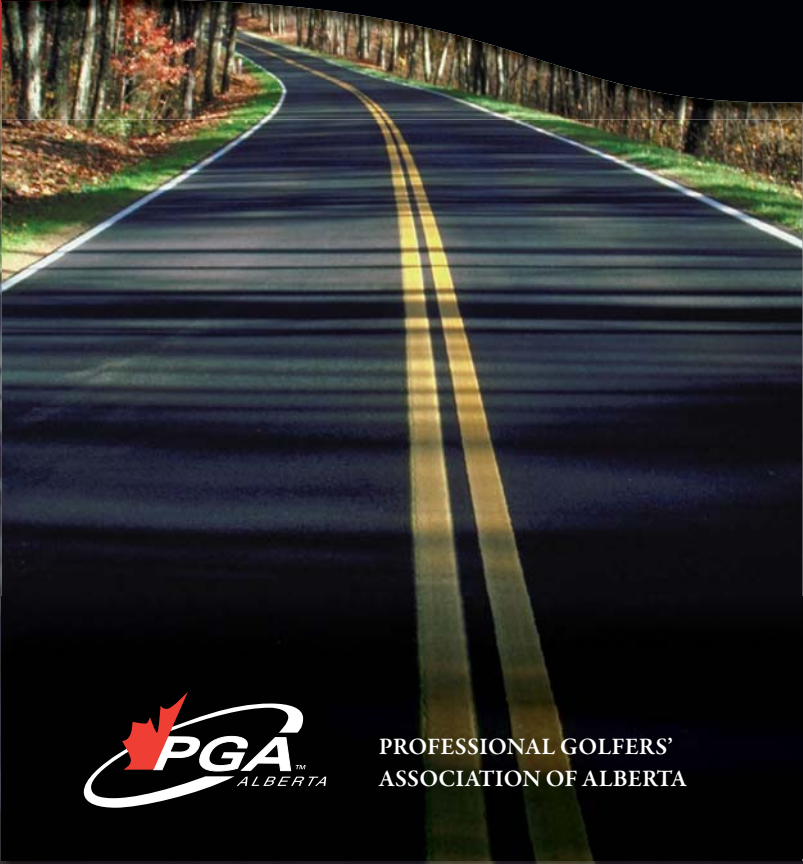


ROADMAP to the ROADMAP

ROADMAP

Charting Your Career and Inspiring Development
A PGA of Alberta Resource for Employees and Employers



PROFESSIONAL GOLFERS'
ASSOCIATION OF ALBERTA

PGA OF ALBERTA Roadmap – A Reference GUIDE

In March 2011 the PGA of Alberta Membership & Employment Committee introduced the PGA of Alberta Career ROADMAP. For several years the Association had been exploring various methods of tying together and promoting our education, employment and Member recognition programs. At a meeting of our Executive Professionals in 2008, it was determined that a 'Roadmap' was necessary to provide our aspiring professionals with a list of necessary skills for the various careers offered within the golf industry, as well as provide them with the tools and resources required in seeking out these necessary skills.

THE ROADMAP AS AN INDIVIDUAL CAREER DEVELOPMENT GUIDELINE

WHAT IS THE ROADMAP? The PGA of Alberta ROADMAP is an employment resource designed by the PGA of Alberta's Employment Committee. This resource is provided to all PGA of Alberta Members as a guideline as they pursue their individual career development. The ROADMAP outlines the skills required for the following career paths in the golf industry: *Club Management, Instruction, Turfcare, Food & Beverage, Pro Shop Operations*.

HOW DO I KEEP TRACK OF THE SKILLS I HAVE? Members can use the online ROADMAP tool to track their progress toward their chosen career path. The online tool is available as a 'tab' in the Membership Profile at www.pgaofalberta.com. Once logged in, Members can select the ROADMAP SKILLS tab in their profile and begin tracking the skills they possess.

ENTRY LEVEL SKILLS are self validated. Once a skill is acquired, a Member simply types their name next to the particular skill they feel they have acquired from the available drop down list.

RESPONSIBILITY LEVEL SKILLS are validated by a supervisor. Once a responsibility level skill is acquired, a Member simply selects their supervisor's name from the drop down list and this individual will receive an automatic notification that one of their staff members feels they have acquired a responsibility level skill. This exercise will foster communication between employers and employees and assist both with goal setting and the review process.

LEADERSHIP LEVEL SKILLS are to be validated by the PGA of Alberta Employment Roadmap Committee. These skills require the submission of a one page outline by each Member describing the context of the acquired skill. With Membership approval, the Committee will use the submitted outlines as best practice documents to illustrate examples of approved skill acquisition for Members to follow.

