PGA Professional Golf Management Program

How to Prepare for Level 2 Checkpoint and Level 3 Seminars

The Professional Golfers' Association of America
Table of Contents

• About this Guide........................................................................................................2

• What to Bring to this PGA PGM Session.........................................................3

Section 1: Preparing for the Level 2 Checkpoint .......................4
  • Prior to Attending..............................................................5 - 7
  • Checkpoint Overview ..................................................8
  • Americans With Disabilities...........................................9
  • Checkpoint 2 Schedule ................................................10
  • Knowledge Testing .....................................................11
  • Simulation Testing .....................................................12
  • Work Experience Interview ........................................12
  • Retake Testing Session .............................................13 - 14

Section 2: Preparing for the Level 3 Seminars ......................15
  • Level 3 Seminars .........................................................16 - 19

Section 3: Policies and Procedures .........................................20
  • Work Experience Kit ..................................................21
  • Checkpoints ...............................................................22 - 23
  • Acceptable Progress ..................................................24
About This Guide

The purpose of this guide is to help you prepare for your next PGA PGM session. Inside you’ll find details on preparing for both the Level 2 Checkpoint and the Level 3 Seminars.

Checklists of what to bring with you for each session activity are provided throughout this guide. On the next page you’ll find a checklist of every item you are required to bring.

Read this guide thoroughly before attending your session, and give yourself ample time to prepare your materials. If you follow the instructions provided in this guide, you should find the checkpoint and seminars both rewarding and enjoyable.

Note:
Failure to adhere to these guidelines may prevent you from advancing to the next level of the program. If you have any questions or concerns about what is expected of you, contact The PGA PGM Mentor Line at 866-866-3382 Ext. 6, or pgapgmmmentor@pgahq.com.
# What to Bring to Checkpoint 2

Here is a complete checklist indicating all of the items you should bring to your next session.

<table>
<thead>
<tr>
<th>Level 2 Checkpoint items:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Photo ID (you will not be admitted without one)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 3 Seminar items:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supervising and Delegating Seminar</strong></td>
<td></td>
</tr>
<tr>
<td>✓ Completed Supervising &amp; Delegating Pre-seminar Assignments</td>
<td></td>
</tr>
<tr>
<td>✓ Supervising and Delegating Pre-seminar Manual</td>
<td></td>
</tr>
<tr>
<td>✓ Supervising and Delegating Seminar Manual (you will receive onsite at the Level 3 Tee-Off)</td>
<td></td>
</tr>
<tr>
<td><strong>Philosophy and Swing Concepts of Teaching Seminar</strong></td>
<td></td>
</tr>
<tr>
<td>✓ Completed Philosophy and Swing Concepts of Teaching pre-seminar assignments</td>
<td></td>
</tr>
<tr>
<td>✓ Philosophy and Swing Concepts of Teaching Pre-seminar Manual</td>
<td></td>
</tr>
<tr>
<td>✓ Philosophy and Swing Concepts of Teaching Seminar Manual (you will receive onsite at the Level 3 Tee-Off)</td>
<td></td>
</tr>
<tr>
<td><strong>Merchandising and Inventory Management Seminar</strong></td>
<td></td>
</tr>
<tr>
<td>✓ Completed Merchandising and Inventory Management pre-seminar assignments</td>
<td></td>
</tr>
<tr>
<td>✓ Merchandising and Inventory Management Pre-seminar Manual</td>
<td></td>
</tr>
<tr>
<td>✓ Merchandising and Inventory Management Seminar Manual (you will receive onsite at the Level 3 Tee-Off)</td>
<td></td>
</tr>
<tr>
<td>✓ Calculator</td>
<td></td>
</tr>
<tr>
<td>✓ Combining the various manuals into one binder may make travel more convenient. Be sure to reorganize your materials when you return home.</td>
<td></td>
</tr>
</tbody>
</table>
Section 1:

