



PROSPECTUS 2024/25

DRIVING CAREERS FORWARD

PGA® Excel↑

RECOGNISING IMPACT, REWARDING ACHIEVEMENT



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**HIGHLY SKILLED AND
MOTIVATED STAFF
ARE KEY TO A GOLF
FACILITY'S SUCCESS.**

**BETTER PGA
PROFESSIONALS,
COACHES, AND
MANAGERS ENHANCE
THE GOLFER
EXPERIENCE AND
BOOST FACILITY
EFFICIENCY AND
PROFITABILITY.
EMPLOYERS SHOULD
ENCOURAGE STAFF
TO ENGAGE WITH
PGA EXCEL FOR THE
BENEFIT OF ALL.**

TRISTAN CREW, MBE

PGA Executive Director
Member Services

**WHAT DO WE WANT TO
ACHIEVE WITH PGA EXCEL?**

For Members, it's about creating a fully digital service that gives them the opportunity and tools to promote and prove their expertise, providing recognition of their investment in their personal and professional development. This in turn will drive standards of practice.

The process must be transparent, with collection of evidence being continuous, enabling Members to add to their profiles regularly.

For the Association, it's about engaging with Members, providing tailored yet flexible developmental support and using PGA Excel to inspire them to grow and reach their potential. The PGA Excel platform is easy to use, simple to understand and fully integrated with the existing data management system to create an enhanced, single view of the Member within their Member profile.

For the Industry, it's about ensuring a clear understanding of the awards and the process by which it is achieved, helping them to effectively recruit the expertise and experience needed.



BENEFITS OF PGA EXCEL



Recognition by Industry & Employers

Achieve levels of attainment that provide prospective and current employers - as well as golfers - with tangible, demonstrable value and proof of your expertise.



Progress your Career

Ongoing learning, CPD and day-to-day experience combined will help Members to improve their skills, progress through the designations and elevate their careers.



Specialise and Thrive

The three specialisms – Professional, Coach and Manager – enable Members to specialise in their chosen fields and differentiate themselves from their peers.



Increase Earnings

PGA Member survey data indicated that accredited Members can earn significantly more than their peers, with employers attaching great value to it.

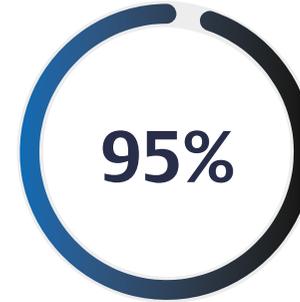


Educate Employers

Encourage and enable employers to recruit at specific and defined levels, meaning they get better-trained people with the skills to match their exact requirements.



80% of Members have changed roles since achieving their designation



95% of Members believe PGA Excel ensures they stand out vs other candidates



90% of Members are more confident in securing senior roles



60% of Members have negotiated a better wage or retainer since achieving their designation





John Blanch, General Manager of Loch Lomond, and cites PGA Excel as a key indicator for golf facilities looking for the highest quality candidates

— “ ” —

How will a golf club decide on a Director of Golf when they've got 15 applicants? PGA Excel is one way to help golf clubs make that decision

JOHN BLANCH

General Manager of Loch Lomond





UNLOCK SUCCESS WITH PGA EXCEL: WHY PGA PROFESSIONALS ARE KEY TO GROWTH IN THE GOLF INDUSTRY

Since the relaunch of The PGA's flagship assessment framework, PGA Excel (formerly APAL) in 2022, more than 100 PGA Members have demonstrated their impact, achievements and value to employers, golfers and the wider golf industry and been successfully awarded a new designation.

The designations of Advanced, Fellow, Advanced Fellow and Master apply to all three Member specialisms of PGA Professional, PGA Coach and PGA Manager. PGA Master status represents the pinnacle of achievement, having only been awarded to just 64 individuals in the Association's 120-year history.

PGA Excel has already contributed greatly to the career progression of PGA Members, with many reaping the benefit, securing more advanced positions in the golf industry and gaining more recognition and reward from their employers.



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The type of individual that we would look to recruit is one who can demonstrate that they are ambitious, keen to develop and looking to progress in their career - the PGA Excel process is an excellent way of someone evidencing this.

JAMES LEAH

Secretary & Club Manager at Royal Cinque Ports

James Leah, Secretary & Club Manager at Royal Cinque Ports, also recognises the value of the PGA Excel framework as part of the recruitment process



PGA Excel[↑]

PGA EXCEL IS A DEDICATED VEHICLE FOR THE RECOGNITION OF CAREER PROGRESSION THAT ENABLES YOU AND YOUR ASSOCIATION TO DEMONSTRATE YOUR VALUE, EXPERTISE AND IMPACT TO EMPLOYERS, CUSTOMERS AND THE WIDER INDUSTRY.

