention and will tell them of your “niche”. Examples:

***AWARD-WINNING MERCHANDISER
REVENUE PRODUCING GOLF PROFESSIONAL
GOLF OPERATIONS SPECIALIST
STAFF LEADER/FINANCIAL MANAGER
GOLF COURSE MARKETING STRATEGIST
SOLID AND CREATIVE FACILITY LEADER***

Tagline or Branding Statement: Underneath the headline, add a statement showing your value related to the employer’s priorities. What competencies do you possess that the employer is seeking? For what are you known? Here are examples:

***BOOSTING BUSINESS AND EFFICIENCY FOR GOLF OPERATIONS
DRIVING REVENUES TO TURN AROUND ALL FACETS OF OPERATIONS
FOCUSED IN FINANCES AND ADEPT AT CREATING CRITICAL CHANGE
PASSIONATE IN IMPROVING GOLF GAMES TO RETAIN MEMBERS
SKILLED MARKETER TO DRIVE NEW REVENUES AND MEMBERSHIPS
SKILLED COMMUNICATOR FLUENT IN SPANISH***

Resume Summary or Profile: This portion of your resume is one of the most important in “selling” yourself to an employer. It should be highly focused with three or four sentences stating only those competencies required by the employer to be successful in this position and presenting your qualifications in those areas. This can also be called a Career Profile, Career Summary, or Highlights of Qualifications depending upon personal preference.

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Keep the sentences short and precise. Always start a sentence with an action verb. Prioritize the statements in order of importance in the eyes of the employer.

Include what you do best and for what you are known. Do you have special skills related to those competencies- such as education or a degree?

Typically seen is an “**Objective**”, something like this:

“A PGA Professional with extensive experience desiring a challenging Director of Golf position at a prestigious private country club.”

An “Objective” tells the employer what you want from them, whereas you should be telling the employer what you can do for them!

Here are examples of a stronger “**Resume Summary**”:

An ethical, loyal, energetic, “make it happen” professional able to design and implement new revenue-producing programs to positively impact the bottom line. Persistent in the pursuit of exemplary customer service according to identified customer needs and through training of whole golf operations team. Able to form, coach, manage and motivate staff. Proven track record in developing and managing budgets in keeping with mission of club.

“A seasoned PGA Professional with 17 years experience in the golf industry possessing strong leadership and customer service skills with proven success in fiscal management, marketing and creating revenue-producing programs. A self-starter with excellent interpersonal and communication skills. Creative, goal-oriented and cost conscious.

What are the parts that make up the stronger summary?

- A generic label- what you call yourself that ties to the position
- A generic descriptor- An adjective that precedes your label
- Your experience in the business
- Your background
- Your specific strengths that tie to the employer's needs
- Your general strengths
- Some qualitative descriptors
- Focus on your areas of strength that can benefit the employer in his operation

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An employer is only concerned about the benefits of hiring you and the value you will bring to their facility.

Professional Experience: Consider expounding on only your last three positions or those held in last ten years. Then list those prior with a one sentence description. Make sure to include numbers and statistics.

Specific jobs- to be headed by two lines and usually in bold-

Line 1- Facility on left margin, town and state centered, tenure by year on right margin

Line 2- job title on left margin

It is common to see a one sentence description of the facility, such as

“High-end member-owned 18-hole private club of 425 members hosting 40k rounds per year.” Or “A Barney Smith designed inner-city municipal 36-hole facility hosting 85k rounds a year.”

Bullets come next: Listing accomplishment statements for each competency or priority is highly suggested. A recommended approach is to utilize data from your PGA Professional Report (found in the Employment Center on PGALinks).

The most common mistake is to include what looks like a job description. It does not highlight successes or achievements that address the employer's priorities and does not tell them anything more than the job title already told them. It may read like this-

- Supervise and assign duty to employees.
- Ensure employees perform work in a correct and efficient manner.
- Evaluate employee performance.
- Counsel with and correct employees as needed.
- Train employees.
- Supervise entire operation of a golf course.
- Schedule starting times and collect green fees.

The exception would be duties or responsibilities that are unique and may benefit the employer.

What would better sell you? Use statistics to outline your accomplishments and address employer's priorities.

Prioritize bullets to highlight the most important in the eyes of the employer.

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Utilize the PAR approach – Problem/Action/Result: In this, examine the experiences from each job and find those skills and accomplishments that may give real value to the employer. Look at it like this-

Problem or Situation- What did you face when you initially took the position or during your tenure there?

Action-What did you do to address and overcome them?

Result- What improvement was made? How can it be measured? What are the #'s?

