



Australian Government

SISSGLF521 Manage on course golf operations

Release: 1

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Modification History

The release details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Release	Comments
1	Replaces but is not equivalent to SISSGLF513A Manage on course golf retail operations. Competency outcome changed. Unit rewritten to include a more strategic and broader approach on course operations to reflect current requirements of the role, rather than focussing on merchandising.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage on-course golf shop operations according to the organisation's operational plan and client needs.

Application of the Unit

This unit applies to those intending to pursue a career as a golf professional whose responsibilities include managing and supervising on-course golf shop operations.

Licensing/Regulatory Information

No licensing, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

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| 1. Identify golf operations or pro shop objectives. | 1.1 Access organisational business plan and identify <i>golf operations or pro-shop objectives</i> .
1.2 Confirm objectives and focus of the organisation with <i>relevant personnel</i> where appropriate.
1.3 Determine own responsibilities as they relate to golf operations or pro-shop objectives. |
| 2. Prepare a marketing strategy. | 2.1 Set measurable <i>performance targets</i> for marketing activities in consultation with relevant parties.
2.2 Plan <i>client market research</i> activities and schedule within appropriate timeframes.
2.3 Identify <i>promotional activities</i> according to organisational marketing plan and <i>relevant legislation</i> .
2.4 Manage promotions in order to achieve maximum client impact and develop <i>contingency plans</i> according to <i>organisational policies and procedures</i> .
2.5 Negotiate arrangements with suppliers in regard to special promotional activities.
2.6 Coordinate promotional activities to complement manufacturer, buying group or Professional Golfers Association (PGA) of Australia promotions according to relevant legislation. |
| 3. Manage golf operations staff and employees. | 3.1 Roster employees to ensure sufficient staff available to meet operational needs.
3.2 Recruit and induct new staff members when required to equip them to perform duties effectively.
3.3 Train staff in required performance, target markets and available stock and services.
3.4 Monitor performance of golf shop team to ensure customers consistently receive required standards of conduct, appearance, advice and service.
3.5 Promote training and professional development opportunities to all staff. |
| 4. Manage pro shop's | 4.1 Select stock according to identified <i>client base</i> and needs. |

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| products and services. | 4.2 Develop layout and presentation to support market position and promote client flow according to organisation marketing plan . |
| | 4.3 Develop layout and visual merchandise checks and implement improvements in a timely manner. |
| | 4.4 Define and clearly communicate standards for visual presentations and displays to staff. |
| | 4.5 Assess client response to space allocations in consultation with appropriate staff. |
| | 4.6 Provide a high quality custom fitting or club repair service. |
| | 4.7 Implement an efficient buggy hire service. |
| | 4.8 Develop tuition programs and deliver high quality individual and group coaching to members, juniors, guests, and other interested parties. |
| 5. Manage pricing policies. | 5.1 Develop and implement pricing policies according to organisational marketing plan. |
| | 5.2 Maintain and communicate accurate information on pricing trends and changes to relevant staff. |
| | 5.3 Monitor and document stock levels according to organisational policies and procedures. |
| | 5.4 Repair and replace faulty equipment according to organisational policies and procedures. |
| 6. Manage golf programming and fixtures. | 6.1 Identify course ideal and maximum rounds played per day or per week. |
| | 6.2 Check course renovations and maintenance and assess implications for scheduling events and groups. |
| | 6.3 Market and make group bookings according to organisational policies and procedures. |
| | 6.4 Coordinate group bookings with food and beverage staff according to organisational policies and procedures. |
| | 6.5 Monitor tee sheet activity and handicapping records |
| | 6.6 Conduct effective housekeeping . |
| 7. Monitor and review golf operations or pro-shop objectives. | 7.1 Collect and document valid and reliable data on golf operations or pro-shop performance in consultation with appropriate personnel. |
| | 7.2 Assess data against performance targets of the business plan. |
| | 7.3 Disseminate information on golf operations or pro-shop performance to ensure future developments incorporate required changes and improvements. |
| | 7.4 Review own performance and identify potential improvements. |

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to:
 - liaise with stakeholders to identify objectives and marketing strategies
 - develop and market promotional activities
 - convey information to golf shop staff about products and services
 - promote professional development and training opportunities to staff
 - provide feedback on golf operations and pro-shop performance
- planning and organising skills to:
 - manage a range of golf shop operations including implementing and managing promotional activities, coaching, fitting and repair services
 - balancing the needs of different user groups
 - roster staff to meet demand
 - coordinate group bookings
- problem-solving skills to:
 - identify golf operations or pro-shop objectives
 - develop and implement strategies to achieve identified objectives and targets
- literacy and numeracy skills to:
 - access and analyse organisational marketing plans
 - conduct client research
 - collect, analyse and document data on golf operations or pro-shop performance
 - monitor tee sheet activity and rounds played over fixed periods
 - manage pricing and stock levels
- self-management skills to reflect on own performance in achieving effective marketing objectives.