A hierarchy for PGA Members

Different membership designations are awarded through PGA Excel, enabling PGA Members to use these bands and the accompanying logos to market, promote and differentiate themselves from other Members. For employers and the wider golf industry, the PGA membership bands achieved through the PGA Excel process are a vital way to identify and recruit individuals to specific roles, as well as being a stamp of approval and expertise.



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The ability to achieve these designations through PGA Excel helps give your career structure. It provides that opportunity for progression and it allows you to benchmark your progress and see what is needed to move forward on a personal and professional level. PGA Excel is important for everyone within the golf industry to understand how PGA Professionals have invested in themselves, how they've progressed within their careers and also having that recognition helps raise the profile of those PGA Members who have invested more and worked hard to achieve a particular designation.

ALEX MOLLIN

PGA Fellow Professional



PGA[®] Excel[↑] APPLICATION GUIDANCE



— “ ” —

PGA Excel serves as the perfect platform to demonstrate your skills, show what you've learnt in your career, and even showcase your overall value.

It's a great tool for self-reflection and it gives you clarity and focus when looking for future development. The criteria and Value Blocks make you think about the different areas where you might need to advance yourself further.

FAME TATE

PGA Advanced Fellow Professional





THE VALUE BLOCKS

In 2020, The PGA unveiled a significant change to its existing Membership structure, with one traditional category (PGA Professional) evolving into three clearly defined categories – PGA Professional, PGA Coach and PGA Manager – enabling Members to demonstrate their expertise and value more easily.

All three designations are underpinned by Value Blocks which represent the pillars of each Membership category and consist of a number of sub-sections – or Expertise Areas.

The Importance of Value Blocks: Enhancing Member Development and Recognition

The Value Blocks are relevant, tangible areas where The PGA adds value to Members through education, support, and the PGA Learn CPD platform, reflecting different categories and sections.

Members can demonstrate their value to employers by showcasing accumulated skills and knowledge.

Identifying Members’ specialities allows The PGA to assess their competence and impact in a way that’s easily understood by Members, employers, and the industry.

Understanding Expertise Areas: Key Components of Member Development

The Expertise Areas form Value Blocks, representing the skills and capabilities needed for the new Member categories and serve as assessment criteria.

The Value Blocks are: Specialist Knowledge, Business Management, Golf Growth & Development, and Professional Representation.

Three elements apply to all Members, while Specialist Knowledge distinguishes each category. Each Value Block is further divided into sub-sections, based on specialisation, with detailed levels supported by training and development resources.

ELIGIBILITY CRITERIA

PGA Professional Eligibility Criteria

Designation	Band Descriptor	Member Status	CPD Status	Years of Membership
PGA Master Professional	PGA Master status is a prestigious and exclusive honour bestowed on the most worthy and exemplary of PGA Members by the PGA Master Council and ultimately The PGA Board of Directors. PGA Master status is awarded to those that have developed an outstanding reputation through their exceptional contribution to golf, identifying them as role models and ambassadors for The PGA and its Members.	Full PGA Member	Accredited	Typically, 14-25 Years
PGA Advanced Fellow Professional	PGA Advanced Fellow Professionals have been recognised by The PGA as being experts in their field. Common to all PGA Advanced Fellow Professionals is proven expertise, delivering sustained and significant success across all aspects of their role. They have made a significant contribution to the development of the game, having not just developed others but often developed those that develop others broadening their sphere of influence significantly.	Full PGA Member	Accredited	Typically, 8-15 Years
PGA Fellow Professional	PGA Fellow Professionals have been recognised by The PGA as excelling in their field. Common to all PGA Fellow Professionals is a proven ability to deliver success across all aspects of their role which has had a considerable effect on both the development of others and the game itself.	Full PGA Member	Accredited	Typically, 6-10 Years
PGA Advanced Professional	The PGA Advanced Professional has been recognised by The PGA as having built on their training and can now demonstrate the delivery of advanced standards across aspects specific to their role. Common to all Advanced Professionals is a commitment to self-development, evidence of operating a successful business and being a positive influence on the development of the game.	Full PGA Member	Accredited	Typically, 3-7 Years
PGA Professional	Qualified through a world-renowned PGA training programme, the PGA Professional has the knowledge and practical competence required to deliver across the breadth of the Professional's role.	Full PGA Member	Accredited	On election to Membership





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It has been a very worthwhile process to take time out to look back at everything that I have accomplished and achieved during those 20+ years and produce a PGA Excel application that reflects all I've done. The new PGA Fellow Professional designation is a great boost for my CV and profile and will join many of the other certifications and awards I have achieved over the years – I am convinced it will help my career, whichever path I choose to take.