Examples:

- Developed more than 50 new programs including an internal 'service excellence' mantra which has enhanced service to the membership
- Gathered and instituted 15 'service-magic' ideas
- Developed junior program providing playing and instruction opportunities for 300 children per year
- Created programs, such as 'Hit & Giggle Golf'; 'Nine & Dine'; and 'Parent/Child Scrambles' to provide a wide range of fun playing opportunities
- Instituted "Get Golf Ready" classes and have retained 80% of participants as regular customers
- Streamlined operations to more efficiently manage the operating budget of \$5,000,000/year, leading to greater profitability without negatively impacting member satisfaction
- Researched, purchased, and implemented a new member database and point-of-sale system
- Helped earn the following accolades: "Top 25 New Public Course" in Golf Digest Magazine in 2002
- Created and implemented a staffing to-do matrix which boosted employee productivity and delivery of 'service excellence'
- Planned and implemented the complete redesign of the golf shop leading to a 400% increase in sales and 500% increase in profitability
- Founded Chuck's Golf Academy, employing three full-time teaching professionals providing instruction to more than 1000 students each year
- Co-designed and oversaw a complete renovation of the practice facilities, including the building of a 5-acre state-of-the-art Short Game Center
- Oversaw expansion and renovation of entire 35,000 sq. ft. clubhouse, including three dining rooms, banquet facilities for 400 and snack bar

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Job Hunter's Toolkit

Club Logos Adjacent to Your Professional Experiences: An option to consider is adding the facility logo where you have worked on your resume next to that relevant experience. It can add a touch of color and draw attention. Just make sure that it is visually pleasing. Below is an example:



Flying Pheasant Golf Club
Head Professional

2007 - present

Formal Education: Identify if a two or four year degree and concentration, do not include graduation year

Professional Education: PGA education or other golf industry or professional development programs

Professional Affiliations: In addition to golf-related associations, memberships in professional organizations outside of the golf world

Awards and Honors

Competitive Golf Accomplishments: Be mindful of the quantity listed if the position does not have playing as a priority

Activities and Volunteer Service: Include only those appropriate for the position

Technological Skills: Note any video teaching, club-fitting, POS, Tournament software, database and the like

Military Service

Testimonials (optional)

Reference Quotes (optional)

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Job Hunter's Toolkit

Critical Points: There are many ways to impress an employer, just as there are many ways to alert them.

- Review and update as appropriate your resume for each position
- Decide on the format that best highlights your abilities
- Include the same header used for your cover letter
- Consider using "bullets" to call attention to special responsibilities
- Use as many hard numbers as possible to show results, such as cost reductions, revenue increases and profitability
- Highlight significant events and achievements in your career, separate them from your "Professional Experience" listings so they stand out
- Include any industry awards
- Pay attention to details, margins, overall appearance
- Insert a header that includes your name and page number on every page but the first
- Have someone proofread your resume-no misspelled words or grammatical mistakes

Pay attention to the following characteristics that may alert them in a not so positive way.

- Misspelled words and poor grammar or punctuation
- No objective stated
- Poor organization and layout
- Too long or short
- Adding age specific dates (date of birth, graduation years, etc.)
- Including marital status
- Dishonesty
- Irrelevant information
- Redundant statements
- Failure to adequately describe accomplishments and achievements
- Use of "I"
- Including negative statements
- Failure to number pages

Too much or too little white space

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Job Hunter's Toolkit

Use Action Words!

Using action words in your resume is a big key to the success of your format. Action words are verbs. There are two ways to identify a verb—if you can put an “ed” at the end of it and make it past tense, or use “I “ in front of it.” Mentally put an “I” in front of any of the following sample verbs written in past tense form and see if it fits a specific action or accomplishment of yours.

