



Application

Swiss PGA Golf Director (SPGD)

Publisher

Swiss PGA

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1 Introduction

Thank you for your interest in the Swiss PGA Golf Director Qualification.

This qualification requires a candidate to pass formal examinations, attend a specific programme training workshops and complete distance-learning assignments and Transfer Projects. It is a competence-based qualification achieved by presenting evidence of personal competence to address a framework of nationally recognised performance standards. We have adopted this approach to offer a totally flexible qualification that will be fair to all candidates wishing to participate. It allows those with current working experience and skills in the role of a Golf Director.

This application process is not designed to exclude or reject potential candidates.

By completing the questionnaire included in this application form you will enable the assessor to evaluate your competencies and discuss your experience in an interview. It is therefore very important to consider the following questionnaire carefully. You should ensure that you give yourself full credit for your personal expertise and ability but equally you must acknowledge any lack of experience or knowledge. This is not a test for you to pass or fail.

Please send the completed Application with the questionnaire and a copy of your CV to the Headquarter of the Swiss PGA.

Irene Oberländer
Swiss PGA
CH – 1066 Epalinges

2 Personal Details

TITLE (Mr/Mrs/Miss/Ms)	Forename(s)	Surname	
Country of Birth		Nationality	
Country of Domicile or Permanent Residence	Gender M / F		Date of Birth
Personal E-Mail Address			
Permanent Address			
Telephone		Mobile	
Employment Details			
Golf Club/ Enterprise			
Address			
Club Telephone		Club E-Mail	
I apply to be registered to the Swiss PGA Golf Director Qualification and agree to abide by the regulations.			
Date		Signature	

3 Questionnaire

How to complete the Questionnaire

The questions and subjects included in this questionnaire all relate to one or more sections of the Swiss PGA Golf Director Qualification. Your answers should indicate how much experience you have already. Your answers should therefore be accurate and honest. Please carefully study the list of responses below, choose the one that most accurately your personal level of experience and knowledge relating to each question and then indicate your choice with the appropriate letter from **A** to **H**.

-
- A** *I have a sound working knowledge of this subject.
I have effectively performed/achieved/produced this in the past.
I effectively perform/achieve/produce this as part of my current responsibilities.
I can present evidence of this.*
-
- B** *I understand this aspect although I am not totally responsible for performing/achieving/producing it, however I contribute towards it by providing information/opinions/ideas.*
-
- C** *I am aware of this, I am familiar with the process/subject and I know what is involved. Although it is not my overall responsibility I am consulted/included in its development.*
-
- D** *I have some input into this process/subject and also some involvement, however it is usually with instruction or guidance from someone else.*
-
- E** *Although this is not my part of my current responsibility I am confident that, if and when necessary I can perform/achieve/produce this to the required standard and I can describe how I would do this.*
-
- F** *I am aware of this process/subject and although I have no involvement in its development its outcomes/results affect what I have to do or how I perform.*
-
- G** *I am aware of this process/subject and I am currently developing my knowledge/experience in practical ways (i.e. accessing training, researching, seeking advice/mentoring from others)*
-
- H** *I have no involvement in this process/subject and I do not fully understand it. I need help to learn more about it.*
-

Questionnaire

		A-H	
1	I have a personal development plan to ensure I gain/improve/ update the skills and knowledge I need to do my job effectively.		
2	I have run or managed projects designed to achieve organisational objectives. I have developed a realistic and detailed plan for undertaking the project.		
3	I have set up and briefed a project team, outlining all roles and responsibilities. Provide ongoing support, encouragement, information and feedback.		
4	I have implemented a project plan, reviewed and monitored progress, anticipated problems. Regularly communicated progress to all relevant parties.		
5	I understand and monitor the culture that exists within my organisation in order to manage and develop it to be in line with our vision and strategy.		
6	I manage all relevant aspects of Human and Ressources relating to my business / organisation and I ensure that all team members are fully aware of their individual responsibilities.		
7	I manage all relevant aspects of the environment in which my business operates and I work positively towards minimising the impact(s) we have on it.		
8	I communicate effectively to all relevant parties inside and outside the organisation using a variety of methods and channels of communication.		
9	I plan the workforce in order to effectively meet the needs of the business and to ensure that objectives and goals are met.		
10	I am responsible for recruiting, hiring and developing the staff who join my team. I produce job descriptions, evaluate applications and carry out interviews.		
11	I carry out regular performance appraisals to ensure that team members are aware of their responsibilities and receive support and resources necessary to meet them.		
12	I encourage personal development by establishing training plans with individual team members.		
13	I understand the difference between management and leadership and I adopt various leadership styles to enhance the performance of my team.		
14	I am responsible for setting and managing the budgets allocated to my business.		
15	I monitor the budgets allocated to my business, analyse performance against budget and anticipate potential problems or variances.		
16	I prepare budget forecasts based on past performance and current objectives.		
17	I establish /develop a marketing strategy to support the achievement of organisational objectives / goals.		
18	I develop marketing activities and tactics to support the marketing strategy.		

19	I manage the delivery of activities / initiatives to fulfil the marketing strategy.		
20	I monitor the effectiveness of marketing activities / tactics and amend plans when necessary.		

The following statements relate to areas of specific expertise that may exist within an organisation for which a Swiss PGA Golf Director might be responsible. We would expect to have sufficient knowledge or experience to monitor the effective performance of each area and to fully understand the contribution or effect each area might have on the whole organisation. We would not expect a specifically manage or run every area of the business.

21	I have a sound understanding/experience of golf course maintenance including green keeping tasks/schedules/techniques, basic principles of golf course agronomy and basic knowledge of relating costs/budgets.		
22	I have a basic understanding of how to effectively manage/market accommodation and it's relating services.		
23	I have a basic understanding of how to effectively manage/market food and beverage services		
24	I have sound knowledge/experience of managing/organising corporate functions and/or other events.		
25	I have sound knowledge/experience of managing/organising practice and/or teaching facilities.		

The following management principles/skills may not apply to every area of the business, however a Swiss PGA Golf Director will need to demonstrate a sound working knowledge of each.

26	I understand and can implement to principles of Yield Management as applied to the specific areas of my business.		
27	I understand and can implement to principles of Revenue Forecasting as applied to the specific areas of my business.		
28	I understand and can implement to principles of Capital expenditure and return as applied to the specific areas of my business.		
29	I understand and can implement to principles of Stock Management and turnover as applied to the specific areas of my business.		
30	I have strong communication/presentation skills and can confidently communicate information to individuals and groups at all levels using appropriate methods.		
31	I use information technology with knowledge and confidence.		



Candidate's Notes / Comments