Preparing for the Level 2 Checkpoint
Prior to Attending the Level 2 Checkpoint

- Refer to your Long Range Plan (in your Roadmap) and determine what your target date is to complete your Work Experience Kit.
- Complete all Level 2 work experience activities and place in your Work Experience Kit.
- Complete all Level 3 pre-seminar work and place in your Work Experience Kit.
- Mail your Work Experience Kit to The PGA Education Center for approval at 8555 Commerce Centre Drive, Port St. Lucie, FL 34986. Be sure to keep a copy.
- Upon notification of approval of your Work Experience Kit, determine availability of the checkpoint you would like to attend.
- Register for a Level 2 Checkpoint by calling the Member Information Service Center at 800-474-7776. Have available the following information:
  - Name
  - Address
  - Phone and fax numbers
  - E-mail address
  - Credit card information
  - Your gender (for lodging purposes)
  - Departing airport
  - Seat preference (window or aisle)
• Pay the checkpoint registration fee (See *Associated Costs* listed on PGALinks.com). This includes:
  
  ✓ Checkpoint Fee
  ✓ Travel (round-trip travel from your departing airport to Palm Beach International Airport (PBI) and transportation to the PGA Education Center). You will be sent an itinerary via email for your approval. If you choose not to accept the flight arrangements, you will be assigned a voucher, which is valid for 1 year and entitles you to $250 off an air-travel package.
  ✓ Lodging (5 nights lodging at Hilton Garden Inn)
    Arrangements will be made to lodge you with another student in a double room.
  ✓ Breakfast - voucher from Sam Snead’s Tavern within the Hilton Garden Inn
  ✓ Lunch and breaks at the PGA Education Center
  ✓ Dinner is on your own
  ✓ Evening dinner shuttles to local restaurants provided by Palm Beach Tours and Transportation.
Arrival
Upon arrival at Palm Beach International, you should check in with the Palm Beach Tours & Transportation greeter at baggage claim. You will be advised of the time for the next shuttle run to Hilton Garden Inn. If you choose to rent a car and not use the shuttle service, please advise the greeter. If you have any problems, contact Palm Beach Tours & Transportation directly at (888) 773-7288 or 561-655-5515.

Delays/Cancel
Since you will be traveling over the weekend and the MISC is closed, you must contact Premier Golf  (800) 283-4653 and Palm Beach Tours & Transportation directly regarding any changes in your travel. If you find yourself unable to attend the Checkpoint, you must call Premier Golf or the airline directly to cancel your ticket to avoid forfeiting your entire fee. If your airline flight is cancelled due to inclement weather such as hurricanes or snowstorms, arrangements will be made to re-schedule you for the next available checkpoint at no additional fee.
A Checkpoint is the name given to the testing process of the PGA PGM. The Level 2 Checkpoint uses three different methods for evaluating your mastery of the skills and knowledge covered in Level 2. Before you can advance from one level to the next you must pass all testing components.

**Knowledge Test**
Knowledge tests are standardized and comprised of multiple choice and true/false questions. These questions are linked directly to the course objectives and are designed to assess your level of knowledge of the course materials.

**Skill Simulation**
Skill Simulations are activities designed to assess your proficiency at skills that correspond to a PGA member’s day-to-day operations. Simulations can include using tournament software programs, increasing a club's swing weight, and analyzing a golf swing.

**Work Experience Evaluation**
This is an evaluation of how you have applied your new skills and knowledge to real-life work situations. The first phase of the evaluation process is a review of your Work Experience Kit. The second phase is the Work Experience interview, which you will attend at the checkpoint. The group discussions are led by faculty members and provide you with the opportunity for self-assessment.
Americans With Disabilities Act

- If you are a qualified individual with a disability pursuant to the Americans With Disabilities Act, you must submit written medical documentation to The PGA of America. This documentation must be on file and approved to receive appropriate accommodations before you register for a checkpoint.

All applicants will be required to read and write in English to successfully complete the testing requirements.

You must be on time for each segment of the checkpoint. Failure to do so will result in forfeiting your opportunity to test.
# Checkpoint 2 Schedule

<table>
<thead>
<tr>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1</strong></td>
<td>Knowledge testing</td>
</tr>
<tr>
<td></td>
<td>Simulations</td>
</tr>
<tr>
<td></td>
<td>Work Experience Interview</td>
</tr>
<tr>
<td><strong>Day 2</strong></td>
<td>Knowledge Test Retake Session</td>
</tr>
<tr>
<td></td>
<td>Level 3 Tee-Off</td>
</tr>
<tr>
<td></td>
<td>Philosophy &amp; Swing Concepts of Teaching Seminar</td>
</tr>
<tr>
<td><strong>Day 3</strong></td>
<td>Simulation Retake Session</td>
</tr>
<tr>
<td></td>
<td>Supervising and Delegating Seminar</td>
</tr>
<tr>
<td><strong>Day 4</strong></td>
<td>Merchandising and Inventory Management Seminar</td>
</tr>
</tbody>
</table>
Knowledge Testing

You will take a paper and pencil knowledge test for four of the Level 2 courses (listed below). In addition, you may take up to two knowledge tests for elective courses. Each test will consist of multiple-choice and true/false questions.