Accomplished	Doubled	Manufactured	Repaired
Achieved	Drafted	Marketed	Reported
Acquired	Documented	Measured	Represented
Adapted	Earned	Mediated	Resolved
Addressed	Edited	Mentored	Restored
Administered	Educated	Met with	Restructured
Advised	Eliminated	Modified	Reviewed
Analyzed	Encouraged	Monitored	Revised
Anticipated	Enforced	Motivated	Satisfied
Applied	Engineered	Negotiated	Scheduled
Appraised	Enhanced	Nominated	Secured
Approved	Enlisted	Observed	Selected
Arranged	Ensured	Obtained	Served as
Assembled	Established	Officiated	Served on
Assessed	Evaluated	Operated	Serviced
Assisted	Exceeded	Orchestrated	Set-up
Assumed responsibility	Executed	Ordered	Shared
Attained	Exhibited	Organized	Simplified
Billed	Expanded	Oriented	Sold
Budgeted	Expedited	Originated	Solved
Built	Facilitated	Overcame	Sorted
Calculated	Financed	Oversaw	Specified
Carried out	Fixed	Participated	Spoke
Channeled	Followed	Perceived	Streamlined
Checked	Formalized	Perfected	Structured
Coached	Formulated	Performed	Succeeded
Collected	Functioned as	Persuaded	Suggested
Commanded	Gathered	Piloted	Summarized
Communicated	Generated	Pinpointed	Supervised
Compared	Guided	Pioneered	Supplied
Compiled	Handled	Planned	Supported
Completed	Headed	Played	Systematized
Conceived	Helped	Predicted	Tabulated
Conceptualized	Hired	Prepared	Targeted
Concluded	Identified	Presented	Taught
Conducted	Illustrated	Presided	Tested
Consolidated	Implemented	Procured	Trained
Constructed	Improved	Produced	Transferred
Contacted	Improvvised	Programmed	Transformed
Contracted	Increased	Projected	Treated
Converted	Influenced	Promoted	Troubleshoot
Corrected	Initiated	Proposed	Tutored
Coordinated	Inspected	Proved	Undertook
Counseled	Installed	Provided	Unified
Created	Instituted	Published	United
Cut	Instructed	Purchased	Updated
Dealt	Insured	Raised	Upgraded
Decided	Integrated	Rated	Used
Defined	Introduced	Realigned	Utilized
Delegated	Invented	Received	Verbalized
Designed	Inventoried	Recognized	Verified
Determined	Justified	Recommended	Was promoted
Developed	Launched	Recorded	Weighed
Directed	Led	Reduced costs	Won
Displayed	Located	Referred	Worked
Distributed	Maintained	Reinforced	Wrote
Diverted	Managed	Reorganized	

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REFERENCE TIPS

It is common now to include a reference page when submitting your resume and cover letter. Better yet, if possible, include letters of reference too. Some employers want to expedite the hiring process and will often contact references before contacting candidates. Thus it is encouraged to consider adding this page.

Your reference page can be as critical as your documents so choose carefully. Make sure to let each know they may be called, by whom and what points to cover. Also prepare to have references cover all of an employer's priorities.

Employers regard reference checking as a very important part of the selection process, and will, in most cases, have a prepared list of questions to pose to your references. Experienced reference checkers look for positive as well as negative responses. Any negative response, no matter how subtle, can cost you the chance for an interview.

Components of a Reference Page:

Contact Information- This header can be the same as on your cover letter and resume.

References: Once you have determined who your references will be, prepare an attractive, accurate and current reference list. Include:

- Name
- Title
- Company
- Address
- City, State, Zip
- Phone
- Email

Types of references:

- Quotes- can be inserted on your cover letter, resume or separate quote sheet
- Letters- can be included with submittal or taken to an interview
- Verbal- included on your reference page

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Job Hunter's Toolkit

Other than fellow PGA Professionals, include references from:

- Men and Women
- Employers- past and present
- Staff you have worked alongside or better yet, have supervised
- Key Customers
- Club Leaders or Board of Directors' members
- Community Leaders
- Business Professionals
- Those with whom you have worked with as volunteers
- Bank or credit reference

Requesting Permission: Always ask your reference for permission to use their names. Explain that you will tell them when you actually use their name and who may be calling them. Describe the position for which you are applying and provide them with information they will need to respond appropriately to questions. Also, consider sending them your resume.

This may seem like a lot of work upfront; however, having this information ready for any submittal is well worth it! Plus, you never know when you may lose touch with those who can speak highly of your abilities.

For Written Reference Letters: You might want to ask your references if they would be amenable to having you write the letter for them, if they are then willing to review, make any changes and sign it. Most people would be pleased that you have saved them the time and research needed to write an effective one.

Ideally, to have the most impact, address each letter to the prospective employer with the current date. (For your portfolio, a letter could open with a simple "Hello" with no date included.)

Employer Questions: Employers will usually contact two or three of your references and inquire about the following:

- Verification of dates of employment
- Verification of academic degrees
- Job duties and responsibilities
- Job performance
- Strengths and weaknesses
- Relationship with coworkers
- Possibility of being rehired

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Note: It has become increasingly difficult for employers to obtain substantial reference information from companies. Most company policies limit the information to job title and length of employment. They do not want to risk legal problems by providing performance commentary on previous employees. If companies agree, however, to give out information regarding previous employees, they are limited by law to providing only truthful, factual, and job-related information. They cannot comment on personal life, habits, or medical information.

How to Submit Your Documents Online and Formatting Your Attached Documents

When including your documents with an e-mail, make sure the subject line includes your whole name.

The body of the email should be very short and direct them to the attached document. Focus their attention on the documents that are geared to “sell” you.

It is best to have only one attachment. Thus, combine your cover letter and resume, etc. into one file. Save the file with your whole name followed by ‘resume’ and the CareerLinks job number.

While a majority of employers use Microsoft Word, there still can be glitches when sending it to others. A better method may be to send it in a more universally accepted format such as PDF. Either way, test by e-mailing it to several friends or family members and have them view it on their system.