INDIVIDUAL INTERPRETATIONS ARE DIFFERENT – The definition of 'acquired' may differ from one person to the next, however it is important to continually remind ourselves that the ROADMAP tool is an individual career development resource designed to help everyone identify what skills they should acquire as they pursue their own careers. The PGA of Alberta will continually rely on its Members to ensure the validity and integrity of the ROADMAP tool. As such, the acquired skills are kept confidentially in each Member's Profile and this online resource serves simply as a guideline for Members to follow in Career Development.

DO I HAVE TO REMEMBER TO UPDATE MY PROFILE REGULARLY? It's always important to update your resume even if you have been doing the same job for the past fifteen years as new skills are continually being developed.

Members will need to take some time initially to perform a self-assessment and update their skills in their online profile. This may be best done with your direct supervisor during the off-season. Following the initial profile update, Members will receive a reminder every October and March to visit their profile and update any skills they have acquired during the previous six month period.

This reminder will also serve in the Association's interest to promote the use of the ROADMAP by its Members, as well as provide Members with any updates to the list of skills as identified by the Employment Committee.

WHERE CAN I GET A PHYSICAL COPY OF THE ROADMAP DOCUMENT? The ROADMAP publication is available to every Golf Club and their Staff through the Head Professional, as well as online by visiting www.pgaofalberta.com. Copies of the publication can also be ordered by contacting the PGA of Alberta Office. Hard copies of the ROADMAP are available for a fee of \$25.

THE ROADMAP AS A JOB POSTING AND INTERVIEWING TOOL

While one aspect of the employment scenario is skill development required by individuals, the other component is the availability of relevant work. As described in the previous section, the ROADMAP is a career development tool designed to assist individuals map their progress towards specific careers in the golf industry.

The ROADMAP can be of tremendous assistance to the challenging process of matching individuals who possess relevant skills with employers seeking to acquire knowledgeable staff.

HOW CAN EMPLOYERS USE THE ROADMAP EFFECTIVELY? The first step for employers seeking to attract staff is to put together a JOB POSTING. The development of an attractive JOB POSTING can be a time consuming process and one that many employers feel is becoming less relevant in today's workplace, as employees look more towards the bottom line offer being presented.

Using the various skills identified in the ROADMAP, employers should be able to advertise available jobs based on the skills required for this particular job or the skills that will be developed by individuals successful in obtaining the advertised job.

JOB POSTING TEMPLATE – This will be an exercise the PGA of Alberta monitors over the next few years by first encouraging all Head Professionals to use the online JOB POSTING TEMPLATE available to all Employers. Employers can now identify which skills they are specifically looking for in an employee or which skills they will assist the employee in developing.

ROADMAP

This JOB POSTING TEMPLATE will assist employers develop attractive JOB POSTINGS, grouped by Skill Area. These Job Postings will appeal to potential employees seeking to enhance their skills wherever these jobs may be located throughout the province, as the focus shifts away from the bottom line and towards the measurable opportunities for skill development being provided by employers.

INTERVIEWING – Once candidates who already possess or wish to acquire the necessary skills for your operation have been identified, the ROADMAP can be used significantly during the interview process to develop an understanding of the various levels of understanding or skill acquisition being promoted by each prospective candidate.

The measuring stick for skills that have been self validated as well as skills validated /promoted by direct supervisors will come into sharp focus during the interview stage, setting PGA of Alberta Members up for long term success as leaders who hire leaders - those who continue to perform, achieve and excel at their profession.

REVIEWS: ENCOURAGE AND INSPIRE YOUR STAFF – The skills identified in the ROADMAP may serve as useful reminders to current employees and employers when establishing mutual goals, measuring performance and planning for personal and professional development. Through the encouragement and evaluation of skill acquisition, communication between employees and employers should grow as a direct result of the ROADMAP being used as an effective planning and collaboration tool.

THE PGA OF ALBERTA ROADMAP: IN SUMMARY

"I will personally benefit from the skills outlined in this program as they will motivate me to continue learning. It will also assist me in pointing out to my staff where they can continue with their own career development."

The PGA of Alberta will continue to monitor the relevance of the outlined skills in the ROADMAP as they relate to the workplace and will modify the program as necessary. In addition, the annual Educational offerings of the Association will be determined by the demand by our Members for the various skills contained in the ROADMAP

We hope you take advantage of this tool throughout your individual Career Development AND AT ALL TIMES during your employee training and retention process.

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