

# ***KOPPLIN & KUEBLER***

## **INTERVIEW QUESTIONS**

## **DIRECTOR OF GOLF CANDIDATE**

Welcome candidate and explain procedure for the day.

Ask everyone on the interview committee to introduce themselves and explain their relationship to the club.

Discuss the candidate's resume in a reverse chronological manner. Comment on education, degrees and on going education with the PGA.

Return to current club and typical day-to-day activities of the candidate.

**1) Ask what a typical day is like for the candidate. How do they spend their time? Does the schedule vary with weekends versus weekdays?**

**2) Employees and staffing issues.**

- a) Describe the pro shop operation and what the staffing and reporting structure looks like.
- b) What happens when you are not in the pro shop? Who is in charge and how are decisions made?
- c) Describe your visibility to the members during hours of operations.
- d) How do you consistently deliver a high level of service to club members in every area of your operations?
- e) What training programs, if any, do you utilize? Are you personally involved in any ongoing training issues?
- f) How would the employees describe you?
- g) Have any of your assistants progressed to head golf professional positions?
- h) What has been the retention experience with employees in your department, both hourly and salaried?
- i) Why would anyone want to work for you?
- j) Describe your best employee.
- k) Describe your worst employee.
- l) How much of your time is spent in mentoring employees? Is that important?
- m) What has been your strategy for developing a top notch team of employees?

**3) Interaction with key employees and board members**

- a) Do you report to a general manager or the golf committee chairperson? Which do you prefer? Why?
- c) How often do you meet with the golf committee? Describe the typical meeting and what you achieve. Who develops the agenda and takes the minutes?
- d) How often do meet with your club general manager? Discuss that relationship.

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- e) How often do you meet with your golf course superintendent? Discuss that relationship.
- f) Do you attend club board meetings? Should you?
- g) Do you attend a weekly department manager meeting? Do you see any value in that type of a meeting?
- h) What have you done that would demonstrate to us your ability and willingness to be a “team player” at your club?
- i) How often do you have employee meetings with your staff?
- j) Do you think you should help the golf chairperson select the members of the golf committee?
- k) Do you attend the greens committee meetings? Should you?
- l) Do you attend any other committee meetings at the club?

### **4) Member service and interaction.**

- a) Talk about your role in creating and overseeing the golf programs at your club.
- b) How do you promote club events? What is your role in encouraging member participation?
- c) What programs have you developed for women at your club? Junior players?
- d) How creative have you been in developing unique programs for your members? What has been the participation level?
- e) When and how do you involve your staff in developing the golf program and events calendar?
- f) What role does your golf committee play in creating events? What do you think their role should be, if any?
- g) How would the members in your club describe the level of service they receive in your shop compared to other clubs they might visit? Why would they say that?
- h) Who monitors pace of play on your course? How significant is pace of play as an issue at your course?
- i) How do you handle difficult members on the course or in the pro shop?
- j) Describe an unpleasant incident with a member and how it was resolved.
- k) Do you supervise pace of play or do you assign that task to an assistant?
- l) How do you communicate with the members of your club?
- m) What would your members tell us about your performance as the director of golf?
- n) What would we be impressed with if we visited your club to play golf?
- o) What restrictions does your club have for ladies and junior play? If you were empowered to do so would you make any changes in current policy?

### **5) Budget process and merchandising issues.**

- a) Tell us about how the budget process works at your club.
- b) Do you involve your assistants in the process?
- c) Do you have monthly reviews of the p and l's with the staff?
- d) If I talked to your general manager what would he/she say about your ability to manage your operations to budget?

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- e) What is your level of computer literacy?
- f) Do you have experience with point of sale systems?
- g) Do you own the pro shop merchandise? Do you have an independent contractor relationship with the club or are you an employee?
- h) Describe your merchandising philosophy for a quality private club pro shop.
- i) Do you have a buyer or do you make the merchandising and buying decisions?
- j) If you have a buyer how involved are you in overseeing the process and open to buy line?
- k) What have you seen as trends in the area of merchandising over the past five years?
- l) What do you see as current or future trends in merchandising in private clubs?
- m) Do you keystone merchandise or use some other method for pricing?
- n) What are your annual sales for soft and hard goods? How many “turns” do you typically experience? What are your gross and net margins?
- o) What could be done at your present club to encourage more membership sales in the pro shop?

### **6) Playing and Teaching**

- a) How much of your time do you allocate to teaching?
- b) Why would I want to take a lesson from you?
- c) What is the approximate breakdown of the time you teach men, women, juniors?
- d) Describe your best/most improved student?
- e) Describe your worst/least improved student?
- f) Have you ever advised a member/student to quit the game of golf?
- g) How does your playing ability affect your credibility as a teacher?
- h) How good a player are you?
- i) Who do you typically play golf with at the club? How often do you play?
- j) Do you compete in any section tournaments or events? How have you done?
- k) Do any of your assistants give lessons? Do you monitor their teaching process?
- l) Have you worked with or learned from any of the “named golf instructors?”
- m) Do you advocate any particular style or philosophy of teaching?

### **7) General Questions**

- a) What do you think is your strongest trait/quality as a director of golf?
- b) What do you work on to improve your performance as a director of golf?
- c) What motivates you to work at your present club?
- d) What do you really like about what you do all day?
- e) What don't you like?
- f) What does your current club do well for the employees?
- g) What could your club do better for the employees?
- h) What makes you angry?
- i) Are you a risk taker?

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- j) How would you like to be managed?
- k) What do you consider to be the best use of your time in a typical day at the club?
- l) What are you most proud of so far in your career?
- m) Wave the magic wand. Where would you like to be in five years if you could have the “perfect job” in the “perfect club.”?