PGA of America

Job Hunter's Toolkit

PORTFOLIO TIPS

Assembling information into a portfolio illustrating your unique qualifications and emphasizing your professionalism may leave a lasting positive impression on employers. It also may be the key ingredient that sets you apart as exactly the right candidate. Use this tool to further “sell” you to the employer.

The intent should be to provide information and materials that demonstrate your programs, philosophies, skills, strengths, experience, accomplishments, awards, etc. Make certain that they relate to the needs of the particular position and employer. Like the cover letter, it should be customized to the opportunity. There really is no absolute to portfolio presentations. Technology allows for creative applications such as an e-portfolio stored in a cloud or a PowerPoint presentation.

Many employers place a great deal of emphasis on success stories, seriously considering any candidate who could demonstrate that they started / took over a position and improved rounds, revenues, or profits by X% or X\$. Demonstrating this verbally and on paper is very powerful.

Additionally, pictures are very convincing. One angle could be to show a "commitment to excellence" through the use of before and after pictures from a previous job.

A concept that seems to work well is dividing the presentation into the different programs that will be a part of the job, in essence creating a business plan for each area of the operation. It could include some of the following:

Goals and philosophy

Special member/customer services and programs

Financial

Personnel management

- Staffing plan
- Areas of responsibility
- Methods for recruiting, hiring, training, and managing personnel
- Expectations of employees
- Policies and procedures

PGA of America

Job Hunter's Toolkit

Outside services - programs and objectives for each of the following:

- Golf car operation
- Club care and storage
- Practice range
- Bag drop

Merchandising

- Merchandising philosophy
- Pricing philosophy and objectives
- Special merchandising programs and services
- Sales and promotions
- Sample promotional flyers
- List of proposed vendors
- Pictures of golf shop

Golf activities and events

- Objectives (men, women, couples golf, seniors, etc.)
- Sample tournament schedule
- Event checklist (everything the staff does for an event)
- Sample event sheet (budget, food & beverage, golf course set up, etc.)
- Sample tournament flyer
- Sample event scorecard, rules sheet, hole location sheet, cart sign, etc.
- Pictures of events (scoreboard, cart staging, sponsor signs, awards, etc.)

Golf Instruction and Player Development programs

- Teaching philosophy
- Proposed instruction programs and clinics (free and fee-based)
- Player development and beginning golfer programs (i.e. Get Golf Ready)
- Incorporate Golf 2.0 initiatives and programs to introduce new players to golf
- Use of video, computer swing analysis, swing drills, teaching aids, etc.
- Playing lessons, course management, rules of golf, golf psychology

Junior golf

- Objectives
- Clinics and player development programs
- Events and activities
- Parent involvement

PGA of America

Job Hunter's Toolkit

Transition Outline or 100 Day Plan (showing a prospective employer the competence needed in planning a transition into a new position)

- Opening statement/reason for outline or plan
- Mission statement for the operation
- Bullets that explain impending actions in each of, but not limited to, the following headings:
 - Procurement of Staff
 - Customer Service
 - Teaching Golf/Player Development
 - Golf Shop Merchandise
 - Coordinating Play
 - Tournaments and Events
 - Caddie Program
 - Golf Car Program
 - Budgets
 - Operational Controls and Policies
 - Food and Beverage

Miscellaneous

- Daily play management
- Pace of play programs
- Handicap management
- Club fitting
- Club repair
- Caddy program
- Communications (newsletters, mailings, signage)
- Budget and fiscal management (sample budgets, management reports)
- Marketing and promotional programs
- Food and beverage (if applicable)
- Course maintenance (if applicable)

Additional Inclusions

- Pictures showing performance in areas the committee has listed as a priority
- Pictures of an appealing, well-organized shop with a professional-looking staff
- Copies of unsolicited letters or notes of appreciation
- Copies of articles written by or about the professional
- Copies of Tournament Invitations and rules sheets
- **Letters of recommendation**

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Job Hunter's Toolkit

- Sample financial statements for the for-profit arena (primarily profit and loss statements and / or a statement of cash flows) for a sample year in general form that support pictures and descriptions of programs and policies in the portfolio

Presentation: Consider the facility for which you are preparing this piece. It should be a conservative, professional presentation bound at a copy center. Elaborate leather bound presentations for each committee member with each committee member's name embossed on the cover might work at some facilities but could be overkill and turn off some employers at others.

When to present to the committee may be challenging. Some consider it best to send a portion or all of it with your resume. If that is not possible, the next best option is after the interview has been granted but before the interview. This gives them time to review it and become better acquainted with your skills before you sit down at the formal interview. Lastly, present it at the beginning of the interview. At all costs, avoid leaving it with the committee at the end of the interview, as often their minds are made up when you leave the room.

Make sure to take a few minutes during the interview to walk the committee briefly through your portfolio, asking for questions and leaving them copies.