BEN DERBYSHIRE

PGA Fellow Professional

MARKING SCHEME

Designation	Presentation	Level of Evidence	Impact
PGA Master Professional	Demonstrates an outstanding development of skills and knowledge gained over an extended career which has allowed them to operate in an exemplary manner through all areas of their chosen career path. The evidence and information provided fully supports their work illustrating why they are seen as a role model and supports their outstanding reputation. The application demonstrates their sustained commitment to excellence, only matched by their commitment to self-development which allows them to operate and deliver impact at this exceptional level. The complete application has allowed for no doubt as to their excellence through the information and evidence provided, demonstrating exemplary impact and achievement to the benefit of the golf industry, and golfers, ultimately being considered a fine ambassador for The PGA.	Exceptional	Exceptional
PGA Advanced Fellow Professional	Demonstrates excellent development of skills and knowledge in a broad range of key areas. Is able to provide a wide range of specific, tangible evidence to support success, development and progression in chosen areas which is underpinned by knowledge or skills gained either through lived experience or advanced education. The information and evidence provided demonstrates proven expertise, delivering sustained and significant success across all aspects of their role, effectively articulating how they are operating at this level. Clearly evidenced within the submission is a high and sustained commitment to their own self development and is now regarded as an expert within their field. This has allowed them to increase their sphere of influence through “train the trainer” delivery and mentorship developing those that develop others to amplify their impact.	Complex, Multi-faceted	Considerable
PGA Fellow Professional	Demonstrates good development of skills and knowledge in a number of key areas which has been used to support their achievements. Is able to provide specific evidence to deliver success, development and progression in chosen areas. The information and evidence provided is specific and related to the main achievements. The information is targeted and focussed linking clearly to the key skills and knowledge being presented. Clearly evident throughout the submission is a continued commitment to their own self-development (either through lived experience or structured education) which has been effectively utilised to allow them to excel and succeed.	Multi faceted evidence possibly in a specific speciality or over a number of areas or facilities.	Medium
PGA Advanced Professional	Demonstrates sound development in skills and knowledge since being elected into membership in a narrow number of key areas. Has had some success in their selected areas which focus on the completion of small scale, discreet projects or contributing as part of a team delivering a larger project. Their input has resulted in a positive impact on golfers or the golf industry either through improved efficiency or service delivery. Clearly evidenced within their submission is a sound start to their own self- development, utilising this knowledge to support their achievements.	Small scale complete projects	Small but good foundation.
PGA Professional	Demonstrated limited/no development since entry into membership. The information and supporting evidence does not allow progression to be shown with vague and generalised detail given.	Poor – little evidence of success or development post training	Low – relative to some post graduate trainees

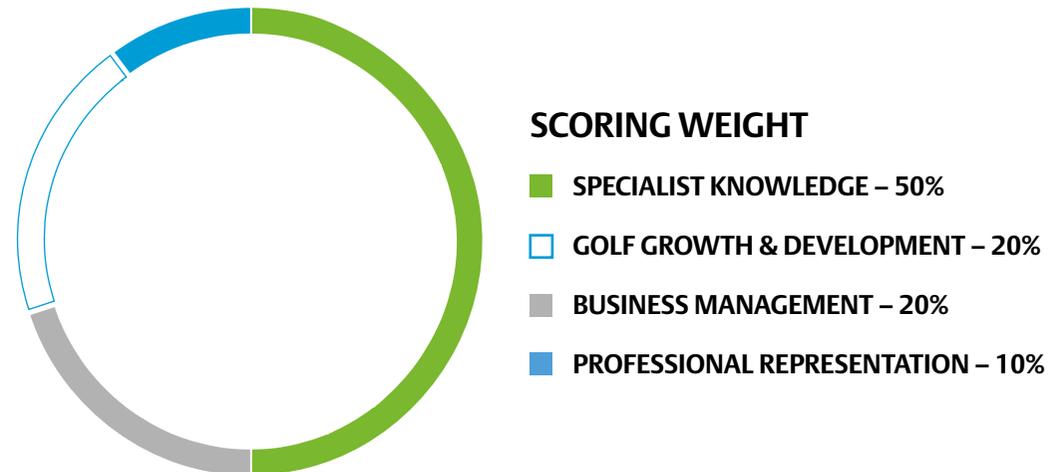
GUIDANCE NOTES



ASSESSMENT & SCORING

For each specialism the application form directly relates to the four Value Blocks and their associated Expertise Areas sub-sections. These represent the fundamental skills and capabilities required and provide the criteria against which the assessments are made, with a weighted scoring system being applied to each Value Block.