- Analysis of the Swing
- Business Planning & Operations
- Customer Relations
- Turfgrass Management

Electives
- Caddie Program Management
- Golf Course Design
- Golf Facility Design
- Golf Range Management

Testing for elective courses will be conducted at Level 2 and Level 3 checkpoints. Register for an Elective Test when you call the PGA Member Information Service Center (MISC) to register for the checkpoint. There are no testing or work experience activities required for First Aid, CPR or Public Speaking.

**Note:**
- The test administrator will supply pencils, forms, and calculators at the testing session.
- No other books, manuals, or written materials are permissible.

Scoring

Tests will be machine-scored. Scores will be posted the evening of testing. You will receive a Knowledge Test Report. This report will show what objectives you were stronger and weaker in for each course. If you have failed a knowledge test, you can use this report to help prepare for the retake. You will not be able to see your graded tests or incorrectly answered questions.
Skills Simulation Testing

There are simulations for two of the Level 2 PGA PGM courses. Each simulation presents you with a situation you are likely to encounter as a golf professional.

Simulation testing can include paper-and-pencil, role-playing, video, one-on-one, hands-on, and group activities.

At each simulation you will receive simulation handouts that include instructions and worksheets you need to complete the simulations.

A summary of the two Level 2 simulations is provided on the next page.

Work Experience Interview

You will attend the Work Experience Interview. The group discussions are led by faculty members.
# Level 2 Simulation Summary

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Analysis of the Swing</em></td>
<td>✓ You will view a video of a typical golfer and answer questions related to grip, posture, stance, clubface, etc.</td>
</tr>
<tr>
<td><em>Customer Relations</em></td>
<td>✓ You will view video scenarios and determine the appropriate interpersonal skills and strategies used.</td>
</tr>
</tbody>
</table>

## Scoring

Results will be posted the evening of testing. *Simulation Objectives Forms* are provided to apprentices who fail. These forms will help you study for the retake testing. You will not be able to see your graded simulations or incorrectly answered questions.

## After Testing

### Retake Testing Session

Knowledge test and simulation retake sessions will be scheduled for those who have not passed all tests. If after the retake sessions you still have not passed all tests, you will receive an “incomplete” for that course. You will need to retest and pass before you are eligible to submit the next level’s work experience kit and register for a checkpoint.
Tee-Off Seminars

- You will purchase materials for the next level in the Tee-Off Seminar held on Day Two. MasterCard, Visa, American Express or a corporate check are all accepted for payment.
- You should inventory your materials prior to your departure. Any missing items will be replaced at no charge. If you discover any missing items after you have departed, these items must be replaced at your own expense.
- The Tee-Off Seminar will review the requirements of the level and for completing your work and managing your time in accordance with the policies of the program.

Incomplete Checkpoint Registration Procedures

To register to complete any tests failed, contact the PGA Member Information Service Center (MISC) at 1-800-474-2776. Advise the PGA MISC representative that you received an incomplete at your previous checkpoint and mention the specific tests you need to complete. In Package registrants must adhere to the posted deadlines for the checkpoint. Out of Package registrants may register up to ten days before the checkpoint.

Mentor Line

To help you prepare for your next testing opportunity, PGA Education Faculty serve as mentors and are available to discuss the course objectives of the subject(s) you must retake. You may contact a mentor by calling 1-866-866-3382 option 6 or email PGAPGMMentor@pgahq.com.
Section 2:
Preparing for the Level 3 Seminars
PGA PGM Level 3 Seminars

The PGA PGM Seminars are based on the three core courses: People, Game and Business.

Pre-seminar manuals and assignments are designed to introduce you to the concepts and objectives of the course. You should have read the Pre-Seminar materials included in your Kit and completed the required activities, as these assignments must be evaluated before you can register for a checkpoint.