Required knowledge

- visual merchandising principles and techniques including layout and presentation, advertising and promotions and pricing to manage golf retail operations effectively and efficiently
- organisational policies and procedures to conduct operations efficiently and safely
- relevant legislation including work health and safety, industrial relations and consumer law to ensure compliance of golf shop operations
- golf shop product and service range to enable customer needs to be met
- organisational marketing plan and objectives to enable the development of appropriate marketing strategies
- client demand and market trends to respond effectively to the needs of different client bases
- merchandise performance and features in relation to players ability and limitations to

enable the best advice to be provided

- PGA policies or policies of peak industry bodies
- marketing strategies to enable marketing objectives to be achieved.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the ability to:

- manage on-course golf operations according to organisational objectives and develop and implement strategies to identify target groups and meet performance targets and apply effective contingency management techniques to deal with a range of problems
- collaboratively plan, coordinate, implement and evaluate promotional activities and marketing strategies that balance the needs of all client groups
- manage and monitor members of golf shop team to ensure that customers service standards are met
- evaluate and reflect on own work performance to identify ways in which on-course golf operations can be better managed.

Context of and specific resources for assessment

Assessment must ensure:

- management of all aspects of merchandising and on-course operations to demonstrate competency and consistency of performance in the relevant work environment.

Assessment must also ensure access to:

- a golf facility or green with on course retail operations
- a range of client bases
- organisational business, operational or marketing plan
- a work team in a retail environment.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in managing varying aspects of on course golf retail operations
- oral or written questioning to assess knowledge of marketing strategies to achieve organisational marketing plan
- third-party reports from stakeholders detailing performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the individual, accessibility of the item, and local industry and regional contexts) may also be included.

Golf operations or pro-shop objectives may include:

- provision of high quality golf services
- member and guest satisfaction
- maximising revenue and pro-shop profitability
- develop and implement quality management systems
- effective management of staff and employees
- effective management of product and service offerings
- effective management of golf programming and fixtures.

Relevant personnel may include:

- Board of Management
- Chief Executive Officer
- General Manager
- Secretary manager
- Club Captain
- Club committee or sub-committees
- Head professional
- Director of Golf.

Performance targets may include:

- level of memberships
- number of rounds per day or month
- level of awareness
- degree of competition
- sales volumes
- client spend per round played.

Client market research may include:

- formal
- informal.

Promotional activities may include:

- pro am events
- sales and marketing events
- demonstration days
- corporate days.

Relevant legislation may include:

- consumer law
- industrial relations
- Goods and Services Tax (GST)
- work health and safety
- pricing

- Contingency plans*** may include:
- trade practices.
 - flood
 - breakage
 - unavailable and or discounted stock
 - weather conditions
 - course renovations.
- Organisation policies and procedures*** may include:
- promotion of products and services
 - housekeeping
 - work health and safety
 - merchandising.
- Client base*** may include:
- current members
 - social players
 - corporate groups
 - regular visitors
 - non regular players
 - various ages and cultural backgrounds
 - organised social groups.
- Organisation marketing plan*** may include:
- pricing, presentation and display of products or services
 - product design and packaging
 - product range and mix
 - promotion and advertising
 - pursuing cost leadership or product differentiation within a specialist market segment
 - differentiated target marketing
 - social media.
- Pricing policies*** may include:
- long term and short term
 - internal and external considerations
 - marking down
 - pricing of newly released stock.
- Housekeeping*** may include:
- organisational premises
 - fittings, fixtures or equipment
 - golf courses or greens.
- Data*** may include:
- on and off course performance targets
- level of memberships
 - number of rounds per day or month
 - degree of competition
 - sales volumes
 - client spend per round played.

Unit Sector(s)

Sport

Competency Field

Golf