Information is required for each of the Value Blocks but it's vital for Members to focus on the specialist area that carries the highest weighting in order to ensure the best chance of progression.



SCORING WEIGHT

- SPECIALIST KNOWLEDGE – 50%
- GOLF GROWTH & DEVELOPMENT – 20%
- BUSINESS MANAGEMENT – 20%
- PROFESSIONAL REPRESENTATION – 10%

PROVIDING EVIDENCE & INFORMATION

Paying close attention to the weighting, Members are required to provide at least one piece of information relating to each of the four Value Blocks as part of their application. This supplementary material could include coaching plans, business plans, letters, testimonials, certificates or any other relevant piece of information.

PGA PROFESSIONAL - EXPERTISE AREAS

The Value Blocks are each made up of a number of Expertise Areas – which represent a grouping of the skills, attributes and capabilities required to excel in each of the Member categories. They also provide the criteria against which assessments are made.



Value Block Specialist Knowledge: Professional

50%

- Coaching
- Equipment
- Golf Operations
- Retail
- Rules of the game
- Other Specialist Knowledge



Value Block Business Management

20%

- Business Planning & Strategy
- Sales & Profit
- Customer Service & Satisfaction
- Leadership & Employee Development
- Financial Management
- Legislative & Legal Compliance



Value Block Golf Growth & Development

10%

- Game Promotion
- Participation (Engagement & Retention)



Value Block Professional Representation

10%

- PGA Representation
- Ambassador & Role Model
- Reputation
- Personal and Professional Development
- Playing and Competing

PGA (PROFESSIONAL) - EXPERTISE AREA

SPECIALIST KNOWLEDGE: COACHING

BUSINESS MANAGEMENT

50 Marks

Coaching

- Coaching Process & Theory
- Skills of the Game
- Equipment & Technology
- Participant Development
- Coach Development

Rules of the Game

- Rules of Golf
- Handicapping
- Equipment

Retail

- Situation Analysis
- Merchandise Management
- Visual Merchandising
- Pricing
- Human Resource Management
- Retail Operations Management
- Customer Relationship Management & The Promotional Mix
- Selling
- Customer Service

Golf Operations

- Community Management
- Team Management
- Tee Time Management
- Buggy Fleet Management
- Customer Service
- Rules of Golf
- Data Capture
- Range Management
- Event & Competition Management
- Green fee Sales
- Membership Sales

Equipment

- Club building and repair
- Golf Club Fitting, customisation and personalisation
- Golf club design and construction
- Selling
- Performance analysis
- Using Technology
- The Rules of Golf
- Customer Service

20 Marks

Business Planning & Strategy

- Strategy Planning
- Business Planning
- Performance Management
- Preparing Reports
- Media Training / Presentation skills
- Business Governance
- Change Management

Sales & Profit

- Revenue Management
- Competitor & Market analysis
- Yield Management
- Forecasting
- Pricing
- Marketing & Communications
- Public Relations

Customer Service & Satisfaction

- Customer segmentation
- CRM
- Products & Services Alignment
- Customer Retention
- Complaint Resolution

Leadership & Employee Development

- Team Dynamics (influencing, negotiating, handling conflict)
- HR & Employment Law
- Organisational Design
- Recruitment
- Workforce Development

Financial Management

- Budgeting
- Accounting
- P&L's
- Debtors
- Reporting
- Audits
- Stock taking

Legislative & Legal Compliance

- Regulatory Requirements
- Statutory Requirements
- Business Specific Requirements

GROWTH GOLF & DEVELOPMENT

20 Marks

Game Promotion

- Marketing & Communications
- Different Populations
- Models of Engagement
- Industry & Charity Engagement
- Competitions & Events
- Membership / Pricing Models
- Environment
- Accessibility
- Health Benefits
- Initiatives and Programmes
- Community engagement
- Collaboration with Golf Bodies
- Lapsed Golfer Recovery Models

Participation (Engagement & Retention)

- Marketing & Communications
- Understanding the Market & Situation Analysis
- Goal and Objective Setting
- Recruitment Strategies, Activities & Programmes
- Resource Planning
- Relationship Marketing
- Customer Service & Service Environment Design
- Policy & Procedure Development
- Capturing, tracking, using and reviewing data

PROFESSIONAL REPRESENTATION

10 Marks

PGA Representation

- PGA Committee Representation
- Golf Industry Representation
- Public Speaking
- Managing and Delivering Meetings