You are required to bring the completed Pre-Seminar Assignments and Pre-Seminar manuals for Supervising and Delegating, Philosophy and Swing Concepts of Teaching, and Merchandising and Inventory Management to the Level 3 Seminars. You will refer to these throughout the seminars.

After successfully completing the Level 2 Checkpoint and attending the Level 3 Tee-Off, you will then attend the Level 3 Seminars. If you have not satisfied the 36-hole PAT, you will be required to attend the Player Development Course. A registration fee will be collected for this course which is held at the PGA Learning Center. You will be advised of the time and day during the check-in process on Day One.
## Level 3 Seminar Schedule/Summary

<table>
<thead>
<tr>
<th>Course</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| **Day 2 Philosophy and Swing Concepts of Teaching Seminar** | ✓ Articulate a philosophy and approach to teaching  
✓ Apply swing concepts to a variety of situations  
✓ Demonstrate an understanding of the following areas:  
  • Course management and playing lessons  
  • Fitness for golfers  
  • Working with different populations  
✓ Evaluate the short game skills and actions of some typical students, and suggest a course of action  
✓ Identify and demonstrate various drills to improve a student’s short game and full swing  
✓ Incorporate video and computer technology in your teaching |
<table>
<thead>
<tr>
<th>Course</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| **Day 3 Supervising and Delegating Seminar** | ✓ Assess your skill in a challenging supervising and delegating situation  
✓ Identify options and pitfalls in difficult supervisory situations  
✓ Describe the elements of the Performance System  
✓ Diagnose what elements of the Performance System are not functioning in a work situation  
✓ Identify the building blocks of motivating work  
✓ Define the five principles of motivating work  
✓ Increase the motivational value of a job or task, using the principles of motivational work  
✓ Describe the delegating process  
✓ Apply the Performance System when you delegate work  
✓ Select and apply appropriate delegating strategies  
✓ Describe six principles for addressing performance problems  
✓ Describe a for-stage performance problem-solving sequence  
✓ Use the for-stage sequence to correct a performance problem |
<table>
<thead>
<tr>
<th>Course</th>
<th>Objectives</th>
</tr>
</thead>
</table>
| **Day 4**  
*Merchandising and Inventory Management Seminar* | ✓ Define what the open-to-buy plan is and explain how it helps you manage a shop’s inventory investment  
✓ Define what a merchandise assortment plan is and the criteria for merchandise selection  
✓ Identify key vendor selection criteria  
✓ Describe the common approaches for pricing merchandise  
✓ Explain the importance of ordering and receiving procedures in managing merchandise inventory  
✓ Describe how golf shop floor plans and merchandise displays help sell products  
✓ Describe common promotional vehicles and how to stage a promotional event  
✓ Explain a five-step process for selling products to customers  
✓ Describe inventory tracking methods  
✓ Discuss the importance of the following in relation to golf shop management:  
  • Cost of goods sold and gross margin  
  • Inventory turnover rate  
  • Merchandise dollars per round  
  • Gross margin return on investment  
✓ Identify three common options for improving financial performance if data shows that results are below expectations |
Section 3:
Policies & Procedures
Policies & Procedures

Work Experience Kits

- The PGA must approve your work experience kit before you are eligible to register for any checkpoint.
- Only complete kits will be accepted for review.
- Work Experience Kits are evaluated on a first come, first served basis. Allow 30 business days for approval.
- It is your responsibility to submit your kit in the proper order. It must be neat and typed by utilizing the disk you received with your materials or another word processing format.
- Your kit will be returned to you via a trackable shipping service after evaluation.
- There are 2 ways to verify receipt and/or approval of your kit:
  - PGALinks.com – PGA Education – Apprentice Corner
  - MISC at (800) 474-2776.
- If you do not complete all the required work experience activities or submit illegible materials or materials that are not your own work, you will not be allowed to register for the Level 3 Checkpoint.
Checkpoints

- Visit PGALinks.com for Checkpoint schedule and deadlines.
- Register for a Checkpoint by calling The PGA’s Member Information Service Center (MISC) at 1-800-474-2776.
- There is a specific registration deadline noted on PGALinks for each Checkpoint. Registration is based on availability. A Checkpoint may close before the registration deadline if it reaches maximum capacity.
- If you are delayed for any circumstance and cannot arrive on site by the scheduled starting time of the Checkpoint, you must re-schedule. If your airline flight is cancelled due to inclement weather such as hurricanes or snowstorms, arrangements will be made to re-schedule you for the next available checkpoint at no additional fee.
- If you do not pass all testing components of the checkpoint, you will receive an Incomplete for the level. You will, however, attend the tee-off and next level seminars.