Reputation

- Publications
- Media
- Seminars
- Conferences
- Lecturing

Playing & Competing

- Club
- County
- Regional
- National
- International
- PGA Cup
- Ryder Cup

Ambassador & Role Model

- Charity Work
- Captain
- Training Professional
- PGA Tutor
- Mentor
- Educator
- Presenter

Personal & Professional Development

- Accreditation
- Sustained Commitment
- Career Progression
- Self-Analysis
- Preparing for Job Market
- Networking
- Aligning to the needs of the industry
- CPD Planning
- Increasing your Visibility



5 STEPS

PGA Excel APPLICATION

1 BE PREPARED

2 GAIN ACCREDITED STATUS

3 VERIFY ELIGIBILITY AND SELF-ASSESS

4 START YOUR APPLICATION

5 SUBMIT YOUR APPLICATION

HOW TO APPLY

1

BE PREPARED

This is your opportunity to be recognised by your peers and demonstrate your impact and achievement to the golf industry.

You can submit one PGA Excel application every 12 months, making it vitally important that you understand and appreciate the level of detail needed to submit a successful application.

Be prepared to provide detail and evidence to support your PGA Excel application.

For example, if you are applying to become a PGA Advanced Professional, you need to prove you are 'highly capable' with 'solid' evidence of your impact and achievement in your application.

For those applying to become a Fellow Professional, you must show evidence that you excel in your field delivering significant impact in all aspects of your role.



WHAT TO INCLUDE

- Examples of your coaching plans, links to your business/marketing plans.
- Details of your achievements at your current and previous (if applicable) facility.
- Examples of game development initiatives and their outcomes.
- Evidence of how you have applied the education that you have undertaken with reference to the impact that it has delivered.
- Examples of how you have represented yourself, your facility and your Association in a positive way.
- Choose examples that are synonymous with the level to which you are applying. The higher the designation the more impactful or complex the level of evidence required.



WHAT NOT TO INCLUDE

- A picture of you coaching. If you are supplying an image, explain how the image supports your application and provide context.
- You are not required to supply links to your social media accounts or websites.
- Numerous links with limited relevance – ensure that the links provided are substantiated in the text.
- Take care to avoid repetition.

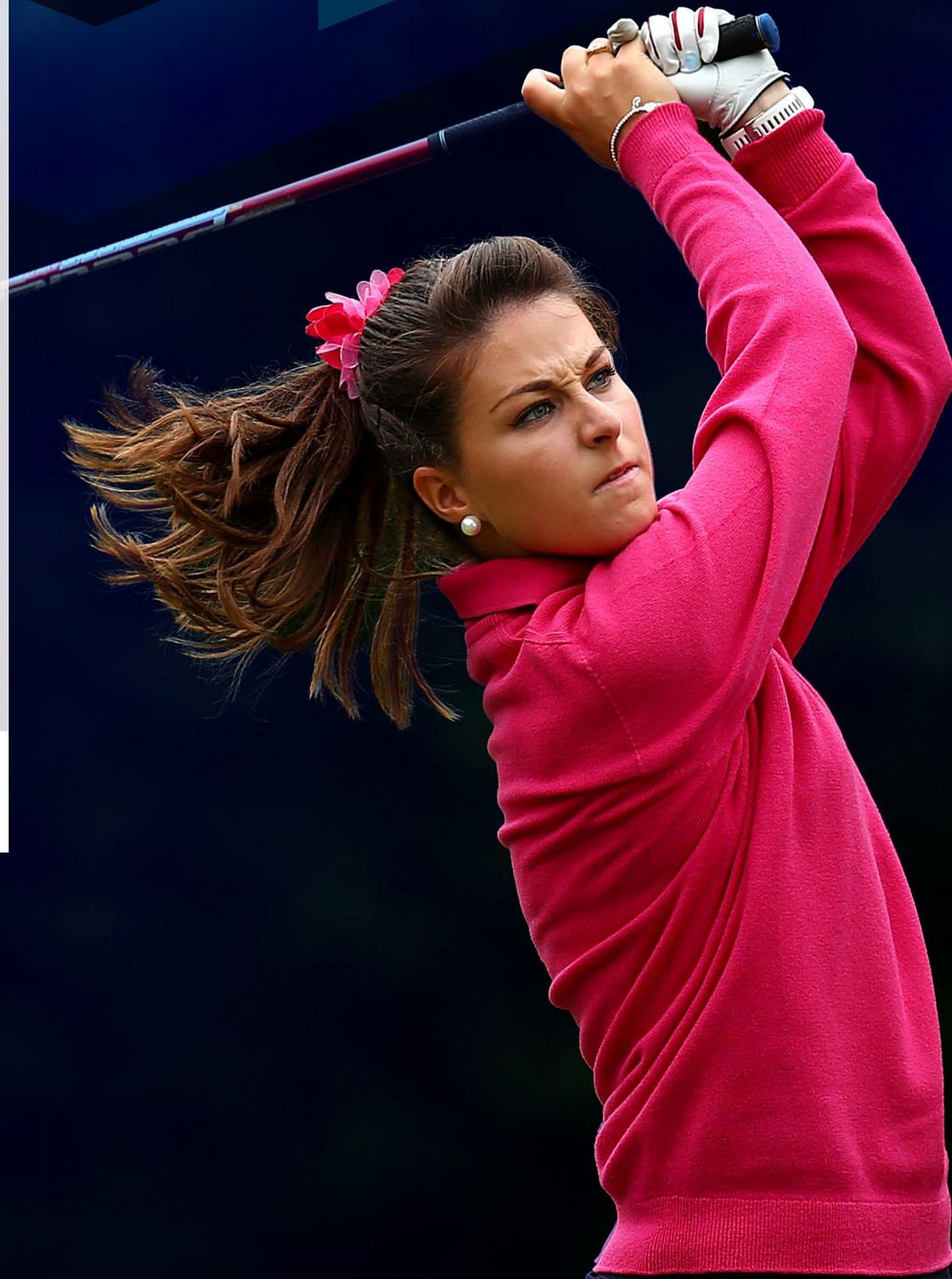


— “ ” —

This is only the start of my PGA Excel journey. I will definitely look to progress further in the future. I'm always looking to improve my own knowledge and learn more so I can help other people. Hopefully through my learning I'll be able to apply through PGA Excel again and improve my status again.

ALICE DAVIS

PGA Advanced Professional



2

GAIN ACCREDITED STATUS

In order for you to start your PGA Excel application, you must gain accredited status through PGA Learn.

You can do this by:

Submitting a CPD journal via PGA Learn online

or...

Through the new PGA Learn app.

Your journal must meet the minimum CPD standards for the current CPD year (1st November 2024 – 31st October 2025). All you need to do is log into PGA Learn and meet or exceed the current minimum learning hours (currently 15).

Completing and submitting your CPD Journal will also ensure your CPD records are up-to-date and reflect the personal development you have done.



[CLICK HERE](#) or Scan the QR Code to find out more about CPD accreditation through PGA Learn

SCAN ME

3

CHECK IF YOU MEET ELIGIBILITY CRITERIA AND MAKE YOUR OWN SELF-ASSESSMENT

The new, easy-to-use eligibility criteria table will help you with your PGA Excel application. Check if you meet the criteria to move forward into a new designation by viewing a description of all designations within each of the three categories and what the typical years in PGA Membership are for each designation.

You can now also review the scoring criteria ahead of starting your application through a new self-assessment initiative which delivers immediate guidance on where you are against your current designation based on the information you enter.

Another key consideration before you start your application is to make sure you are applying for the right category of Membership.

As part of The PGA's 2020 Vision initiative, three specialist categories (Professional, Coach and Manager) were formed instead of one general category, to enable Members to promote themselves as specialists, differentiate themselves from their peers and elevate themselves further by working towards achieving Advanced, Fellow, Advanced Fellow and Master status.

For example, a PGA Professional can apply to become an Advanced Coach and continue their development by specialising as a PGA Coach.

Members who apply in the wrong category will find it difficult to move up through the designations.



4

START YOUR APPLICATION

The previous offline, admin-heavy process where you had to fill in pages and pages of word documents and post to HQ has been replaced with a digital form which you can access via the Members' area of pga.info.

Start, save and return to your application whenever you like and submit at your convenience.

Always remember to refer to your impact and achievements throughout your application. Explain what it is you have achieved and how you went from recognising the opportunity to how you addressed it.

CLICK HERE to find out more about the Value Blocks

All three PGA designations (Professional, Coach and Manager) are underpinned by Value Blocks. These consist of a number of sub-sections and Expertise Areas, detailing skills, attributes and capabilities required to excel in each Member category and are pivotal to your application. The Value Blocks demonstrate the breadth and depth of evidence that is needed for your application and they represent the criteria against which an assessment is made.