Seminars

- Most PGA PGM seminars require pre-seminar activities, which must be completed prior to the seminar to enhance the learning experience. All pre-seminar activities must be submitted with your Work Experience Kit and must be evaluated before you are able to register for a checkpoint.
- Each seminar in the PGA PGM must be attended in its entirety. If you are late or leave early, you will not receive credit for the seminar and must reapply, pay a retake fee, and re-attend. You will be responsible for re-attend fees.
- In addition to attending the entire session, active participation is required. If you do not participate in class discussions and activities, you will be required to reapply, pay a retake fee, and re-attend.

Transfer

A fee will be charged anytime you need to re-schedule your attendance.

Cancellation

A fee will be charged anytime you need to cancel your attendance. If you cancel over the weekend you must contact Premier Golf or the airlines directly to cancel your airline ticket. Failure to do so will result in forfeiting all fees.
**Dress Code**

The dress code for the checkpoint and game seminar is golf casual. Business attire must be worn during the People and Business seminars.

**General Information**

- You are responsible for notifying The PGA of any address or phone number changes. The PGA is not responsible for lost materials, or non-notification in the case of address changes.

- Always refer to PGALinks.com for answers to your questions. It's available 24 hours a day, 365 days a year. Visit online at http://www.pgalinks.com.

- Contact The PGA Member Information Service Center (MISC) for questions. Representatives are available from 8:00 am - 5:00 pm, EST, Monday through Friday. Call 1-800-474-2776.

- If you have specific questions relating to the PGA PGM Courses, you may call the mentor line at 1-866-866-3382 option #6 or contact a mentor via email at pgapgmmentor@pgahq.com.

- Your apprentice fees must be paid and you must be eligibly employed to attend any PGA PGM session.
Acceptable Progress – Effective July 2005

Acceptable progress in the PGA PGM Program is defined by successful completion of each level.

Successful Completion of Level 1 -- Two years from Level 1 start date

- Level 1 Checkpoint must be successfully completed within two years of the Level 1 Start Date. If the Level 1 Checkpoint is not successfully completed by the end of two years the apprentice is put on suspension until the Level 1 Checkpoint is completed. If the Level 1 Checkpoint is not completed within four years, the apprentice is terminated. After termination, if the Level 1 Checkpoint is completed within six years, the former apprentice may re-register and continue in the PGA PGM Program. If not completed within six years, the former apprentice must wait until eight years past the Level 1 start date to re-register and must complete the PGA PGM Program in its entirety.

Successful Completion of Level 2 -- Four years from Level 1 start date

- Level 2 Checkpoint must be successfully completed within four years of the Level 1 Start Date. If the Level 2 Checkpoint is not successfully completed by the end of four years the apprentice is put on suspension until the Level 2 Checkpoint is completed. If the Level 2 Checkpoint is not completed within six years, the apprentice is terminated. After termination, if the Level 2 Checkpoint is completed within eight years, the former apprentice may re-register and continue in the PGA PGM Program, however, the PGA PGM Program and election to Membership must occur within eight years of the Level 1 start date. If not, the former apprentice must wait until eight years past the Level 1 start date to re-register and must complete the PGA PGM Program in its entirety.

Successful Completion of Level 3 -- Six years from Level 1 start date

- Level 3 Checkpoint must be successfully completed within six years of the Level 1 Start Date. If the Level 3 Checkpoint is not successfully completed by the end of six years the apprentice is put on suspension until the Level 3 Checkpoint is completed. If the Level 3 Checkpoint is not successfully completed within 8 years the apprentice is terminated and must complete the PGA PGM program in its entirety. Election to PGA Membership -- Eight years from Level 1 start date

- Apprentices have eight years from their Level 1 Start Date to be elected to PGA membership. If apprentices do not become elected in eight years, they are terminated from the program and must complete the PGA PGM Program again in its entirety, including passing the PAT.