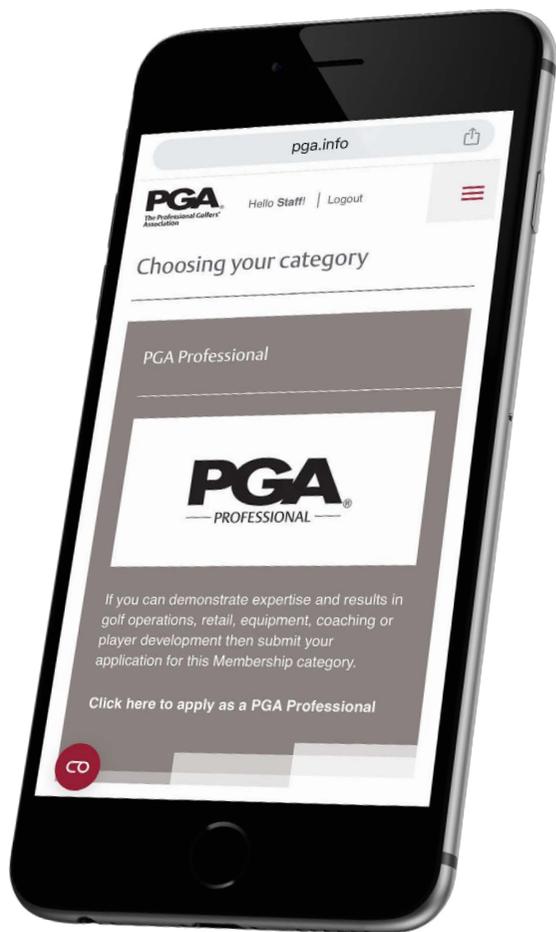
5

SUBMIT YOUR APPLICATION

Once you are happy that you have completed your application to the best of your ability, you are now ready to press submit!

You only get one opportunity every 12 months so make your application as detailed and as thorough as you can.

As part of the new PGA Excel process, you will receive feedback on your application from the marker, as well as links to supporting content and resources in PGA Learn to help with any resubmissions.

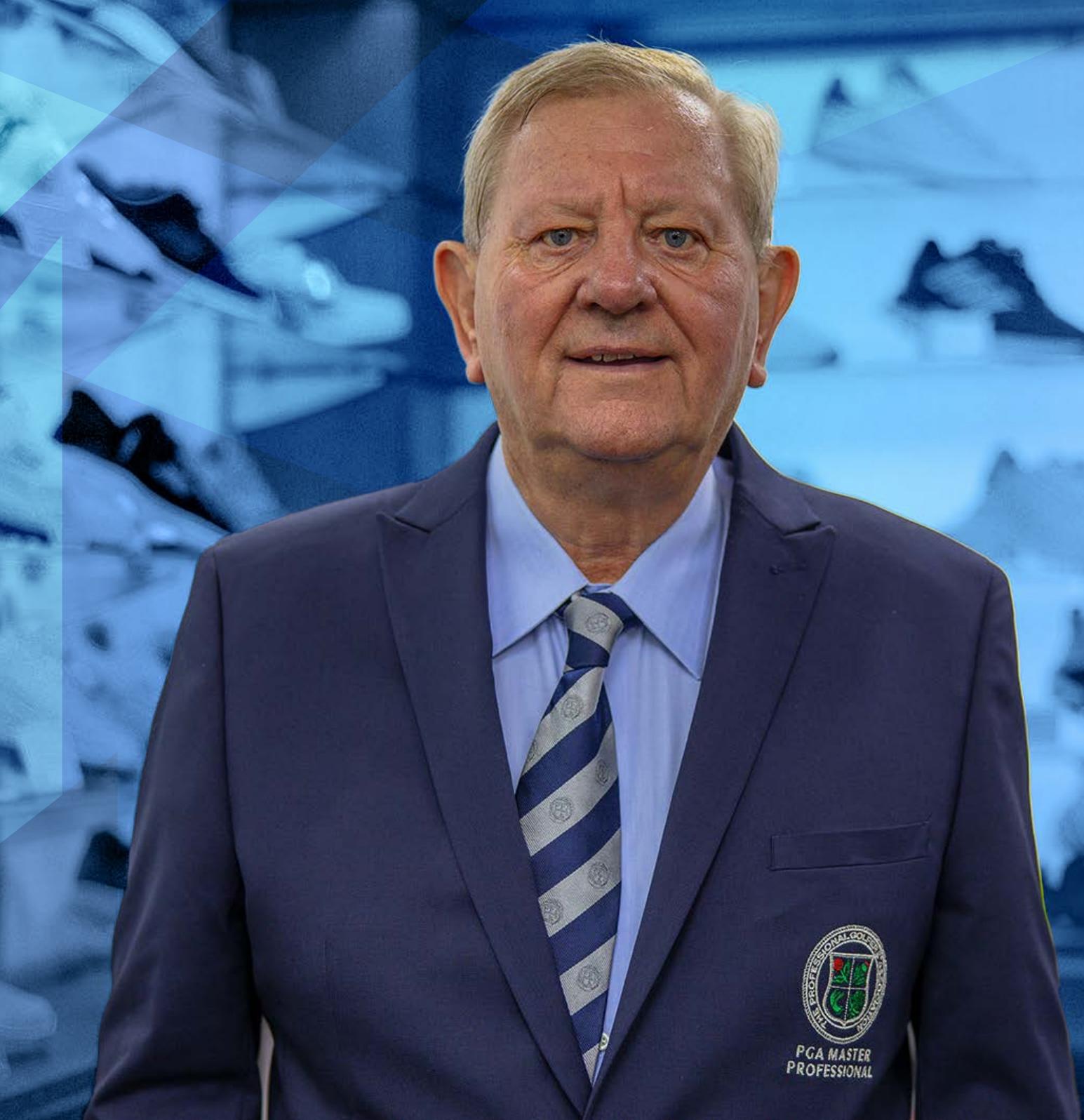


If you require any help with your PGA Excel application please get in touch with the Membership department by contacting:

membership@pga.org.uk
01675 470 333

You can submit your application anytime of the year, but there are key submission dates to consider as PGA Excel applications are marked quarterly.





— “ ” —

I'm very proud to have achieved Master status. I look back and think 'a job well done' and I'd like to think I had an input in the PGA making strides as an association. Everyone should want to make themselves the best that they can be and The PGA are the best in the world at allowing that as an association.

DOUG MCCLELLAND

PGA Master Professional

APPEALS PROCEDURE

APPEALS SHOULD BE SUBMITTED TO:

PGA Executive Director
Member Services
Centenary House
The Belfry
Sutton Coldfield
B76 9PW



Appeals must be made within 30 days of the assessment taking place.

Appeals Process

This document is designed to provide guidance to any Member who wishes to appeal a PGA Excel decision relating to the grading or designation given.

Members may lodge an appeal against a PGA Excel decision made by the professional markers if they are unhappy with the outcome, providing they have reasonable grounds to believe that the procedures used during the assessment were not consistent with the set qualification guidelines and specification.

Members will be afforded only one appeal relating to any single PGA Excel submission.

A Member appealing against a decision must clearly demonstrate the rationale behind their query and provide evidence to support their appeal.

Enquiries relating to appeals should be submitted in writing to: PGA Executive Director Member Services, Centenary House, The Belfry, Sutton Coldfield, B76 9PW.

Members must include specific details of the nature of their query and where possible provide clear evidence to support their appeal. Appeals must be made within 30 days of the assessment taking place.

Appeals will be heard by the PGA Excel Council, which comprises of Members from the specialities of Coach, Professional and Manager and chaired by a Member of The PGA Board of Directors. The PGA Excel Council meets quarterly.

Appeals Principles

The PGA Excel Council will focus on whether the marker and possibly the moderator used procedures that were consistent with the set marking guidelines and specification, and that these procedures were applied correctly and fairly when arriving at their judgement.

The appeals process will also take into account policies such as the PGA Equality and Diversity Policy when dealing with lodged appeals.

Members may lodge an appeal against a PGA Excel decision made by the professional markers if they are unhappy with the outcome, providing they have reasonable grounds to believe that the procedures used during the assessment were not consistent with the set qualification guidelines and specification.

— “ ” —

I place a great amount of emphasis on continuous improvement and learning, so I think that the development of PGA Excel is something that should be commended. We encourage our entire team to continuously up-skill so that they can go on to bigger things in the future.

CHRIS MAY

CEO of Dubai Golf

Chris May, CEO of Dubai Golf, has been at the forefront of shaping the growth of golf in Dubai for the last three decades. He understands the vital role of PGA Professionals within the golf industry and the importance of professional development through initiatives like PGA Excel



READY TO APPLY?

[CLICK HERE](#)

**HAVE A QUESTION OR WOULD LIKE
TO DISCUSS FURTHER?**

For assistance, contact the Membership Department at:
membership@pga.org.uk or call **01675 470 333**

You can also reach out to your Member Support Manager
for support.

For more information, visit the [PGA Excel page](#)



2025 KEY DATES



SUBMISSION DEADLINE: TUESDAY 14 JANUARY

Feedback to Members – Wednesday 19 March



SUBMISSION DEADLINE: TUESDAY 15 APRIL

Feedback to Members - Wednesday 18 June



SUBMISSION DEADLINE: TUESDAY 15 JULY

Feedback to Members - Wednesday 17 September



SUBMISSION DEADLINE: TUESDAY 7 OCTOBER

Feedback to Members - Wednesday 10 December



PGA® Excel↑